

**Item 13(b)**



**CITY OF LONDON**

**Summary Budget  
2014/15**

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Committee(s): <b>Finance Committee</b>	Date(s): <b>18 February 2014</b>	Item No.
Subject: <b>Revenue and Capital Budgets 2013/14 and 2014/15</b>		
Report of: <b>The Chamberlain</b>	<b>Public</b>	
	<b>For Decision</b>	

### SUMMARY

1. This report should be read in conjunction with the separate report to your Committee entitled 'City Fund – 2014 Budget' which sets the 2014/15 City Fund budget within the context of the Medium Term Financial Strategy and financial forecast and recommends that the City's business rate premium and council tax for 2014/15 remain unchanged.
2. The 2013/14 and 2014/15 budgets for each of the City Corporation's three main funds are set out below. They have been prepared within the planning frameworks agreed by the Resource Allocation Sub Committee which, in particular, took account of a £6.9m (7.3%) cut in Government Grants receivable by the City Fund in 2014/15.

<b>Budgets by Fund</b>			
	<b>2013/14 Original</b>	<b>2013/14 Latest Approved</b>	<b>2014/15 Original</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>City Fund</b>			
Gross Expenditure	313.3	326.0	325.6
Gross Income	(202.1)	(214.5)	(222.0)
Net Expenditure before Government Grants and Taxes	111.2	111.5	103.6
Government Grants and Taxes	(116.9)	(116.9)	(110.4)
<b>Surplus to Reserves</b>	<b>(5.7)</b>	<b>(5.4)</b>	<b>(6.8)</b>
<b>City's Cash</b>			
Gross Revenue Expenditure	154.2	165.8	157.8
Gross Revenue Income	(152.7)	(154.6)	(149.7)
<b>Operating Deficit</b>	<b>1.5</b>	<b>11.2</b>	<b>8.1</b>
Profit on asset sales	0.0	(9.0)	(2.0)
<b>Deficit from Reserves</b>	<b>1.5</b>	<b>2.2</b>	<b>6.1</b>
<b>Bridge House Estates</b>			
Gross Expenditure	39.5	44.3	36.4
Gross Income	(38.6)	(40.4)	(39.2)
<b>Deficit (Surplus) from (to) Reserves</b>	<b>0.9</b>	<b>3.9</b>	<b>(2.8)</b>

*NB: Members are reminded that figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.*

### 3. City Fund

- The surplus in the current year is anticipated to reduce from £5.7m to £5.4m. For 2014/15 a surplus of £6.8m is indicated. Whilst the changes between these headline figures are relatively insignificant, there are a number of largely compensating variations as set out in paragraphs 20 to 28.
- In 2013/14, £83m of cash backed revenue reserves have been used towards the funding of investment property purchases totalling £117.4m - the majority of which are from City's Cash and Bridge House Estates (Project B.E.). The budgets reflect the intended revenue consequences whereby the increases in rental income more than offset the reduction in interest on cash balances.
- Average annual interest rates assumed on cash balances have reduced from 1.5% to 1.15% in the current year and to 0.75% in 2014/15. These changes affect all three funds.
- The impact of the significant and continuing cuts in Government funding is forecast to reduce the City Fund revenue account to a broadly break even position in 2015/16 followed by deficits in subsequent years.
- A service based review is underway to provide savings and budget reduction proposals for Members' consideration.

### 4. City's Cash

- Following the preparation of the 2012/13 City's Cash financial statements on the basis of United Kingdom Generally Accepted Accounting Practice (UKGAAP), the preparation of the budgets is also being moved to this basis.
- The City's Cash deficit is anticipated to be £2.2m in the current year and £6.1m in 2014/15. Deficits are also indicated for the other years of the medium term financial forecast.
- The service based review to identify savings and budget reduction proposals also includes City's Cash.
- As indicated in the table above, these deficits are after allowing for profits on the sales of assets. In the 2013/14 original budget the profit on sale of assets was not separately identified – being treated under the previous basis of preparation as part of capital income. Under UKGAAP, such profit is treated as revenue income. Based on the experience of recent years, a prudent assumption of £2m a year had been included in the financial forecasts. However, following the approval of the 'Project B.E.' property transfers to City Fund, the total profit on sale of assets is anticipated to be £9m, a £7m increase on the initial assumption.
- Without the benefit of the profits on asset sales, the operating deficits for 2013/14 and 2014/15 are £11.2m and £8.1m respectively.
- £50m of cash backed revenue reserves have been invested in stocks and shares and the budgets reflect the intended revenue consequences whereby the increases in investment income more than offset the reduction in interest on cash balances.
- Details of other significant budget variations are set out in paragraphs 34 to 41.

5. Bridge House Estates
  - The estimated deficit for the current year has increased from £0.9m to £3.9m due mainly to the approved carrying forward of unused grants and other budgets from 2012/13.
  - The fund is expected to return to surplus in 2014/15 with the medium term financial forecast also indicating healthy surpluses for subsequent years.
  - £90m of cash backed revenue reserves have been invested in stocks and shares and the budgets reflect the intended revenue consequences whereby the increases in investment income more than offset the reduction in interest on cash balances.
  - Details of other significant budget variations are set out in paragraphs 45 to 54.
6. The report also summarises the budgets for central support services within Guildhall Administration (which initially 'holds' such costs before these are wholly recovered) and the capital budgets for the three Funds.
7. The 2014/15 Summary Budget Book accompanies this report and will be available on the *Members' Committees and Papers* section of the City Corporation's website. Copies will also be available in the Members' Reading Room and individual copies can be requested from [steve.telling@cityoflondon.gov.uk](mailto:steve.telling@cityoflondon.gov.uk). The book provides the complete revenue and capital budgets for the City Corporation in a single document.

### **Recommendations**

8. It is recommended that Members:
  - (i) note the latest approved revenue budgets for 2013/14;
  - (ii) agree the 2014/15 budgets;
  - (iii) agree the capital budgets;
  - (iv) delegate authority to the Chamberlain to determine the financing of the capital budgets; and
  - (v) submit this report and recommendations to the Court of Common Council for its approval;

## **MAIN REPORT**

### **Background**

9. The primary purpose of this report is to summarise the latest approved and proposed revenue budgets for 2013/14 and 2014/15 respectively together with the capital budgets, which have all been prepared within agreed policy guidelines and allocations, for your submission to the Court of Common Council in March.
10. During the autumn/winter cycle of meetings each Committee has received and approved a budget report which has generally been prepared against a background of significant cuts in Government Grants. With the exception of Bridge House Estates and the Guildhall School of Music and Drama, budget reports for Non-Police Services took account of the general planning framework for Chief Officers which provided for:
  - allowances towards inflationary pressures of 1% and 2% for 2013/14 and 2014/15 respectively on net local risk budgets; but

- offset by 2% efficiency reductions across the period (i.e. by 2014/15 the base budget should be a net 1% higher than in 2012/13 – allowances towards inflationary pressures of 3% less efficiency reductions of 2%).
11. For the City Police, the annual cash limit continues to be determined by the national settlement allocation with the Force using its reserves on a phased basis subject to a minimum level being retained.
  12. As Bridge House Estates remains in a reasonably buoyant position, the allowances towards inflationary pressures are being provided but the 2% efficiency reduction has not been required. The same arrangement also applies to the Guildhall School of Music and Drama due to the particularly difficult financial situation being addressed at the School.
  13. Accompanying this report is the Summary Budget Book 2014/15 which will be available on the *Members' Committees and Papers* section of the City Corporation's website. Copies will also be available in the Members' Reading Room and individual copies can be requested from [steve.telling@cityoflondon.gov.uk](mailto:steve.telling@cityoflondon.gov.uk). The Summary Budget Book provides:
    - (i) all the budgets at a summary level in a single document;
    - (ii) service overviews – a narrative of the services for which each Chief Officer is responsible;
    - (iii) Chief Officer summaries showing net revenue expenditure by division of service, fund, type of expenditure and income;
    - (iv) Fund summaries showing the net revenue requirement for each Fund supported by Committee summaries showing the net requirement for each Committee within the Fund; and
    - (v) the capital and supplementary revenue project budgets by Fund.
  14. During the preparation of this report all Chief Officers have been asked to consider whether there would be any potential adverse impact of the various budget policy proposals on the equality of service with regard to service provision and delivery that affects people, or groups of people, in respect of disability, gender and racial equality. None are anticipated but they are expected to confirm this by the date of the Committee.

### **Overall Financial Strategy**

15. The City Corporation's overall financial strategy seeks to:
  - maintain and enhance the financial strength of the City Corporation through its investment strategies for financial and property assets;
  - pursue budget policies which seek to achieve a sustainable level of revenue spending and create headroom for capital investment and policy initiatives;
  - encourage competition for resources;
  - create a stable framework for budgeting through effective financial planning; and
  - promote investment in capital projects which bring clear economic, policy or service benefits.

16. The medium term financial strategy/budget policies for each of the funds are set out in Annex 1.

## CITY FUND

### Overall Budget Position

17. The overall budgets have been prepared in accordance with these strategies and the requirements for 2013/14 and 2014/15 are summarised by Committee in the table below. Explanations for significant variations were contained in the budget reports submitted to service committees.

<b>City Fund Summary by Committee</b>	<b>2013/14 Original</b>	<b>2013/14 Latest Approved</b>	<b>2014/15 Original</b>
<b><i>Net Expenditure (Income) - Note 1</i></b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Barbican Centre	23.3	24.2	24.0
Barbican Residential	0.2	0.2	0.1
Community and Children's Services	11.3	11.5	11.2
Culture Heritage and Libraries	20.1	19.9	20.1
Finance - Note 2	(8.1)	75.8	(7.7)
Licensing	0.1	0.1	0.0
Markets	(0.8)	(0.8)	(0.8)
Open Spaces	1.4	1.4	1.4
Planning and Transportation	13.2	12.5	12.6
Police	62.9	62.9	60.4
Policy and Resources	4.2	3.8	3.7
Port Health and Environmental Services	14.0	14.0	14.1
Property Investment Board	(30.6)	(30.8)	(34.4)
<b>City Fund Requirement - Note 3</b>	<b>111.2</b>	<b>194.7</b>	<b>104.7</b>

1. *Members are reminded that figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.*
2. *The 2013/14 latest approved budget for Finance Committee includes £83m of revenue funding towards the purchase of investment properties (para 24).*
3. *Reconciles to line 8 in the table overleaf.*



18. The following table further analyses the budget to indicate:

- the contributions made from the City's own assets towards the City Fund requirement (interest on balances – line 4, and investment property rent income – line 5);
- the inclusion of an extraordinary item for use of revenue reserves to fund capital expenditure, primarily the purchase of investment property purchases (lines 7 and 14);
- the funding received from Government formula grants and from taxes (lines 9 to 12); and
- the estimated surpluses to be transferred to reserves (line 15).

City Fund Revenue Requirements 2013/14 and 2014/15					
		2013/14 Original £m	2013/14 Latest Approved £m	2014/15 Original £m	Para. No.
1	Net expenditure on services	149.2	150.9	144.5	20, 25
2	Supplementary revenue projects and capital expenditure financed from revenue	1.1	1.7	1.6	21
3	Requirement before investment income from the City's Assets	150.3	152.6	146.1	
4	Interest on balances	(4.4)	(4.9)	(2.1)	22, 26
5	Estate rent income	(34.7)	(36.0)	(39.3)	23, 27
6	City Fund Requirement before Extraordinary item	111.2	111.7	104.7	
7	<b>Extraordinary Item - Investment Property Purchases</b>	<b>0.0</b>	<b>83.0</b>	<b>0.0</b>	24
8	<b>City Fund Requirement</b>	<b>111.2</b>	<b>194.7</b>	<b>104.7</b>	
	Financed by:				
9	Government formula grants	(94.3)	(94.3)	(87.4)	28
10	City offset	(10.5)	(10.5)	(10.7)	
11	Council tax	(5.6)	(5.6)	(5.8)	
12	NNDR premium	(6.5)	(6.5)	(6.5)	
13	Deficit (Surplus) before use of revenue reserves to fund capital	(5.7)	77.8	(5.7)	
14	Revenue reserves applied to capital	0.0	(83.2)	(1.1)	24
15	<b>Underlying Operating Surplus transferred to reserves</b>	<b>(5.7)</b>	<b>(5.4)</b>	<b>(6.8)</b>	

19. The surplus in the current year is anticipated to reduce from £5.7m to £5.4m. For 2014/15 a surplus of £6.8m is indicated. However, the impact of significant and continuing cuts in Government funding is forecast to reduce the City Fund revenue account to a broadly break even position in 2015/16 followed by deficits in subsequent years. A service based review is therefore underway to provide savings and budget reduction proposals for Members' consideration.

## Revenue Budget 2013/14

### Net Expenditure on Services

20. Net expenditure on City Fund services in 2013/14 was originally budgeted at £149.2m, whereas the latest approved budget totals £150.9m, an increase of £1.7m. The main reasons for this increase are:

- approved budgets of £2.3m brought forward from 2012/13;
- an increase of £0.8m for the City Fund element of the additional support service costs set out in paragraph 56;
- an increase of £0.6m for the Barbican Centre (in addition to £0.3m within the brought forward budgets above) for the London Living Wage and compensation to preserve the neutrality principle in relation to the relocation of the cinemas to the exhibition halls;
- a reduction of £0.5m in the transfer to the Crossrail reserve to reflect the decrease in interest rates on cash balances and the short term use of Crossrail receipts for reinvestment;
- a contingency of £0.5m transferred to City's Cash to match the decisions on funding;
- an increase of £0.4m in unringfenced grant income; and
- additional income of £0.3m from planning application fees.

### Supplementary Revenue Projects and Capital Expenditure Funded from Revenue

21. The increase from £1.1m to £1.7m largely relates to Barbican Centre projects that were rephased from 2012/13.

### Interest on Balances

22. The latest budget for 2013/14 anticipates an increase of £0.5m in interest earnings to £4.9m. This is the net impact of:

- a more beneficial cash flow, particularly business rate receipts, capital expenditure and higher reserves; partly offset by
- the recent reduction in the assumed interest rate, from 1.5% to 1.15% due to the lower returns available for the reinvestment of maturing money market deposits; and
- the part year impact of using cash backed reserves to purchase investment properties as agreed by the Policy and Resources Committee - to generate higher returns than interest on cash balances.

### Investment Estate Rent Income

23. Rent income from investment properties is forecast to be £36m, an increase of £1.3m on the original budget due mainly to the part year impact of the purchase of investment properties as indicated above.

### Extraordinary Item – Investment Property Purchases

24. Following the Policy and Resources Committee's decision to invest cash backed revenue reserves into investment properties, purchases totalling £117.4m have been

agreed, comprising purchases from City's Cash and Bridge House Estates together with 21 Garlick Hill. These purchases were funded from £34.4m of capital receipts and £83.0m of cash backed revenue reserves. This latter figure is required to be routed through the revenue account.

## **Revenue Budget 2014/15**

### Net Expenditure on Services

25. Net expenditure on City Fund services for 2014/15 is budgeted at £144.5m, a reduction of £4.7m compared to the 2013/14 original budget. The main variations are:

- a reduction of £2.6m in the City Police cash limit to reflect the cut in core Government grant;
- savings of £1.7m relating to efficiency and budget reviews;
- a reduction of £1.3m in the transfer to the Crossrail reserve to reflect the decrease in interest rates on cash balances and the short term use of Crossrail receipts for reinvestment;
- a contingency of £0.5m transferred to City's Cash to match the decisions on funding;
- an increase of £0.5m in unringfenced grant income;
- a reduction of £0.5m in the fees payable on the procurement transformation project;
- additional income of £0.3m from planning application fees;
- the inclusion of a £0.6m provision for the London Living Wage;
- an increase of £0.6m for the City Fund element of the additional support service costs set out in paragraph 57; and
- an increase of £1.7m for pay and prices.

### Interest on Balances

26. Income is anticipated to reduce to £2.1m from the £4.9m forecast in the current year due to a decrease in the assumed average interest rate for the year from 1.15% to 0.75% together with the full year impact of using cash backed reserves to purchase investment properties.

### Investment Estate Rent Income

27. The latest rental forecasts for 2014/15 assume an increase of £3.3m to £39.3m compared to the latest budget for 2013/14. This increase relates to the full year impact of the rental income from the properties purchased from cash backed reserves together with the impact of the latest assumptions on availability, occupancy and rent levels for the rest of the estate.

### Government Formula Grant

28. There is a reduction of £6.9m in core Government Grants from £94.3m in the current year to £87.4m in 2014/15. This reduction is split between Police and Non-Police services as follows:

<b>Analysis of the City's National Formula Grant</b>				
	<b>2013/14</b>	<b>2014/15</b>	<b>Reduction on 2013/14</b>	
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>%</b>
Police	57.8	55.2	2.6	4.5
Non-Police	36.5	32.2	4.3	11.8
<b>Total</b>	<b>94.3</b>	<b>87.4</b>	<b>6.9</b>	<b>7.3</b>

## CITY'S CASH

### Overall Budget Position

29. The budgets have been prepared in accordance with the budget policy set out in Annex 1 and the requirements for 2013/14 and 2014/15 are summarised by committee in the table below. Sufficient reserves are available to meet these total requirements.

<b>City's Cash Summary by Committee</b>	<b>2013/14 Original</b>	<b>2013/14 Latest Approved</b>	<b>2014/15 Original</b>
<b>Net Expenditure (Income)</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Culture, Heritage & Libraries	0.1	0.3	0.4
Finance	(4.7)	(8.4)	(5.9)
G. P. Committee of Aldermen	3.1	3.3	3.1
Guildhall School of Music and Drama	6.0	8.4	9.0
Markets	1.4	0.9	1.2
Open Spaces :-			
Open Spaces Directorate	0.0	0.0	0.0
Epping Forest and Commons	7.1	6.4	7.2
Hampstead, Queen's Park and Highgate	6.9	6.5	7.4
Bunhill Fields	0.3	0.3	0.3
West Ham Park	1.2	1.0	1.2
Planning and Transportation	0.1	0.1	0.1
Policy and Resources	9.7	11.2	10.6
Port Health and Environmental Services	0.0	0.2	0.1
Property Investment Board	(34.4)	(32.8)	(33.5)
Schools :-			
City of London School #	1.4	1.4	1.5
City of London Freeman's School #	2.3	2.3	2.3
City of London School for Girls #	1.0	1.1	1.1
<b>Total net requirement to be met from reserves</b>	<b>1.5</b>	<b>2.2</b>	<b>6.1</b>

\* Fully recharged to the Opens Spaces

# Shows City support rather than net expenditure by the schools.

30. The following table further analyses the budget to indicate the income produced from the City's assets (investment property rent income, non-property investment income and interest on balances at lines 3 to 5 respectively).

City's Cash Requirements 2013/14 and 2014/15					
		2013/14 Original £m	2013/14 Latest Approved £m	2014/15 Original £m	Para. No.
1	Net expenditure on services	62.6	70.0	69.8	34,40
2	Supplementary revenue projects	2.3	3.8	2.4	35
3	Estate rent income	(43.0)	(41.8)	(41.8)	36
4	Investment income	(19.7)	(20.5)	(22.2)	41
5	Interest on balances	(0.7)	(0.3)	(0.1)	38
6	<b>Operating Deficit</b>	<b>1.5</b>	<b>11.2</b>	<b>8.1</b>	
7	Profit on asset sales	0.0	(9.0)	(2.0)	39
8	<b>Deficit after Profit on Asset Sales</b>	<b>1.5</b>	<b>2.2</b>	<b>6.1</b>	

31. The City's Cash operating deficit is anticipated to increase from £1.5m to £11.2m in the current year and then reduces to £8.1m in 2014/15. Deficits are also indicated for the other years of the medium term financial forecast.
32. Following the preparation of the 2012/13 City's Cash financial statements on the basis of United Kingdom Generally Accepted Accounting Practice (UKGAAP), the preparation of the budgets is also being moved to this basis. Consequently, depreciation, a measure of the loss in value of operational assets due to age, wear and tear, deterioration or obsolescence, is now charged to expenditure and is a major contributor to the operating deficits.
33. The service based review is identifying savings and budget reduction proposals to balance the City's Cash revenue account over the medium term.

### Revenue Budget 2013/14

#### Net Expenditure on Services

34. Net expenditure on City's Cash services for 2013/14 was originally budgeted at £62.6m. The latest approved budget of £70.0m is an increase of £7.4m which is primarily due to:
- depreciation charges of £4.8m which, under UKGAAP, impact on the bottom line;
  - the transfer of £1.5m to the GSMD revenue budget from its capital cap;
  - approved budgets of £1.2m brought forward from 2012/13;
  - an increase of £0.7m for the City's Cash element of the additional support service costs set out in paragraph 56;
  - a contingency of £0.5m transferred from City Fund to match the decisions on funding;
  - additional income of £1.0m relating to Smithfield Market following the commencement of new leases from 1 April this year; and
  - release of £0.6m deferred income relating to grants and contributions received towards capital projects. UKGAAP requires such income to be released to revenue over the anticipated lives of the assets rather than being applied to match expenditure as it is incurred;

## Supplementary Revenue Projects

35. The increase from £2.3m to £3.8m primarily relates to a change in accounting treatment required by UKGAAP whereby contributions from designated funds are no longer included in the income and expenditure account.

## Investment Estate Rent Income

36. Rent income from investment properties is forecast to be £41.8m which is a decrease of £1.2m on the original budget. This decrease relates to the part year effect of the sale of properties to the City Fund together with the impact of the latest assumptions on availability, occupancy and rent levels for the rest of the estate.

## Non-Property Investment Income

37. Income from non-property investments is forecast to increase by £0.8m to £20.5m due to the part year effect of the Policy and Resources Committee's decision to invest £50m of cash backed reserves into stocks and shares in order to achieve a rate of return that is higher than interest on cash balances.

## Interest on Cash Balances

38. The net impact of the reduction in the assumed interest rate from 1.5% to 1.15%, the cash invested in stocks and shares, and the part year effect of the cash received from the sale of investment properties to City Fund are projected to reduce interest earnings from £0.7m to £0.3m.

## Profit on Asset Sales

39. In the 2013/14 original budget the profit on sale of assets was not separately identified – being treated instead as part of capital income. Under UKGAAP, such profit is treated as revenue income. Following the approval of the 'Project B.E.' property transfers, the profit on sale of assets is anticipated to be £9m, a £7m increase on the annual assumption of £2m which had been included in the initial medium term financial forecasts.

## Revenue Budget 2014/15

### Net Expenditure on Services

40. Net expenditure on City's Cash services for 2014/15 is budgeted at £69.8m, an increase of £7.2m compared to the original budget for 2013/14. The main reasons for the increased requirement are:
- depreciation charges of £5.8m which, under UKGAAP, impact on the bottom line;
  - an increase of £1.2m for pay and prices;
  - the transfer of £1m to the GSMD revenue budget from its capital cap;
  - an increase of £0.8m for the City's Cash element of the additional support service costs set out in paragraph 57;
  - a contingency of £0.5m transferred from City Fund to match the decisions on funding;
  - expenditure of £0.5m relating to repairs and maintenance programmes;
  - the inclusion of a £0.4m provision for the London Living Wage;
  - additional income of £1.0m relating to Smithfield Market following the commencement of new leases from 1 April this year;

- savings of £0.8m relating to efficiency and budget reviews;
- release of £0.6m deferred income relating to grants and contributions received towards capital projects. UKGAAP requires such income to be released to revenue over the anticipated lives of the assets rather than being applied to match expenditure as it is incurred; and
- a reduction of £0.3m in the fees payable on the procurement transformation project.

#### Non-Property Investment Income

41. Income is anticipated to increase by a further £1.7m to £22.2m reflecting the full year impact of the decision to invest £50m of cash backed reserves into stocks and shares in order to achieve a rate of return that is higher than interest on cash balances.

### BRIDGE HOUSE ESTATES

#### Overall Budget Position

42. The budgets have been prepared in accordance with the budget policy set out in Annex 1 and the requirements for 2013/14 and 2014/15 are summarised in the table below.

<b>Bridge House Estates Summary by Committee</b>	<b>2013/14 Original</b>	<b>2013/14 Latest Approved</b>	<b>2014/15 Original</b>
<b>Net Expenditure (Income)</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
The City Bridge Trust	20.2	23.4	16.9
Culture, Heritage and Libraries	(0.3)	0.0	(0.3)
Finance	(9.2)	(9.6)	(10.6)
Planning and Transportation	3.6	3.8	3.7
Property Investment Board	(13.4)	(13.7)	(12.5)
<b>Deficit (Surplus) from (to) reserves</b>	<b>0.9</b>	<b>3.9</b>	<b>(2.8)</b>

43. The estimated deficit for the current year has increased from £0.9m to £3.9m but 2014/15 is expected to return to surplus with the medium term financial forecast also indicating healthy surpluses for subsequent years.
44. The following table further analyses the budget to indicate;
- the income produced from the City's assets (investment property rent income, non-property investment income and interest on balances at lines 3 to 5 respectively); and
  - the budgets for charitable grants (line 7).

Bridge House Estates Requirements 2013/14 and 2014/15					
		2013/14 Original £m	2013/14 Latest Approved £m	2014/15 Original £m	Para. No.
1	Net expenditure on services	10.6	12.1	11.2	45, 51
2	Bridges repairs, maintenance and major works fund contribution	1.0	1.0	1.1	46, 47
3	Estate rent income	(17.6)	(17.9)	(16.3)	52
4	Investment income	(11.3)	(13.3)	(14.7)	48, 53
5	Interest on balances	(1.0)	(0.3)	(0.1)	49
6	<b>Revenue surplus</b>	<b>(18.3)</b>	<b>(18.4)</b>	<b>(18.8)</b>	
7	Charitable grants	19.2	22.3	16.0	50, 54
8	<b>Deficit (Surplus) from (to) reserves</b>	<b>0.9</b>	<b>3.9</b>	<b>(2.8)</b>	

### Revenue Budget 2013/14

#### Net Expenditure on Services

45. The increase from £10.6m to £12.1m in 2013/14 is primarily approved budgets brought forward from 2012/13 together with an increase in the estimated fees payable to non-property investment fund managers.

#### Bridges Repairs, Maintenance and Major Works Fund

46. The objective for the Bridges Repairs, Maintenance and Major Works Fund is to provide sufficient resources to meet the enhanced maintenance costs of the five bridges over a period of at least 50 years.
47. Having compared the costs of the City Surveyor's 50 year maintenance programme with the projections for income to be earned by the Fund, the contributions required have been assessed as £1m in the current year and £1.1m in 2014/15. The 50 year maintenance programme and the levels of contributions required to smooth the costs over this period will continue to be reviewed annually.

#### Non-Property Investment Income

48. Income from non-property investments is forecast to increase by £2m to £13.3m. This is due to the part year effect of the Policy and Resources Committee's decision to invest £90m of cash backed reserves into stocks and shares in order to achieve a rate of return that is higher than interest on cash balances together with the forecast for investment returns being higher than originally budgeted by fund managers.

#### Interest on Balances

49. The net impact of the reduction in the assumed interest rate from 1.5% to 1.15%, the cash transferred to stocks and shares, and the part year effect of the cash received from the sale of investment properties to City Fund are projected to reduce interest earnings from £1m to £0.3m.

#### Charitable Grants

50. The increase of £3.1m relates to budgets brought forward from 2012/13 relating to the various grants programmes.



## Revenue Budget 2014/15

### Net Expenditure on Services

51. The estimate of £11.2m is an increase of £0.6m on the original budget for 2013/14 and primarily relates to the estimated fees payable to non-property investment fund managers

### Investment Estate Rent Income

52. Rent income from investment properties is forecast to be £16.3m which is a decrease of £1.3m on the original budget. This decrease relates to the sale of properties to the City Fund together with the impact of the latest assumptions on availability, occupancy and rent levels for the rest of the estate.

### Non-Property Investment Income

53. Income is anticipated to increase by a further £1.4m to £14.7m reflecting the full year impact of the decision to invest £90m of cash backed reserves into stocks and shares.

### Charitable Grants

54. The 2014/15 budget is £16m and comprises
- the £15m base budget for charitable grants; and
  - £1m towards the 'Employability Partnership' with Central London Forward to provide pre-employment training and mentoring for young people (£2m in total split equally over 2013/14 and 2014/15).

## GUILDHALL ADMINISTRATION

55. Guildhall Administration encompasses most of the central support services for the City, with the costs being fully recovered from the three main City Funds, Housing Revenue Account, Museum of London and other external bodies in accordance with the level of support provided. Consequently, after recovery of costs, the net expenditure on Guildhall Administration is nil. The table below summarises the position.

<b>Guildhall Administration by Committee</b>	<b>2013/14 Original</b>	<b>2013/14 Latest Approved</b>	<b>2014/15 Original</b>
<b>Net Expenditures</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Culture, Heritage and Libraries - City Records Office	0.9	0.9	0.9
Establishment - Town Clerk & C&CS	11.4	12.0	11.6
Finance - Chamberlain	30.2	31.8	31.3
Finance - City Surveyor, Remembrancer and Town Clerk	19.5	19.1	19.9
<b>Total Net Expenditure</b>	<b>62.0</b>	<b>63.8</b>	<b>63.7</b>
Recovery of Costs	(62.0)	(63.8)	(63.7)
<b>Total Guildhall Administration</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **Revenue Budget 2013/14**

56. The 2013/14 latest approved budget for net expenditure (before recovery of costs) is £63.8m, an increase of £1.8m compared to the original budget. The additional requirement primarily relates to the following:

- an increase of £0.9m for the first year of the IS managed service contract. However, across the seven year contract period there is an overall revenue saving of £1.6m;
- approved budgets of £0.7m brought forward from 2012/13;
- a £0.5m reduction in the anticipated profit from the City's reinsurance arrangements following poor claims experience this year;
- an increase of £0.4m for IS projects – disaster recovery, wide area network and Members' equipment;
- a reduction of £0.7m relating to the rephasing of repairs and maintenance programmes; and
- a £0.4m reduction in insurance premiums.

## **Revenue Budget 2014/15**

57. Net expenditure for 2014/15 (before recovery of costs) is budgeted at £63.7m. This is an increase of £1.7m compared to the 2013/14 original budget. The main variations are as follows:

- an increase of £0.7m for the second year of the IS managed service contract. However, across the seven year contract period there is an overall revenue saving of £1.6m;
- an additional £0.6m for the City of London Procurement Service following the early cessation of the contract with the procurement transformation partner.
- an increase of £0.6m for pay and prices;
- an increase of £0.2m relating to the rephasing of repairs and maintenance programmes;
- an increase of £0.2m for IS projects – disaster recovery, wide area network and Members' equipment;
- savings of £0.5m relating to efficiency and budget reviews; and
- a £0.4m reduction in insurance premiums.

## **CAPITAL AND SUPPLEMENTARY REVENUE PROJECT BUDGETS**

58. The City Fund, City's Cash and Bridge House Estates approved capital and supplementary revenue project budgets being submitted to the Court of Common Council in March are included in the Summary Budget Book.

### **City Fund Capital and Supplementary Revenue Project Budgets**

59. The latest City Fund approved capital and supplementary revenue projects budgets total £197.4m for 2013/14 and £33.6m for 2014/15. The budgets for both years include property investments in relation to the City's Crossrail commitment, a number of schemes relating to affordable housing, the Barbican Centre and highway/streetscene schemes. In addition, the 2013/14 budget reflects significant property investments

arising from the decision to divert revenue balances from cash to property. After allowing for external contributions and the investment of revenue cash balances, the remainder of the City Fund capital budget is anticipated to be financed largely from capital receipts in line with budget policy.

### **City's Cash Capital and Supplementary Revenue Project Budgets**

60. The latest City's Cash capital and supplementary revenue projects budgets total £34.7m for 2013/14 and £11.8m for 2014/15. The budgets for 2013/14 include expenditures on property investments, the Guildhall School - in particular the new facilities at Milton Court, and the MasterPlan work at the Freeman's School. The 2014/15 budgets include further expenditures on property investments, completion of Phase 1 of the Freeman's School MasterPlan, works at Billingsgate Market and Highams Park lake in Epping Forest.

### **Bridge House Estates Capital and Supplementary Revenue Project Budgets**

61. The latest Bridge House Estates approved capital and supplementary revenue projects budgets total £3.1m for 2013/14 and £4.4m in 2014/15 mainly related to investment property development

### **Financing Capital Expenditure**

62. As in previous years, it is proposed that the Chamberlain should determine the final financing of the capital budgets.

**Chris Bilsland  
Chamberlain**

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## **Medium Term Financial Strategy/Budget Policy**

### **City Fund**

The main constituents of the City Fund medium term financial strategy/budget policy are as follows:-

- (i) to aim to achieve as a minimum over the medium term planning period the ‘golden rule’ of matching on-going revenue expenditures and incomes;
- (ii) to implement budget adjustments and measures that are sustainable, on-going and focused on improving efficiencies;
- (iii) in line with (ii), as far as possible to protect existing repairs and maintenance provisions and budgets from any efficiency squeezes or budget adjustments and to ring-fence all other non-staffing budgets (to prevent any amounts from these budgets being transferred into staffing budgets);
- (iv) within the overall context of securing savings and budget reductions, to provide Chief Officers with stable financial frameworks that enable them to plan and budget with some certainty;
- (v) for the Police service, ordinarily to set an annual cash limit determined from the national settlement allocation to the City Police and to allow the Force to draw from its reserves on a phased basis, subject to a minimum level being retained;
- (vi) to achieve the existing targeted/selective budget reductions and savings programme and to identify further savings together with the potential financial benefits arising from new corporate-wide procurement arrangements;
- (vii) to ring-fence sufficient assets (cash and investment property) to accumulate, via revenue and/or capital growth, the amount required to meet the City Corporation’s Crossrail direct funding commitment of £200m in 2015/16;
- (viii) to continue to review critically all financing arrangements, criteria and provisions relating to existing and proposed capital and supplementary revenue project expenditures;
- (ix) to reduce the City Fund’s budget exposure to future interest rate changes by adopting a very prudent, constant annual earnings assumption in financial forecasts. If higher earnings are actually achieved, these should ordinarily only be available for non-recurring items of expenditure;
- (x) to accept that in some years of the financial planning period it may be necessary to make contributions from the revenue budget to revenue balances;
- (xi) ordinarily to finance capital projects from capital rather than revenue resources and supplementary revenue projects from provisions set aside within the financial forecast; and
- (xii) to minimise the impact of rate/tax increases on City businesses and residents.

### **City’s Cash**

The main constituents of the current budget policy for City’s Cash services reflect the general elements within the City Fund strategy together with the following specific objectives:

- ensure that ongoing revenue expenditure is contained within revenue income over the medium term and sufficient surpluses are generated to finance capital investment on City's Cash services;
- continue to seek property investment opportunities to enhance income/seek capital appreciation during the year, subject to any financing being met from the City's Estate Designated Sales Pool; and
- sell either property or financial assets, which would need to be in addition to property disposals required to meet the financing requirements of the Designated Sales Pool, to meet City's Cash cash-flow requirements.

### **Bridge House Estates**

Budget policy in relation to Bridge House Estates is as follows:

- adhering to a planning framework which provides cash limit allowances towards inflationary pressures rather than the budget reductions and savings programmes applied to other funds;
- ensuring that ongoing revenue expenditure is contained within revenue income over the medium term and that sufficient surpluses are generated to finance expenditure on the Bridges with surplus funds allocated to charitable grants; and
- continuing to seek property investment opportunities to enhance income/provide capital appreciation during the year subject to any financing being met from the Bridge House Estates Designated Sales Pool.

**Summary Budget  
By  
Chief Officer**



## CHIEF OFFICER SUMMARY

CHIEF OFFICER SUMMARY	2013/14 Latest Approved Budget £'000	2014/15 Original Budget		
		Local Risk £'000	Central Risk and Recharges £'000	Total £'000
Chamberlain	49,282	21,241	(50,884)	(29,643)
City Surveyor	(67,035)	35,001	(104,330)	(69,329)
Commissioner of Police	61,451	55,692	3,555	59,247
Comptroller and City Solicitor	0	3,121	(3,121)	0
Director of the Built Environment	22,841	16,490	6,245	22,735
Director of Community and Children's Services *	11,746	5,912	5,346	11,258
Director of Culture, Heritage and Libraries	21,279	9,193	11,540	20,733
Director of Markets and Consumer Services	3,524	4,122	(1,386)	2,736
Director of Open Spaces	12,817	10,596	2,626	13,222
Headmaster, City of London School	1,088	(392)	722	330
Headmaster, City of London Freeman's School	1,978	(50)	2,039	1,989
Headmistress, City of London School for Girls	811	313	555	868
Managing Director, Barbican Centre	24,215	15,957	8,077	24,034
Principal, Guildhall School of Music and Drama	8,385	6,516	2,455	8,971
Private Secretary and Chief of Staff to the Lord Mayor	3,473	2,453	878	3,331
Remembrancer	5,966	703	5,243	5,946
Town Clerk	39,042	15,508	15,992	31,500
<b>Total Fund Analysis</b>	<b>200,863</b>	<b>202,376</b>	<b>(94,448)</b>	<b>107,928</b>

( ) = Income

\* Includes the HRA





## **CHAMBERLAIN**

### **SERVICE OVERVIEW**

#### **SUPPORTING THE FINANCE COMMITTEE**

The Chamberlain supports the Finance Committee to undertake a critical role in the administration and management of the City's finances through:-

- (a) ensuring effective arrangements are made for the proper administration of the City Corporation's financial affairs;
- (b) considering the annual budget of the several committees, to ascertain that they are within the resources allocated, are applied to the policies for which those resources were allocated and represent value for money in the achievement of those policies;
- (c) determining annually with the Resource Allocation Sub-Committee, the appropriate performance return benchmarks for the City's and Bridge House Estates;
- (d) obtaining value for money in all aspects of the City of London Corporation's activities;
- (e) monitoring performance against individual Departmental Business Plans and bringing about improvements in performance;
- (f) overseeing the City of London Corporation's approved list of contractors and consultants;
- (g) dealing with requests for grants for charitable purposes from funds under the Committee's control, including the City of London Corporation Combined Relief of Poverty Charity (registered charity no. 1073660) and the City Educational Trust (registered charity no. 290840), allowances, expenses, insurance, business travel, treasure trove and Trophy Tax;
- (h) making recommendations to the Court of Common Council in respect of: the Audited Accounts, the Annual Budget and to recommend the Non-Domestic Rate and Council Tax to be levied and to present the capital programme and make recommendations as to its financing; and the appointment of the Chamberlain;
- (i) strategies and initiatives in relation to energy;
- (j) developing and implementing IS strategies to support the business needs of the City of London Corporation;
- (k) overseeing the effective and sustainable management of the City of London Corporation's operational assets to help deliver strategic priorities and service needs.

The Finance Committee also oversees a number of services/activities that are managed by the Chamberlain as outlined below.

#### **CITY FUND**

##### **Cost of Collection**

The Cost of Collection reflects the expenditure incurred in the administration and collection of the Non-Domestic Rates and the Council Tax including the control, monitoring and payment of the contract with Liberata (UK) Ltd.

##### **Corporate and Democratic Core**

In order to comply with the Chartered Institute of Public Finance's Service Reporting Code of Practice, certain costs are defined as "Corporate and Democratic Core" and do not form an overhead upon other services. These include the costs of support provided to Members by both central and service departments, external audit, treasury management and the resulting investment income, and an apportionment of Guildhall Complex premises costs.

##### **Levies, Grants and Subscriptions**

The Middle and Inner Temples are local precepting authorities on the City and issue precepts to provide some services in their areas. These local precepts are borne solely by council taxpayers in

the Temples but they receive a compensating adjustment for those services that are provided elsewhere in the City by the City of London Corporation so that council tax in the Temples is the same as in the rest of the City.

The City of London Corporation is required to pay levies to the Inner London Probation Service, Lea Valley Partnership, the Environment Agency and the London Pension Fund Authority. Government grant is received on the loan charges relating to the capital expended by the City on the courts at No. 1 Queen Victoria Street.

### **Contingencies and Miscellaneous**

The major budget line is for Contingencies. These are either general in nature for unforeseen items or for specific purposes where the level of expenditure, if any, is contingent upon the particular circumstances. The use of most of these contingencies is at the discretion of the Finance Committee, with requests being considered on a case by case basis.

Contributions to the Crossrail Reserve in lieu of interest are included in this division of service as is the element of the rent which is not being met from the City Police's budget for premises at 21 New Street.

Also included are support service costs associated with providing the City Fund activities overseen by the Finance Committee (which are separate to Corporate and Democratic Core costs) - apart from the Cost of Collection which is attributed separately.

### **Corporate Financing**

Under the current system of capital accounting for local authorities, the City applies a capital charge to reflect its use of capital assets. This is generally comprised of a charge for depreciation based on the value of the asset. However, in order to avoid this accounting charge to services generating a real cost to the City Fund, the charge is offset by a contra entry within the Corporate Financing account.

The type of expenditure which can be classified as capital is dictated by statute. Consequently, certain schemes (related mainly to major repair and maintenance works to existing assets) may not be classified as capital, and must therefore be charged to revenue. These schemes have been designated 'Supplementary Revenue Projects', and this account includes the budget for approved projects and a provision for the indicative costs of projects awaiting evaluation. When the actual costs have been incurred they will be reflected in the accounts of the relevant service with the associated budget also being transferred

This account also bears the cost of any part of the City Fund's capital expenditure financed from revenue for the year, partially offset by a transfer from earmarked reserves, predominately the On-Street Parking Reserve, which is used to fund a range of transport related activities.

### **CITY'S CASH**

#### **Corporate and Democratic Core**

In order to maintain broad consistency with the City Fund, certain costs have been defined as "Corporate and Democratic Core" and do not form an overhead upon other services. These include the costs of support provided to Members by both central and service departments, City's Cash external auditor's fees, treasury management and the income from investments and interest on cash balances, and an apportionment of Guildhall Complex premises costs.

## **Grants, Contingencies and Miscellaneous**

These estimates include a provision for grants, the City's Cash contingencies and a voluntary contribution towards the premises related costs of the City Magistrates Court. This section also includes the City's contribution to Keats House.

Support service costs associated with providing most of the City's Cash activities overseen by the Finance Committee (which are separate to Corporate and Democratic Core costs) are included within this division of service.

## **Chamberlain's Court**

The main duties of the Chamberlain's Court include assisting the Chamberlain to admit persons to the Freedom of the City; to help in the formation of new Livery Companies; and to maintain the Mansion House Plate Inventory.

## **Gresham - City Moiety**

This includes the City's share of the income from the Royal Exchange, 89/91 Gresham Street and Gresham House annuity. It also shows the City's share of the expenses of running the Gresham Estate.

## **Gresham - Discretionary Expenditure**

This principally consists of the grant to Gresham College, the non-mandatory elements of the Lecturer's fees, and administrative costs.

## **Corporate Financing**

Includes depreciation charges in relation to a number of corporate assets such as the City's cash share of systems and the Guildhall Complex.

Whilst the statutory definition of capital expenditure under the Local Government Act 2003 applies only to City Fund activities, a consistent approach has been adopted across all services and certain City's Cash schemes have been designated 'Supplementary Revenue Projects'. Consequently, a budget for approved supplementary revenue projects and a provision for the indicative costs of projects awaiting evaluation are included. When the actual costs have been incurred they will be reflected in the accounts of the relevant service with the associated budget also being transferred.

This division of service also includes any profits on the sale of assets.

## **BRIDGE HOUSE ESTATES**

### **Corporate and Democratic Core**

Items budgeted for under this division of service comprise the following:

- fees for investment management, external audit and the cost of designing and printing the annual report
- income from managed investments and interest on cash balances
- corporate and democratic core costs, charged by central departments in respect of the Bridge House Estate Fund, and an apportionment of Guildhall Complex premises costs
- corporate and democratic core costs apportioned from other Bridge House Estates Committees
- support services costs for the Bridge House Estates activities overseen by the Finance Committee

- Bridge House Estates contingencies.

## **GUILDHALL ADMINISTRATION**

Within Guildhall Administration the Chamberlain's Department provides a wide range of financial and IS services. The department is divided into three divisions, each headed by a director. The divisions are:-

- Financial Services
- Exchequer & Business Support
- Information Systems (IS)

The work of these divisions (except for Cost of Collection and the Chamberlain's Court which are summarised in the notes above) are explained below.

### **Financial Services**

- revenue and capital budget preparation
- budget monitoring and financial advice
- accounting and final accounts
- business partnering
- financial investment and cash management
- financial forecasts and technical analysis
- VAT/tax planning
- banking
- capital project appraisal
- financial appraisal of organisations

### **Exchequer & Business Support**

- risk assessments and securing the required insurance cover
- City's Business Information System (CBIS) Team
- City of London Procurement Service (CLPS)
- revenue collection
- support to corporate governance
- internal audit
- payroll and pension

### **Information Systems**

Following the partnership with Agilisys which began in August 2013 the role of the Information Systems Division of the Chamberlain's Department is changing from a provider to a commissioner of services. Going forward, the role of the IS Division will be:-

- to manage the delivery of services provided by our suppliers;
- adding value through understanding our customers and the City of London, ensuring requirements are delivered;
- exploring new technology and innovation to maintain a leading edge in technology on behalf of the City of London; and
- working with key stakeholders to drive and enable transformational change within the Corporation.

**CHAMBERLAIN**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
2,271	Cost of Collection	2,387	(120)	2,267
181	Chamberlain's Court	199	(18)	181
8,332	General	8,241	(107)	8,134
1,724	CLPS	2,224	0	2,224
272	Insurances	272	0	272
8,486	Information Systems	8,262	(100)	8,162
1	Chaplain - General Purposes Committee of Alderman	1	0	1
21,267	<b>Total Local Risk</b>	21,586	(345)	21,241
	<b>Fund Analysis</b>			
2,271	City Fund	2,387	(120)	2,267
182	City's Cash	200	(18)	182
2,453		2,587	(138)	2,449
18,814	Guildhall Admin	18,999	(207)	18,792
21,267	<b>Total Fund Analysis</b>	21,586	(345)	21,241
	<b>Central Risk and Recharges</b>			
81,974	Corporate Financing	19,026	(14,494)	4,532
7,646	External Audit, Investment Management Fees Etc.	7,348	(269)	7,079
(38,185)	Investment / Interest	0	(37,937)	(37,937)
(1,729)	Cost of Collection Allowance	0	(1,729)	(1,729)
67	Levies, Grants and Subscriptions	1,055	(1,057)	(2)
320	Collection Fund Transfer	320	0	320
2,776	Contingencies	2,927	0	2,927
48	City Moiety	646	(581)	65
10,183	Insurances	12,426	(2,721)	9,705
1,748	Transfer to Reserves	756	0	756
64,848	<b>Total Central Risk</b>	44,504	(58,788)	(14,284)
	<b>Recharges</b>			
18,673	Recharges from other services	18,274	0	18,274
(55,506)	Recharges to other services	0	(54,874)	(54,874)
28,015	<b>Total Central Risk and Recharges</b>	62,778	(113,662)	(50,888)
	<b>Fund Analysis</b>			
69,641	City Fund	24,177	(37,325)	(13,148)
(13,256)	City's Cash	17,901	(26,220)	(8,319)
(9,556)	Bridge House Estates	4,075	(14,700)	(10,625)
46,829		46,153	(78,245)	(32,092)
(18,814)	Guildhall Admin	16,625	(35,417)	(18,792)
28,015	<b>Total Fund Analysis</b>	62,778	(113,662)	(50,884)
49,282	<b>Grand Total</b>	84,364	(114,007)	(29,643)

**CHAMBERLAIN**

	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk	Total
		£'000	& Recharges £'000	£'000
<b>Expenditure</b>	Employees	14,151	39	14,190
	Premises Related Expenses	62	13,554	13,616
	Transport	22	54	76
	Supplies and Services	5,584	9,285	14,869
	Third Party Expenses	1,767	553	2,320
	Transfer Payments	0	320	320
	Capital Expenditure	0	17,013	17,013
	Transfer to Reserves	0	756	756
	Contingencies	0	2,930	2,930
	Recharges	0	18,274	18,274
	<b>Total Expenditure</b>	<b>21,586</b>	<b>62,778</b>	<b>84,364</b>
<b>Income</b>	Government Grants	0	(2,786)	(2,786)
	Other Grants and Reimbursements	0	(1,831)	(1,831)
	Customer and Client Receipts	(345)	(6,170)	(6,515)
	Investments	0	(37,938)	(37,938)
	Transfer from Reserve	0	(9,847)	(9,847)
	Capital Contras	0	(216)	(216)
	Recharges	0	(54,874)	(54,874)
	<b>Total Income</b>	<b>(345)</b>	<b>(113,662)</b>	<b>(114,015)</b>
<b>Net Expenditure / (Income)</b>	<b>21,241</b>	<b>(50,884)</b>	<b>(29,643)</b>	

# CITY SURVEYOR

## SERVICE OVERVIEW

### City Fund Estate

#### **History and legal powers**

The City Fund Estate is an extensive portfolio of commercial properties, mainly offices, located in the City of London or in its immediate borders. The properties are mainly held for planning and development purposes and form part of the City's local authority assets.

The City Fund Estate came into being following the purchase of land and buildings for comprehensive redevelopment after World War II, under the provisions of the Town and Country Planning Acts, and to a lesser extent under the provisions of the Highways Acts. More recently some purchases have been made under different powers including notably a number of buildings within and without the City that were purchased using Local Government Act 2000 powers.

The City Fund Estate has acquired some very strong characteristics through time, related to its geographical concentration within the City of London, its sectoral concentration on offices, and its historical assembly meaning that the majority of the properties were originally developed during the late 1950's and 1960's under the terms of standard restrictive fixed income ground leases. These buildings have largely been subject to redevelopment in the previous recent development cycles, or are now approaching the end of their economic life.

There is a reasonable current balance in terms of value and income between ground leased and directly held properties, with many significant assets in the latter category the result of the Estate buying in its own ground leases to promote redevelopment or other strategic objectives. The acquisition of properties outside the City has also meant further rebalancing toward directly managed assets. Over ten such properties have been purchased under Local Government Act Powers for inclusion on the Strategic Property Estate. There are 88 properties in the main City Fund Estate portfolio including those held in the "Crossrail" Fund.

A ten year strategy for the City Fund investment properties was approved in late 2003 and was reviewed in December 2007 and January 2011.

The strategy included ten Strategic Objectives, ten Supporting Policies and a six point Action Plan. Significant progress has been made with the latter, including implementation of a disposals programme, rationalisation of the smaller holdings on the estate, and review of the property strategies for all assets.

As an overriding theme the properties are managed to enable the City as landowner to help ensure the availability of land and buildings in the City and its immediate environs for City businesses.

#### **Service Objectives**

The City Fund property portfolio has grown out of the City's historic role to secure comprehensive redevelopment in the City and actively contributes towards the City's policies for the continued redevelopment and enhancement of the City, now encapsulated in the City Together Strategy with its World Class City theme, and its priorities of promoting the City's competitive position and making sure suitable office floorspace is available for business.



The ongoing objective for the City Fund Estate is to manage the portfolio efficiently and to maximise its economic potential including capital and income, for the benefit of the City of London Corporation and The City. The resources are deployed to assist with, or provide for, the redevelopment of buildings, the assembly of sites for future development, the creation of new and re-aligned highways and walkways as well as the provision of permanent and temporary open spaces. This reinforces the City Together Strategy themes of A World Class City to ensure that the built environment within the City meets the growth in business needs whilst minimising the associated disruption caused to all sections of the City's communities.

City Fund includes holdings on the Strategic Property Estate in the neighbouring City fringe boroughs, acquired both for protecting large sites for City businesses and to promote flexible accommodation for small and medium enterprises.

### **Services Provided**

In the year to March 2013 the City Fund achieved a total return of 13.9% as measured by the Investment Property Databank (IPD). The fund outperformed the 6.6% return achieved by its benchmark (offices in either the City or E1).

The IPD capital value of the Estate as at March 2013 was some £740.6m (excluding the strategic property estate). The IPD return for the Estate annualised over the last 5 years is 3.8% compared to its Benchmark of 0.1% and the IPD Universe benchmark of 1.5%. Over 10 years the average return of the Estate has been some 9.9%.

The current 2013/14 annual income for the City Fund Estate including the Strategic Property Estate is expected to be around £36m.

Significant current projects include:

- St Alphege House. Planning Permission has been obtained for a scheme of some 500,000 sq.ft [net], predominantly offices, with a small amount of retail in two buildings. Hammerson assigned their option agreement to Brookfield and Oxford Properties (Brookfield) in July 2012 and then exercised the option with some £22.25m being paid as part of the agreed site price for a new ground lease. Brookfield always said they would require a pre-let to an office occupier of part of the scheme, before commencing the development. Demolition of the existing buildings commenced in October 2013. It should be noted that Schroders signed non-binding heads of terms in October 2013 to prelet 2/3rds of the proposed development. If all goes to plan the development should commence by July 2014.
- International House. Helical Bar obtained a revised Planning Permission for some 275,000 sq.ft. [net]. Helical Bar have almost completed demolition of the existing buildings and are actively seeking funding.
- 12-14 New Fetter Lane. This is a proposed development by Great Portland Estates (GPE) for about 160,000 sq.ft [net] of offices. GPE have secured Bird and Bird (solicitors) as a pre-let tenant and are currently demolishing the existing buildings. A new long lease at a ground rent gearing has now been granted.
- 100 Cheapside: Construction of this 100,000 sq.ft. office scheme is underway by Skanska, with practical completion anticipated by Autumn 2014. City of London has retained a 25% interest in the project through a joint venture with the development partners, CarVal and Orion, with the monies being provided by the Crossrail Fund. The City Fund Estate has retained the Freehold.

All these projects exemplify the City's strategic aim of using its property assets to meet the property requirements of the Business City as well as improving its financial position in accordance with its Financial Strategy.

## **Leadenhall Market**

Leadenhall Market, now a Grade 2\* listed structure, was erected in 1881 under powers vested in the City Corporation by the Leadenhall Market Act of 1879. It enclosed a Market, which had previously existed on the site and originally provided for a specified range of trades such as meat, fish and poultry.

It is regarded as one of the City's main shopping centres and a number of new initiatives have been implemented to help maintain its position against new competing retail developments in the City.

The objectives are principally to:

- Manage the Market to retain and improve its position as an important retail shopping area with a wide variety of differing trades by careful tenant selection avoiding the large multiples, taking account of the Market's character and adjoining retail areas;
- To encourage the retention and restoration of the traditional architecture and character of the Market, in so far as it is compatible with the best use of the premises and taking account of the commercial purposes for which the tenants wish to occupy market accommodation;
- To develop a more appealing and exciting environment with busier pedestrian flow;

The Market is now fully pedestrianized. Considerable efforts are made to raise awareness of the Market with a "Best of British" theme running through the numerous events which have been organised, including a St George's Week, Music Festivals, Arts Fairs and very successful Autumn Fashion Shows.

A number of major charity events as well as corporate events have been held both for UK and international companies. The Market attracts interest for film location work for advertisements, documentaries and television programmes.

## **City's Estate**

### **History and legal powers**

City's Estate is an extensive portfolio, most held freehold, of offices, shops, industrial warehouses and other commercial properties. The current annual rental income projection including strategic properties is £42m and this forecast suggests that total rent will remain relatively static over the next five years.

The properties are principally located in the City, the West End, Bloomsbury and Islington and have been acquired over many centuries as a result of acquisitions, gifts and bequests. However, the most important holding is in respect of the City Lands – the wastelands, commons, filled water courses and a girdle of ground 16ft. wide within the City walls which was confirmed in the City's ownership under a charter of Henry VI in 1444.

Much of the land outside the City's boundaries was originally acquired as relatively large parcels of undeveloped land before the growth of London but all of these have now been developed.

Originally, developments were by way of ground lease but with the passage of time the portfolio has become more diverse with some taken back into direct management and some have been developed.

The Estate includes an extensive portfolio of freeholds on the Conduit Mead Estate (New Bond Street, part of Oxford Street, South Molton Street etc.) much of it subject to leases for 2000 years.

City's Estate now includes holdings on the Strategic Property Estate in the neighbouring City fringe boroughs, acquired both for protecting large sites for City businesses and to promote flexible accommodation for small and medium enterprises. These policy initiatives align with the City Together: the Heart of a World Class City which is competitive and promotes opportunity and supports our communities.

### **Service Objectives**

The overriding objective is the maximisation of income and total performance (capital and revenue combined) as externally measured.

The portfolio is wholly located in Central London and naturally lacks the diversity found in modern property investment portfolios acquired purely for performance.

It is, however, the most diverse of the City Corporation's three main property portfolios in terms of usage and sub-locations and contains a reasonably large retail element by virtue of its West End and Bloomsbury holdings.

Vacancy rates across the directly managed buildings have generally been kept below 5%, excepting properties held for development purposes. This continues to be closely monitored.

Generally, the targets set for rent collection have been exceeded and arrears outstanding kept below 3% of rental income.

Freehold sales continue to be promoted where the investment has performed poorly or where opportunities exist to realise marriage value potential and/or there are no other estate management grounds to justify retention. This includes sales of freehold subject to 2000 year leases where premiums of £100,000 and more can be achieved for a de-minimus loss of income.

A revised strategy for the City's Estate was approved in January 2013. There are now two strategic objectives; to maximise rental income and to outperform the IPD All London Benchmark for total return. The general policy for the portfolio continues to have an emphasis upon the retention and development of the existing portfolio rather than the acquisition of new investments. Suitable opportunities to release capital funds for higher return reinvestment in properties in or around the existing holdings continue to be explored possibly through the buy-down of highly geared rents, but the retention where appropriate of the Estate's secure base of ground lease income is also an important objective.

### **Services Provided**

The monitored portfolio comprises the following: -

Properties let on full repairing and insuring leases –	32
Directly managed properties let at rack rents –	43
Modern ground rents with regular reviews –	48
Older ground rents without review –	<u>13</u>
Total	136

Since 1993, the portfolio has been managed for performance as measured externally by IPD. In the year to March 2013 the portfolio achieved a total return of 10.1%, exceeding its benchmark (London properties including owner occupied) of 8.6% and the IPD Universe of 3.9%

Over a five year annualised period the Estate return was 6.2% compared to its benchmark of 3.8% and the IPD Universe return of 1.5%.

The performance of all City's Estate investment properties is measured except for the General and Annexe markets at Smithfield, properties in Charterhouse Street and adjoining both Central Markets, and premises forming the structure of Holborn Viaduct.

Where possible, existing ground leases including fixed rents are being restructured to a modern geared rent basis, thereby significantly increasing rental income, often generating a capital payment and substantially enhancing total performance. These are often linked to redevelopment by the head-lessee. For example, the old ground leases in Mark Lane have recently been restructured in this way.

The Estate continues to pursue direct development opportunities where appropriate, from the refurbishment of individual floors to full building refurbishments. A major refurbishment of Guildhall House is underway further key refurbishments include the former Cavendish College in Alfred Place, and two office floors at Glen House, 200/208 Tottenham Court Road.

### **Bridge House Estates**

Over the centuries a large number of properties have been granted to the City by "charitable and well disposed persons" and the income from these properties was used to maintain a bridge across the River Thames. The estates became known as the Bridge House Estates. Today the properties are concentrated largely in the City, particularly around Finsbury Circus, and in the London Borough of Southwark. A small commercial estate is still held in Lewisham. Within the City the properties are primarily offices, whilst in Southwark they comprise high quality offices close to the river and mixed secondary and tertiary properties beyond.

Many properties were originally developed on ground leases and a significant part of the portfolio is still held on that basis, albeit many have been restructured. However over the years, properties have been taken back into direct management as long leases expired. A number of redevelopment/refurbishment schemes have been identified that could be undertaken either by the City or a third party developer at some future date.

The Bridge House Estates investment properties are also subject to external performance measurement by Investment Property Databank Ltd (IPD). Annual rental income is presently some £19.6m but current rental estimates suggest this will drop by approximately £2m in 2014/15 following the sale of properties to the City Fund, before rising again in subsequent years as the sale proceeds are used for development opportunities. The total return for the year ending March 2013 was 12.8% compared to its benchmark of commercial property in central London and SE1 of 10.7% and the IPD Universe benchmark of 3.9%. The fund has delivered annualised returns of 5.3% over a five year period compared to its benchmark of 4.7% and the Universe benchmark of 1.5%.

Property investments are identified for sale when the benefit to the portfolio could be maximised with the proceeds being used to meet the overall re-balancing of the Trust's investment portfolio and to create a pool for future re-investment in property. Opportunities to reinvest the pool monies in a manner maximising the return of the portfolio continue to be actively explored both through potential acquisitions in the wider market and developments. Under-performing properties continue to be reviewed and further disposals are promoted where appropriate.

Following the strategic decision to continue to manage 1/5 London Wall Buildings until at least 2022 (rather than undertake a redevelopment) negotiations have been undertaken to seek to retain tenants at the building (following June 2012 lease expiries), and as at October 2013 over 70% of the floorspace in the building remained tenanted, and vacant office are to be refurbished. Colechurch House continues to be managed with the intention to vacate the property in 2014 to facilitate its redevelopment. It is the intention to jointly market a building agreement and ground lease with Southwark Council, who own part of the land.

## **City Surveyor's Department**

**The City Surveyor's Department** is primarily concerned with maximising the returns from the City investment property portfolios. It is also concerned with achieving efficiencies in the asset management of the City's operational properties and has a major role delivering construction projects to both investment and operational portfolios. A further role is providing advice and services to the wider business and property communities in the Square Mile. It has a major strategic impact on the work and services of the Corporation.

**The Investment Property Group (IPG)** acts as asset managers for all these investment properties, deciding which to hold, which to enhance and which to sell based on strictly open market commercial criteria. In the case of the Strategic Property Estate and Leadenhall Market the policy objectives are more long term and acknowledge respectively the need for long term City growth and retail provision.

The City of London's investment property interests extend to over 16m sq.ft. of commercial space in central London, 624 properties, 1,768 commercial tenants with 1,811 lease agreements. The entire holding is valued at over £2bn, producing over £100m annual income, and comprises 3 pure investment portfolios (City's Estate, City Fund Estate, Bridge House Estate,) plus the Strategic Property Estate and Leadenhall Market. Each Estate is managed within an agreed strategy which has a 10 year horizon but is reviewed every 3 years. Performance is measured annually against IPD benchmarks.

**The Corporate Property Group (CPG)** mirrors the asset management functions of the IPG but is concerned with the City's operational properties which extend to 616 property assets over 6.25m sq. ft. of space. It provides professional property services to all City departments but also advises the Corporate Body in terms of asset review and efficiency levels. The Group additionally provides a wide range of Facilities services for Guildhall and the Facilities Management function has been extended to cover all operational premises.

**The Operations Group (OG)** is responsible for the contract management of Property related services (Repairs and Maintenance, security, cleaning and other facilities services), a specialised Property Service Desk covering all investment and operational properties, as well as Technical Advice to property contracts for Facilities and Asset Managers. The Group also supports the department providing Business Performance and Improvement services and advice and has a wider Corporate function relating to Health and Safety and Energy Management and Sustainability. The Group's accountabilities include the assessment of performance of in-house provision of Facilities services across corporate departments. Overall, the team ensures that the commercial and operational management of facilities service contracts and framework arrangements deliver demonstrable value for money and performance satisfaction.

**The Property Projects Group (PPG)** manages revenue and capital construction and property related projects on behalf of the Investment Property Group, the Corporate Property Group and other Corporation departments - the combined value of the investment and operational property portfolios being some £3bn.

In addition the Projects Property Group provides engineering services for such structures as Holborn Viaduct, Tower Bridge and Hampstead Heath dams and reservoirs and Epping Forest. Investment work is commercially driven and operational work depends upon factors such as service provision efficiency, historic nature and reputational risk and covers a wide range of new builds, major extensions, alterations and refurbishments to include projects such as commercial, residential, leisure and schools.

This complex range of services, projects and physical environments is hugely diverse and of high value – currently 80 live schemes with a combined value of c. £130m and the estimated capital spend over the next 3- 5 years is in excess of £300m over (an estimated) 100 plus projects.

**The City Property Advisory Team's (CPAT)** role is to facilitate activity in the wider City property market. The team has an extensive contact programme with City businesses and others in the property market. Its main function is to unlock problems and anticipate future issues which could impair the delivery of high quality City space for key businesses and SMEs alike.

The Department has a very wide impact on the central London Property market. With ownership in the Square Mile extending to about 25% of the area, with other investment ownerships extending to Westminster, Camden, Southwark and beyond, and with operational ownership covering Inner and Outer London Boroughs, the work of the Department has significance probably unequalled in the public sector. The particular focus of the City Property Advisory Team on the financial services and its location in the City cluster, has a national as well as international importance.

## **Finance**

### **Mayors and City of London Court**

The provision of the present court, which is an amalgamation of the Mayor's Court and the City of London Court, is covered by the Courts Act 1971. The City Surveyor is responsible for repairing and maintaining the building and its services for use as a court. This is achieved through a combination of direct ordering, and supervision and management of contractors. Occupational issues are dealt with in consultation with the Court Service.

### **Walbrook Wharf**

This budget relates to the operational management of Walbrook Wharf including repairing, maintaining and improving the building and services operated throughout.

### **Guildhall Administration**

The Guildhall Manager has overall responsibility for security, facilities and contracted services at the Guildhall complex and is responsible for operating, repairing, maintaining and improving buildings and services throughout the Guildhall complex. This is achieved through a combination of direct ordering, and supervision and management of contractors. The emphasis is on value for money, quality and safety, with precise arrangements being regularly reviewed and refined to optimise performance.

**CITY SURVEYOR**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
1,666	City Fund Estate	4,524	(2,872)	1,652
414	Leadenhall Market	889	(572)	317
459	City Property Advisory Team	703	(255)	448
3,551	City's Estate	8,172	(5,110)	3,062
7,771	Surveyor's Department	8,015	(507)	7,508
2,474	Bridge House Estates	4,581	(2,426)	2,155
23	Mayor's and City of London Court	103	(80)	23
957	Walbrook Wharf	967	(10)	957
88	Mayoralty and Shrievalty	88	0	88
8	Lower Thames Street - Roman Bath	8	0	0
6,336	Guildhall Administration	6,659	(427)	6,232
6	GP Aldermen - Works	6	0	6
10,843	Repairs and Maintenance Client Account	12,545	0	12,545
34,596	<b>Total Local Risk</b>	47,260	(12,259)	35,001
	<b>Fund Analysis</b>			
7,696	City Fund	11,535	(3,789)	7,746
17,240	City's Cash	22,761	(5,617)	17,144
2,555	Bridge House Estates	4,681	(2,426)	2,255
27,491		38,977	(11,832)	27,145
7,105	Guildhall Administration	8,283	(427)	7,856
34,596	<b>Total Fund Analysis</b>	47,260	(12,259)	35,001

	<b>Central Risk</b>			
(38,357)	City Fund Estate	290	(41,847)	(41,557)
(2,394)	Leadenhall Market	0	(2,538)	(2,538)
(23)	Crossrail	1,139	(1,162)	(23)
(42,221)	City's Estate	1,778	(44,138)	(42,360)
(412)	Surveyor's Department	38	(450)	(412)
(19,287)	Bridge House Estates	808	(18,420)	(17,612)
718	Walbrook Wharf	698	0	698
6	Mayoralty and Shrievalty	6	0	6
2,985	Guildhall Administration	2,985	0	2,985
(98,985)	<b>Total Central Risk</b>	7,742	(108,555)	(100,813)
	<b>Recharges</b>			
27,248	Recharges from other services	26,913	0	26,913
(29,894)	Recharges to other services	0	(30,430)	(30,430)
(101,631)	<b>Total Central Risk and Recharges</b>	34,655	(138,985)	(104,330)
	<b>Fund Analysis</b>			
(34,205)	City Fund	10,332	(48,050)	(37,718)
(44,105)	City's Cash	9,877	(53,979)	(44,102)
(16,216)	Bridge House Estates	3,766	(18,420)	(14,654)
(94,526)		23,975	(120,449)	(96,474)
(7,105)	Guildhall Administration	10,680	(18,536)	(7,856)
(101,631)	<b>Total Fund Analysis</b>	34,655	(138,985)	(104,330)
(67,035)	<b>Grand Total</b>	81,915	(151,244)	(69,329)

CITY SURVEYOR

Analysis By Type of Expenditure / Income		2014/15 Original Budget		
		Local Risk £'000	Central Risk & Recharges £'000	Total £'000
<b>Expenditure</b>	Employees	13,975	0	13,975
	Premises Related Expenses	28,385	4,658	33,043
	Transport	49	0	49
	Supplies and Services	5,551	660	6,211
	Capital Expenditure	0	570	570
	Transfer to Reserves	0	1,854	1,854
	Recharges	0	26,899	26,899
	Savings to be Applied	(700)	0	(700)
	<b>Total Expenditure</b>	<b>47,260</b>	<b>34,655</b>	<b>81,915</b>
<b>Income</b>	Other Grants and Reimbursements	(611)	0	(611)
	Customer and Client Receipts	(11,648)	(107,634)	(119,282)
	Transfer from Reserves	0	(471)	(471)
	Capital Projects	0	(450)	(450)
	Recharges	0	(30,430)	(30,430)
	<b>Total Income</b>	<b>(12,259)</b>	<b>(138,985)</b>	<b>(151,244)</b>
<b>Net Expenditure / (Income)</b>		<b>35,001</b>	<b>(104,330)</b>	<b>(69,329)</b>



# COMMISSIONER OF POLICE

## SERVICE OVERVIEW

### 1. HISTORY/LEGAL POWERS

The City of London Police was established by the City of London Police Act 1839. That Act in its amended form sets out the statutory basis of the Force and empowers the Common Council to direct the Commissioner to appoint a sufficient number of Constables to staff the Force. The Police Acts 1964 and 1996, together with the Police and Criminal Evidence Act 1984, the Police and Magistrates' Courts Act 1994 and the Police Reform Act 2002 constitute the principal statutes governing the Force today.

### 2. SERVICE OBJECTIVES

The current City of London Police's Vision is

"A City where our workers, residents and visitors are safe and feel secure."

The City of London Police's mission is:

"To make the City of London safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring the community; investigating crime and bringing offenders to justice."

Both the Force's and the Police Authority's priorities are set out in its Corporate Plan and the Local Policing Plan 2013-16. Whilst the plan covers a three-year period, it is reviewed annually to ensure it remains relevant to current and future priorities.

The plan takes account of the Home Secretary's national aims for policing, the needs identified by the police authority, the police force and views and information provided by the public.

### 3. SERVICES PROVIDED

As a consequence of reductions to grants awarded during the CSR 10 period, the City of London Police has undertaken a major change programme entitled 'City First' the aim of which was to develop a City of London focused policing model based on a commitment to service delivery whilst providing value for money and being affordable given known financial constraints.

The Force commenced operating within its newly defined model in April 2013. The structure now comprises 3 operational Directorates; Uniformed Policing, Crime Investigation and Economic Crime along with a central Intelligence and Information Directorate. In addition the Corporate Services and ACPO Directorates provide support to these core function areas.

The **Uniformed Policing Directorate** provides all aspects of 24/7 visible policing. Officers and staff provide response to calls from the public and proactive operations to reduce crime. Specialist officers provide roads policing support and with general police dog handlers work alongside their colleagues on each shift. Other officers provide specialist support including firearms officers and the Support Group (who specialise in public order policing). Community engagement is conducted through three streams concentrating on City residents, businesses and the street community.

The **Intelligence & Information Directorate** is a new Directorate within the City of London Police structure and is the single co-ordinating hub responsible for all intelligence and information management. It provides all contact management and is the first point of contact for the initial reporting, assessment, screening and allocation of crimes. The Directorate is also responsible for command and control of deployable resources and coordinating all calls for service. The Intelligence function is responsible for intelligence products and driving all force tasking and coordination via the hub, ensuring that operations are sanctioned and managed correctly and all resources deployed are intelligence led. It ensures the delivery and update in relation to the Police National Databases and the Automatic Number Plate Recognition systems.

The centralised nature of the Directorate ensures cohesive management of information and intelligence and has improved connectivity between the Directorates and their resources. It aims to ensure that the Force is meeting its strategic plans, emerging issues and events, addressing the greatest risks and threats posed to the City of London, along with delivering a first class service to its communities.

The **Crime Investigation Directorate** and the **Economic Crime Directorate** both operate as a single area responsible for the management and investigation of volume and serious crimes that have been confirmed following screening by the Intelligence and Information function. The Directorates have worked together to create two brigaded functions achieving efficiencies in both costs and service delivery. These are the establishment of a combined Criminal Justice Unit, capable of managing prosecutions from minor road traffic offences through to serious and organised crime, and a Digital Forensics Team within the Force's existing Scientific Support Unit; providing greater resilience to an area of increasing demand.

In addition the Economic Crime Directorate continues to support the Force's strategic aim of increasing its resources available to fight fraud through sponsored partnerships – with both public and private sector bodies.

During 2013/14 the Directorate established a new 18 strong unit to tackle intellectual property crime, funded by the Government's Intellectual Property Office. There have also been expansions in the Directorate's insurance and banking fraud units, funded by external bodies.

During 2014/15 the Directorate will assume responsibility for the Government's Action Fraud service. This will bring together its existing intelligence function, the National Fraud Intelligence Bureau (NFIB) with the UK's central mechanism for reporting fraud and cyber crime.

The **Corporate Services Directorate** is responsible for providing key support and resource provision services to the Force, which includes human resources (including Learning & Development and the now established shared Occupational Health service, which for 2014/15 will also include Welfare services provision, with the City of London), finance, technology, accommodation and facilities management, fleet and Shared Services. A number of major transformational change projects are being co-ordinated through the Directorate including the Force Accommodation Estate project and the IT modernisation programme.

The **ACPO Directorate** comprises Strategic Development and Professional Standards Departments. The Directorate co-ordinates the planning and development for strategic direction and change within the Force. Linked with this, departments assist Directorates with monitoring and supporting performance delivery and activity across the Force. During 2014/15 the Strategic Development department will lead the Force City Futures programme which aims to develop and expand the themes of the City First outcomes to realise ongoing transformational change within the Force.

**COMMISSIONER OF POLICE**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
57,401	City of London Police	100,807	(45,115)	55,692
57,401	<b>Total Local Risk</b>	100,807	(45,115)	55,692
	<b>Fund Analysis</b>			
57,401	City Fund	100,807	(45,115)	55,692
57,401	<b>Total Fund Analysis</b>	100,807	(45,115)	55,692

	<b>Central Risk</b>			
1,393	City of London Police	1,000	0	1,000
1,393	<b>Total Central Risk</b>	1,000	0	1,000
	<b>Recharges</b>			
5,287	Recharges from other services	5,683	0	5,683
(2,630)	Recharges to other services	0	(3,128)	(3,128)
4,050	<b>Total Central Risk and Recharges</b>	6,683	(3,128)	3,555
	<b>Fund Analysis</b>			
4,050	City Fund	6,683	(3,128)	3,555
4,050	<b>Total Fund Analysis</b>	6,683	(3,128)	3,555

61,451	<b>Grand Total</b>	107,490	(48,243)	59,247
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	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	82,284	0	82,284
	Premises Related Expenses	3,790	0	3,790
	Transport	2,431	0	2,431
	Supplies and Services	11,131	0	11,131
	Third Party Expenses	1,171	0	1,171
	Capital Charges	0	1,000	1,000
	Recharges	0	5,683	5,683
	<b>Total Expenditure</b>	100,807	6,683	107,490
<b>Income</b>	Government Grants	(26,808)	0	(26,808)
	Other Grants and Reimbursements	(11,807)	0	(11,807)
	Customer and Client Receipts	(2,384)	0	(2,384)
	Transfer from Reserves	(4,116)	0	(4,116)
	Recharges	0	(3,128)	(3,128)
	<b>Total Income</b>	(45,115)	(3,128)	(48,243)
	<b>Net Expenditure</b>	55,692	3,555	59,247

# COMPTROLLER AND CITY SOLICITOR

## SERVICE OVERVIEW

The Comptroller & City Solicitor is responsible for providing all legal services required by the City. This includes providing legal advice to Committees, Departments of the City, to the Commissioner of Police for the City, and to other organisations for whom the Comptroller & City Solicitor is required to act as legal adviser (e.g. the Museum of London). The office deals with important high profile matters such as several major City property developments schemes, issues relating to the City's Markets and Open Spaces, advice on elections and planning, and matters affecting the public realm and well-being of those who live and work in the City.

The Comptroller also advises London Councils, the three Academies, Wembley National Stadium Trust and is a member of the City's Summit Group. He is lead officer for the Sickness Absence Review Group and Project Sponsor for the Demand Management initiative.

The legal department is divided into four divisions, namely:-

### **Contracts and Litigation Division**

This division deals with all aspects of contract preparation including, data sharing, funding (e.g. Police National Lead Force) international theatre and art exhibitions, intellectual property including disputes, licensing and publishing; complex procurement including the new collaborative procurement and framework agreements; civil litigation including debt collection, squatters, housing repossession and homelessness, insolvencies and winding up actions; employment law, discrimination and TUPE; local authority prosecutions and licensing, Judicial Reviews, inquests, Proceeds of Crime Act recovery and child care actions.

### **Property Division**

This division deals with all aspects of property work, including high profile commercial developments, the grant and taking of leases, sales and purchases, property management matters, housing issues, residential conveyancing, open spaces, and other legal matters concerning property. Their work particularly helps the City to maximise capital receipts and income from property assets which is very important particularly at this time.

### **Public & Corporate Law Division**

The Public & Corporate Law Division deals with planning law, highways, open spaces, charity law and trusts (including provision of legal advice to the City Bridge Trust), information law, corporate/constitutional issues, ecclesiastical law, electoral law, advice on economic development issues, advice to London Councils and to the three City of London Academies.

### **Office Services Division**

This division deals with some HR related matters, finance, commercial rent collection, IT development, procurement, information management, risk management, quality assurance and secretarial services.

### **Performance**

The legal department supports the City's Vision, Strategic Aims and Policy Priorities through its business plan which contains short and long-term objectives together with performance indicators. The department holds the Law Society's quality mark 'LEXCEL'.

The most important process to monitor the performance of the C&CS is the feedback from the annual Client Care Survey which is circulated to all Chairmen of Committees and all departments. The results from the December 2012 survey were very positive and 100% of Chairmen who responded to the survey thought that overall, the legal service was either 'Very Good' or 'Good'. Departmentally, 98% of client departments, who responded to the survey, indicated that the C&CS provided a 'Quality Service' with an average 'Strongly Agree' or 'Agree' satisfaction rating of 96% across 9 different factors. A further survey will be conducted in early December 2013.

### Review of Performance Indicators 2012/2013

PI 1	Responses of chairmen of committee to the client care survey give 'very good ' or 'good' overall service' rating	Target 97% (Achieved 100%- Dec 2012 – 3% above target)
PI 2	Responses of departments to the client care survey give a 'high quality service' rating	Target 98% (Achieved 98% - Dec 2012 – on target)
PI 3	Responses of departments to the client care survey give a 'staff keep you well informed' rating	Target 90% (Achieved 91% - Dec 2012 - 1% above target)
PI 4	Justified complaints against total caseload	Target – maximum of 5 per annum (Achieved – 0 complaints to 2 <sup>nd</sup> stage)
PI 5	Maintain LEXCEL accreditation	Target – Accreditation (Achieved May 2012)
PI 6	File reviews completed in a timely fashion	Target - 90% within one month (Achieved 60% Q4) 30% below target
PI 7	Inactivity on live files in 6 months	Target – Not more than 15% (Achieved 14% Q4 – 1% above target)
PI 8	Inactivity on live files in 3 months	Target – Not more than 20% (Achieved 21% Q4 – 1% below target)
PI 9	Individual chargeable hours target	Target 100% (Achieved 102% - 2% above target)
PI 10	Effectively managing short term sickness absence	Target – Below City average (Corporate sickness absence target 7 days (includes long and short term absence) C&CS achieved 7.4 days) Short term absence has reduced over the last 3 quarters averaging 0.69 days per employee per quarter.
PI 11	Pay invoices equal or better than City average – monitored monthly	Target - Within 30 days - City target 98% - (Achieved – better than City average) Target - Small Business – within 10 days (Achieved – better than City average)

**COMPTROLLER AND CITY SOLICITOR**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
3,282	Comptroller and City Solicitor	3,596	(475)	3,121
3,282	<b>Total Local Risk</b>	3,596	(475)	3,121
	<b>Fund Analysis</b>			
3,282	Guildhall Admin	3,596	(475)	3,121
3,282	<b>Total Fund Analysis</b>	3,596	(475)	3,121

	<b>Central Risk</b>			
(200)	Comptroller and City Solicitor	0	(200)	(200)
(200)	<b>Total Central Risk</b>	0	(200)	(200)
	<b>Recharges</b>			
516	Recharges from other services	511	0	511
(3,598)	Recharges to other services	0	(3,432)	(3,432)
(3,282)	<b>Total Central Risk and Recharges</b>	511	(3,632)	(3,121)
	<b>Fund Analysis</b>			
(3,282)	Guildhall Admin	511	(3,632)	(3,121)
(3,282)	<b>Total Fund Analysis</b>	511	(3,632)	(3,121)
0	<b>Grand Total</b>	4,107	(4,107)	0

	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	3,346	0	3,346
	Transport	2	0	2
	Supplies and Services	247	0	247
	Contingencies	1	0	1
	Recharges	0	511	511
	<b>Total Expenditure</b>	3,596	511	4,107
<b>Income</b>	Customer and Client Receipts	(475)	(200)	(675)
	Recharges	0	(3,432)	(3,432)
	<b>Total Income</b>	(475)	(3,632)	(4,107)
	<b>Net Expenditure</b>	3,121	(3,121)	0

# DIRECTOR OF THE BUILT ENVIRONMENT

## SERVICE OVERVIEW

### City Fund

#### Planning and Transportation Committee

##### **Town Planning**

The Development Division is responsible for considering development proposals, enforcement and the conservation and enhancement of the City's heritage assets. It encourages accommodation for high quality offices to help maintain the City's role as the world's leading international financial and business centre and supports the provision of housing, retailing, leisure, tourism and other uses. The division maintains and administers the Local Land Charges Register and the corporate aspects of administering, negotiating and monitoring Section 106 planning obligations.

##### **Policy and Performance**

The Policy and Performance Division produces the spatial planning strategy and policies for the City of London, and liaises with other parties to influence the national and London-wide planning policy context. The Division also plays a key role in collecting, analysing and providing planning information throughout the City Corporation to inform policy formulation and decision making. It maintains corporate referencing systems including the Land & Property Gazetteer, and carries out the City Corporation's street naming & numbering duties. The Division also includes the Corporate Geographical Information System Team that is promoting greater corporate sharing of spatial data.

##### **Building Control**

The District Surveyor's section exercises the Corporation's statutory powers relating to Building Regulations and Dangerous Structures. It also provides advice during the conception and design stages of work, to ensure the Building Acts are satisfied and the Corporation's commitment to the protection and conservation of Listed Buildings is maintained.

##### **Transportation and Public Realm**

The Transportation and Public Realm covers a wide remit. Transport related responsibilities include advising the Corporation on strategic transport issues affecting the City, monitoring the use of the transport infrastructure and promoting safer streets through the identification and delivery of traffic management schemes combined with an education programme directed to both road users and pedestrians.

The responsibilities for the Public Realm are also broad and include Waste Management, Street Cleansing and the provision of public conveniences. These duties are supported by a team of Street Environment Officers, responsible for monitoring the streets and taking enforcement action where necessary and these services are overseen by the Port Health and Environmental Services Committee. Public Realm responsibilities also extend to working with the City's various communities (especially the business community) to develop and deliver, on an annual basis, a multi million pound programme of Environmental Enhancement Schemes which seek to improve accessibility and enhance the environmental quality of the City's streets and open spaces.

The delivery of the extensive programme of Street Enhancement schemes and Road Safety projects is delivered through the Division's Highways Management Group. This team works to finalise the detailed technical design of schemes and manage delivery through the City's contractors. This same team is responsible for coordinating all street works in the City balancing these requirements with their management of planned events (such as preparation for the Lord mayor's Show), and the issuing of Hoardings and Scaffolding licences as well as authorising temporary road closures. This team is also responsible for the repair, maintenance and reconstruction of streets, signage, street furniture and provision of street lighting.

Finally the division is responsible for managing all the City Corporation's car parks and the enforcement of on street parking controls as well as the related Parking Ticket Office and the processing of appeals against issued penalty charge notices.

### **Port Health and Environmental Services Committee**

The Cleansing Service provides a full and effective street cleaning service to the City of London; ensures that all domestic waste is efficiently collected, segregated and controlled until it reaches the point of final disposal; ensures recycling is encouraged and promoted; manages and enforces the proper on-street collection of refuse; and ensures that a commercial waste collection service is available. The service provides, through its contractor, a servicing and maintenance facility for the City owned vehicles.

It is also responsible for managing and developing the public convenience strategy for the City, and providing and running those conveniences.

### **Bridge House Estates Services**

#### **Planning and Transportation Committee**

##### **The Thames Bridges**

The core business of Bridge House Estates (the Trust) has been for many centuries the bridges. The Trust's origins can be traced back to 1097 when William Rufus, second son of William the Norman, raised a special tax to help repair London Bridge. By the end of the twelfth century, the shops and houses adorning the new stone London Bridge were beginning to generate cross-river trade, increased taxes, rents and bequests. A significant fund began to accumulate and it was administered from a building called Bridge House.

The Trust in some cases has built, and now maintains, five of the bridges that cross the Thames into the City of London – London Bridge, Blackfriars Bridge, Southwark Bridge, Tower Bridge and The Millennium Bridge. The maintenance and eventual replacement of these bridges remains the prime objective of the Trust.

The five bridges across the River Thames form a vital part of London's transport infrastructure and are gateways into the City. To ensure they play their part effectively they require sustained and expert maintenance.

The condition of the structures is monitored biennially by undertaking a programme of general inspections with a detailed principal inspection being carried out in the sixth year. Any defects or deterioration in the structural fabric is identified during these inspections and a programme of preventive and reactive maintenance determined.

A Repairs, Maintenance and Major Works Fund is operated to provide sufficient resources to meet the enhanced maintenance costs of the five bridges over a period of at least 50 years.



**DIRECTOR OF THE BUILT ENVIRONMENT**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
834	Public Conveniences	1,254	(475)	779
136	Waste Collection	1,007	(846)	161
3,925	Street Cleansing	4,335	(372)	3,963
714	Waste Disposal	1,374	(624)	750
356	Cleansing Services General Management	369	0	369
130	Transport Organisation	294	(161)	133
747	Built Environment Directorate	718	(12)	706
2,328	Town Planning	2,882	(589)	2,293
220	Transportation Planning	2,068	(1,824)	244
63	Planning Obligations	113	(113)	0
291	Road Safety	232	(10)	222
118	Building Control	1,501	(1,381)	120
3,539	Highways	3,810	(500)	3,310
0	Rechargeable Works	800	(800)	0
(955)	Traffic Management	890	(1,906)	(1,016)
(66)	Off Street Parking	2,493	(2,447)	46
3,561	On Street Parking	3,770	(34)	3,736
294	Drains & Sewers	592	(272)	320
282	Contingency	(40)	0	(40)
140	City Open Spaces	154	0	154
239	Bridges	240	0	240
16,896	<b>Total Local Risk</b>	<b>28,856</b>	<b>(12,366)</b>	<b>16,490</b>
	<b>Fund Analysis</b>			
16,657	City Fund	28,616	(12,366)	16,250
239	Bridge House Estates	240	0	240
16,896	<b>Total Fund Analysis</b>	<b>28,856</b>	<b>(12,366)</b>	<b>16,490</b>

**DIRECTOR OF THE BUILT ENVIRONMENT**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Central Risk</b>			
1,075	Bridges	1,111	0	1,111
(686)	Town Planning	0	(648)	(648)
0	Street Scene	28	(28)	0
(1,873)	Highways	95	(1,954)	(1,859)
(452)	Off Street Parking	30	(725)	(695)
(3,834)	On Street Parking	4,821	(8,825)	(4,004)
0	Contingency	15	0	15
(5,770)	<b>Total Central Risk</b>	6,100	(12,180)	(6,080)
	<b>Recharges</b>			
14,179	Recharges from other services	14,770	0	14,770
(2,464)	Recharges to other services	0	(2,445)	(2,445)
5,945	<b>Total Central Risk and Recharges</b>	20,870	(14,625)	6,245
	<b>Fund Analysis</b>			
4,172	City Fund	19,081	(14,621)	4,460
113	City's Cash	119	0	119
1,660	Bridge House Estates	1,670	(4)	1,666
5,945	<b>Total Fund Analysis</b>	20,870	(14,625)	6,245
22,841	<b>Grand Total</b>	49,726	(26,991)	22,735

	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	11,674	0	11,674
	Premises Related Expenses	5,266	30	5,296
	Transport	211	0	211
	Supplies and Services	1,825	1,206	3,031
	Third Party Expenses	9,918	0	9,918
	Transfer to Reserves	0	4,821	4,821
	Capital Charges	0	28	28
	Contingencies	9	15	24
	Savings to be Applied	(47)	0	(47)
	Recharges	0	14,770	14,770
	<b>Total Expenditure</b>	28,856	20,870	49,726
<b>Income</b>	Other Grants and Reimbursements	(187)	(28)	(215)
	Customer and Client Receipts	(9,903)	(9,506)	(19,409)
	Transfer from Reserve	(79)	(2,646)	(2,725)
	Recharges to Capital Projects	(2,197)	0	(2,197)
	Recharges	0	(2,445)	(2,445)
	<b>Total Income</b>	(12,366)	(14,625)	(26,991)
	<b>Net Expenditure</b>	16,490	6,245	22,735

## DIRECTOR OF COMMUNITY AND CHILDREN'S SERVICES

### SERVICE OVERVIEW

The Director of Community and Children's Services comprises three main service areas which are supported by a central strategy & performance team:

1. Supervision & Management (which includes Strategy & Performance)
2. People's Services (which includes Adult Services and Family & Young People's Services)
3. Commissioning & Partnerships (which includes commissioned services and sports & recreation.)
4. Housing Services (including the Housing Revenue Account and the Barbican Estate Office)

### 1. SERVICE OBJECTIVES

The Department's strategic aims are:

- Improving the Health and Wellbeing of our communities and individuals.
- Protecting and safeguarding vulnerable people through better prevention and early intervention
- Promoting independence and choice for service users.
- Supporting and empowering our communities and enabling people to make a positive contribution.
- Making best use of resources and improving the way we work.

### 2. SERVICES PROVIDED

#### SUPERVISION & MANAGEMENT

##### **Supervision and Management Holding Account**

This includes the Director of Community and Children's Services, Policy and Performance, and Central Support Services which provide support to front line services. The costs of these services are fully recharged to other services using various methods of attribution including time spent, staff numbers, numbers of computer terminals and systems usage.

##### **Service Strategy**

This comprises a proportion of the Service Directors' and other staff time contributing strategic input and liaison with outside bodies. With regard to Housing Services, service strategy is an assessment of the costs still likely to be incurred by the City even if it no longer directly managed and maintained a housing stock and HRA. This includes reviews of housing needs both in terms of the demand for accommodation and the quality of the housing stock, housing strategy documents, and provision of housing advice and homelessness support consideration of Government initiatives). For People's Services, service strategy relates to such items as the Community Strategy and the Children and Young Peoples Plan.

## **PEOPLE'S SERVICES**

### **Services to Adults (inc. Learning Disabilities, Mental Health, Physical Disabilities)**

The adult social care team provides care and services to all those aged over 18 who live in the City, who are in need of services because of their vulnerability, physical or learning disability, homelessness, dependence on drugs or alcohol, or mental illness. Services are provided following an assessment, which is undertaken with the person concerned. This forms the basis of the resulting Person-Centred Care Plan, which gives details of the services that will be provided. These may include an Individual Budget or Direct Payment, a programme of home care visits, meals on wheels, day activities, counselling, assistance with finances and home management, permanent or temporary residential care, mental health services and making contact with relevant outside agencies or providers.

### **Services to Older People**

As with other adult social care services, the emphasis for older people is on supporting them for as long as possible in their own homes. For a small number, care in a residential or nursing home is the best option.

### **Substance Misuse Team**

The Substance Misuse Partnership (SMP) provides a range of services relating to drug and alcohol misuse. For residents of the City of London information, advice and treatment is offered via the care management service and dedicated substance misuse nurse; for individuals who work in or visit the City advice and support is provided enabling access to information and assistance in their local areas. Additionally, as part of the Drug Interventions Programme (DIP) Arrest Referral workers based at Bishopsgate Police Station, offer help and advice to those coming through custody with identified drug and/ or alcohol needs. The SMP also provides a needle exchange programme in the City as well as training and information to a variety of services around key issues such as substance use awareness and drugs/ alcohol in the workplace.

### **Children & Family Services**

The main strategic objective for children and Families services is to provide preventive intervention at an early stage to support City families in the care of their children and to avoid family breakdown and disruption. It is rare for children in the City to be subject to formal child protection procedures or be looked after but, for a very small number, placements with foster carers are necessary.

The children's social care service is responsible, through the joint City and Hackney Safeguarding Children Board, for ensuring children and young people accessing services in the City, as well as resident children, are safeguarded.

The City has a statutory responsibility for housing and supporting unaccompanied asylum seeking minors arriving in the City as their first point of contact in the UK.

### **Early Years and Childcare**

This area includes the Cass Child and Family Centre, Family and Young People's Information Service, provision and maintenance of extended services at the Sir John Cass Site, support to private, voluntary and independent providers of nursery services for children who are under 5 and promoting access to affordable childcare for City parents.

### **Sir John Cass Foundation Primary School Delegated Budget**

This is the proportion of funding received by the City of London through the Dedicated School's Grant given directly to the Governors of the Sir John Cass Foundation Primary School. It is then the responsibility of the School Governors to spend the budget share on the purposes of their School.

### **Other Schools Related Activities**

This includes the Local Authority's duties to support and coordinate school admissions for local parents, the assessment and support of pupils with Special Educational Needs and home to school transport which are mainly funded through government grants with additional contribution from the City Fund.

### **Student Support**

The only item included under this heading is the lease of Calcutta House to City University. As the property has been let for educational purposes any transactions are shown here.

### **Homelessness**

The Community and Children's Services Department provides advice for homeless and potentially homeless people. The Department assesses applicants for assistance against statutory criteria and arranges temporary accommodation where necessary and oversees the commissioning of the Outreach Contract with our rough sleepers provider.

## **COMMISSIONING & PARTNERSHIPS**

### **Commissioning**

About ninety organisations annually receive payments, all commissions via contract, to provide for services to residents, workers and homeless people in the City. These include services for information and advice (Toynbee Hall); volunteering (CSV); Telecare (Millbrook's); Community equipment; organisations working with rough sleepers (Broadway, St Mungo's Project, Providence Row, and others); playgroups (Barbican); agencies providing day care for older people; advice and counselling services; victim support; and support for people who have HIV or AIDS and others. Most of the services are a statutory requirement and support and assist in the delivery of community care and education for adults, children and young people, and promote the welfare of the vulnerable and dependent elderly, the very young and people who are ill or disabled. Other major items within this section are expenditure relating to concessionary travel arrangements through Taxicards and freedom passes, and expenditure on various government initiatives associated with government grant income.

### **Public Health**

The City's public health function is responsible for local aspects of health protection; health improvement; and improving health services. This is achieved through intelligence gathering and analysis, including the statutory Joint Strategic Needs Assessment; and formulating strategy, including the statutory Joint Health and Wellbeing Strategy, to address local health needs.

Public health services are provided to our populations through commissioning, e.g. smoking cessation and NHS health checks; as well as working in partnership with other organisations, such as the NHS clinical commissioning groups, and the London Borough of Hackney. Public health also conducts and commissions research to evaluate effectiveness, and to tackle gaps in intelligence.

The public health team supports the City's Health and Wellbeing Board, which is a statutory committee within the City, and has strong links with the public health team in Hackney, including a shared Director of Public Health and shared Public Health Consultants, who provide clinical and professional governance to the team.

### **Adult and Community Learning**

Adult and Community Learning covers both direct provision of services by the City of London and partnership contracts with other Adult Education providers such as Hackney Community College.

### **Recreation Facilities and Sports Development**

This comprises the Golden Lane Sport and Fitness Centre and a wide range of sporting opportunities for all sections of the community now provided under contract by Fusion Lifestyle. Activities such as swimming, tennis, badminton, pilates, zumba and weight training courses are all provided at Golden Lane Sport and Fitness Centre. The Sports Development team provides a varied programme of activities that provides opportunities for participation in active recreation for both residents and workers. Programmes such as City of Sport and Young at Heart are designed to make people more active and improve their health and wellbeing by helping them to reduce blood pressure and lose weight. The Sports Development team are also involved in the organisation of various sporting events such as the world famous London Marathon and the London Youth Games.

### **Youth Service**

The LA has a statutory requirement to lead the Children and Young People's Strategic Partnership in the development of co-ordinated and integrated multi-agency service for children and young people and their parents and carers through Children's Trust arrangements and the Integrated Working Programme.

## **HOUSING SERVICES**

### **Other Housing Services**

The Community and Children's Services Department provides advice for homeless and potentially homeless people. The Department assesses applicants for assistance against statutory criteria and arranges temporary accommodation where necessary. The costs of the temporary accommodation are included within the 'Other Homeless Persons' division of service. This is a statutory service. In addition the department co-ordinates and directs the work of agencies dealing with rough sleeping in the City. The costs for this are met primarily through Government grant. This area also includes Spitalfields Residential (there are 32 properties that were not built under Housing Act powers and have not been appropriated to the HRA), Enabling Activities and general housing advice. In 2006, the City of London agreed an Affordable Housing Strategy. The City has agreed that 30% of future Planning Gain agreements will be allocated towards providing additional off site affordable housing. The Department of Community & Children's Services is working with RSL's and the private sector to facilitate the provision of additional affordable housing and has a programme of development opportunities on existing estates as well as actively looking for new sites.

### **Benefits Administration**

The administration of all benefits is undertaken by the Community and Children's Services Department. This incorporates rent allowances, council tax benefit, and rent rebate "payments" in respect of HRA dwellings, together with the associated Government subsidy. The service also administers council tax and housing benefit for those in private sector tenancies who are eligible.

### **Supporting People**

The Supported Housing service includes funding for six schemes, three in the City and the three sheltered schemes the City provides in Southwark, Lewisham and Islington. Payments are made monthly in advance, directly to the provider based on resident numbers and resident eligibility (primarily those eligible for Housing Benefit). In addition, a floating Tenancy Support Team helps vulnerable tenants to sustain their tenancies.

## **HOUSING REVENUE ACCOUNT**

The Housing Revenue Account (HRA) is ring-fenced (i.e. financially self-contained). The HRA primarily relates to landlord functions and the main items of expenditure are:

- Repairs, maintenance and improvements.
- Estate based services such as caretaking, cleaning, grounds maintenance and lighting.
- Supervision and management.
- Capital charges.

Income is received from three main sources:

- Rents from dwellings, shops and parking facilities.
- Service charges from tenants
- Service charges from homeowners.

Annual HRA surpluses are credited to, or deficits debited to, the cumulative HRA reserve.

As at 1 April 2013 the HRA had within it 2,766 properties of which 872 had been sold under Right to Buy. Just over a quarter of the stock is within the City (Golden Lane and Middlesex Street Estates) with the remaining 73% being in six London Boroughs, namely Tower Hamlets, Hackney, Lambeth, Lewisham, Islington and Southwark. Approximately 56% of the properties are situated in the last two Boroughs. Almost all of the housing stock consists of flats and the vast majority of these are for general family use. However there are three sheltered housing schemes for the elderly which provide a total of 142 flats. These schemes, which are situated in Islington, Lewisham and Southwark, each have a resident scheme manager to provide on-site support during working hours.

With nearly a third of the stock having been sold, the demand for rented accommodation continues to increase and the Housing Register has over a thousand households waiting for rented accommodation. The length of time spent on the register before being allocated accommodation depends on where the household wishes to live, its composition and their housing need. For the most popular estates, for example Golden Lane, a family can be waiting several years before being offered accommodation. With only about 80 true vacancies occurring in the housing stock each year, other means have to be found for meeting this demand. The City of London Corporation has agreed an affordable housing strategy which aims to secure an appropriate level of affordable housing through planning gain agreements and nomination rights via the East London sub regional partnering arrangements.

## **BARBICAN ESTATE**

As at 1 January 2014 the Barbican Residential Committee was responsible for 2,059 dwellings, 1,508 car parking spaces, 61 motor cycle spaces, 1,266 baggage stores, 100 cycle stores, a commercial portfolio comprising 117,000 square feet at the Trade Centre plus ten other commercial properties. There are also 14 freehold residential properties for which services are provided. Over 95% of the dwellings have been sold on long leases.

### **Supervision and Management Holding Account**

This section relates to the requirements of the Barbican Estate Office including staffing, premises, information technology and support from Guildhall. The Estate Office is responsible for the management of the flats, commercial units, car parks and baggage stores. Management includes repairs and maintenance, security, cleanliness of common parts, calculation of service charges and the initial stages of arrears recovery. Total expenditure on this section is fully recharged to other sections of the accounts.

**Service Charge Account**

This account contains the running expenses for revenue services provided to both long and short term lessees. The main items of expenditure are staffing, repairs and maintenance, energy, and supervision and management. The account is credited with charges to long lessees and a proportion of rent income which is deemed to be the service charge element of inclusive rentals.

**Services & Repairs - Landlord**

Expenditure includes repairs to the interior of short term lessees flats and void flats, grounds maintenance of public areas, insurance (other than that included in the Service Charge Account for lifts and the garchey system), capital charges relating to properties not sold on a long lease, and supervision and management. Income includes rent income from short term tenancies (apart from the service charge element referred to above), rent from ten commercial properties, licence fees for various aerial sites, and reimbursements for insurance, dilapidations and other services. Long lessees have the option to arrange alternative insurance to that provided through the City and, consequently, insurance is accounted for in the Landlord Account rather than as part of the Service Charge Account.

**Car Parking and Stores**

The running expenses, capital charges, rent income and service charges relating to the respective areas.

**Trade Centre**

This is a commercial area of some 117,000 square feet bounded broadly by Beech Street, Aldersgate Street, Fann Street and Bridgewater Square. Capital charges are the main item of expense, although some premises and supervision and management costs are incurred. Income comprises rent and charges for services.

**Other Non Housing**

This section includes the reimbursable insurance for 2 Fann St and provision for the cost of electricity in relation to the 'City widened Line' railway tunnel. In the case of the latter, the City required alterations to the route of a tube tunnel and is required to pay the resultant additional electricity costs. Expenditure also includes capital charges.



**DIRECTOR OF COMMUNITY AND CHILDREN'S SERVICES**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
	<b>Barbican Residential</b>			
488	Supervision & Management Holding Account	508	0	508
105	Service Charge Account	7,559	(7,448)	111
(1,475)	Landlords Services	500	(1,981)	(1,481)
(85)	Car Parking	1,233	(1,336)	(103)
(355)	Stores	6	(380)	(374)
(1,020)	Trade Centre	62	(1,077)	(1,015)
82	Other Non-Housing	87	(5)	82
	<b>Commissioning &amp; Partnerships Services</b>			
674	Commissioning	686	(36)	650
95	Recreation Facilities and Sports Development	199	(104)	95
55	Adult & Community Learning	1,400	(1,351)	49
287	Youth Service	243	(38)	205
(264)	Public Health	1,434	(1,698)	(264)
	<b>People's Services</b>			
2,363	Services to Adults	2,367	(32)	2,335
988	Services to Older People	1,345	(239)	1,106
289	Substance Misuse Team	399	(135)	264
189	Occupational Therapy - Holding Account	198	0	198
402	Services to Children & Families	402	0	402
6	Service Strategy - Adult Services	6	0	6
1,315	Early Years & Childcare	1,367	(83)	1,284
307	Other Schools Related Activities	352	(75)	277
613	Homelessness	688	(130)	558
	<b>Housing Services</b>			
126	Benefits Administration	298	(173)	125
537	Supporting People	588	(128)	460
26	Other Housing Services	269	(242)	27
18	Service Strategy - Housing Services	18	0	18
1,668	<b>Supervision and Management - Holding Account</b>	1,558	(17)	1,541
(1,307)	<b>HRA</b>	13,877	(15,029)	(1,152)
6,127	<b>Total Local Risk</b>	37,649	(31,737)	5,912
	<b>Fund Analysis</b>			
7,434	City Fund	23,772	(16,708)	7,064
(1,307)	HRA	13,877	(15,029)	(1,152)
6,127	<b>Total Fund Analysis</b>	37,649	(31,737)	5,912

**DIRECTOR OF COMMUNITY AND CHILDREN'S SERVICES**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Central Risk</b>			
	<b>Barbican Residential</b>			
(857)	Service Charge Account	0	(879)	(879)
(203)	Landlords Services	0	(196)	(196)
(19)	Trade Centre	0	(19)	(19)
(10)	Other Non-Housing	0	(10)	(10)
	<b>Commissioning &amp; Partnerships Services</b>			
(113)	Commissioning	553	(666)	(113)
	<b>Family &amp; Young People's Services</b>			
463	Services to Children	467	0	467
194	Early Years & Childcare	194	0	194
252	Asylum Seekers	328	(80)	248
(24)	Delegated Budget	1,827	(1,851)	(24)
(216)	Other Schools Related Activities	553	(769)	(216)
(1,043)	Student Support	0	(1,043)	(1,043)
	<b>Housing Services</b>			
75	Benefits Administration	6,171	(6,105)	66
53	Gresham Almshouses	42	0	42
(468)	HRA	0	(466)	(466)
(1,916)	<b>Total Central Risk</b>	10,135	(12,084)	(1,949)
	<b>Recharges</b>			
14,360	Recharges from other services	13,450	0	13,450
(6,825)	Recharges to other services	0	(6,155)	(6,155)
5,619	<b>Total Central Risk and Recharges</b>	23,585	(18,239)	5,346
	<b>Fund Analysis</b>			
5,563	City Fund	23,540	(18,239)	5,301
56	City's Cash	45	0	45
0	HRA	0	0	0
5,619	<b>Total Fund Analysis</b>	23,585	(18,239)	5,346
11,746	<b>Grand Total</b>	61,234	(49,976)	11,258

**DIRECTOR OF COMMUNITY AND CHILDREN'S SERVICES**

	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk	Total
		£'000	& Recharges £'000	£'000
<b>Expenditure</b>	Employees	11,696	592	12,288
	Premises Related Expenses	13,239	17	13,256
	Transport Related Expenses	22	69	91
	Supplies & Services	4,166	212	4,378
	Third Party Payments	5,013	3,065	8,078
	Transfer Payments	161	6,180	6,341
	Transfer to Reserves	3,053	0	3,053
	Contingencies	299	0	299
	Recharges	0	13,450	13,450
	<b>Total Expenditure</b>	<b>37,649</b>	<b>23,585</b>	<b>61,234</b>
<b>Income</b>	Government Grants	(3,208)	(8,705)	(11,913)
	Other Grants, Reimbursements and Contributions	(280)	(228)	(508)
	Customer and Client Receipts	(28,049)	(2,147)	(30,196)
	Investment Income	(200)	0	(200)
	Transfer from Reserves	0	(538)	(538)
	Capital Projects	0	(466)	(466)
	Recharges	0	(6,155)	(6,155)
	<b>Total Income</b>	<b>(31,737)</b>	<b>(18,239)</b>	<b>(49,976)</b>
<b>Net Expenditure</b>	<b>5,912</b>	<b>5,346</b>	<b>11,258</b>	

## DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES

### SERVICE OVERVIEW

Last year's review of our business plan took into account the additional sections of the department through the revision of our Vision and the development of 3 Strategic Aims. The current business plan runs from 1 April 2013 – 31 March 2014.

#### **Background Information**

The 2013-14 Department's **Vision** was changed to 'To educate, entertain and inform, through discovery of our amazing range of resources'.

Our 4 Strategic Aims are:

1. To refocus our services with more community engagement and partnerships with others.
2. To transform the sense of the City as a destination.
3. To continue to use technology to improve customer service and increase efficiency.
4. To further develop the City's contribution to the life of London as a whole.

To achieve that vision we developed 10 key objectives and 10 key performance indicators which were approved by the Culture Heritage & Libraries Committee in April 2013.

#### **Areas of Responsibility**

The City's Cultural Strategy, which aims to present all of the Corporation's cultural activity as a coherent whole and create a framework to encourage better co-operation and sharing of aims, is co-ordinated from within the Department. It is monitored by the Members' Cultural Strategy Working Group, comprising Chairmen and Deputy Chairmen of the key Committees and the relevant Chief Officers, chaired by the Chairman of Policy & Resources. The corporate Visitor Strategy is also developed and led by the Department.

The collections and services for which the Culture Heritage & Libraries Committee is responsible are currently organised in five management groupings, assisted by a central Policy & Performance team:

- Barbican & Community Libraries, responsible for the Barbican and Shoe Lane lending libraries, and in partnership with Community & Children's Services Department the Artizan Street Library and Community Centre;
- The City Business Library is responsible for providing current business information to the public for free, providing training and support to all visitors, including job seekers, sole traders, new start-up companies, entrepreneurs and SMEs, as well as coordinating an extensive programme of business themed events;
- The Guildhall Library is a major public reference library which specialises in the history of London, as well as having other significant collections, an expanding events programme and Information Services section;
- London Metropolitan Archives has responsibility for all archive and manuscript services and collections, the prints and maps collection, runs a full events programme; and

- Visitor Development & Services has responsibility for Tower Bridge (Operation/Exhibition/Marketing/Corporate Hospitality), the Monument, the City Information Centre, Guildhall Art Gallery, Keats House and developing a City-wide Visitor Services Strategy.
- The committee also oversee the activities of the City Arts Trust and the Museum of London.

The archive and manuscript collections, whose main site is at London Metropolitan Archives, fall into four main groups:

- The collections relating to the Square Mile, but not generated by the City of London Corporation: Guildhall Library had long been the official repository for historical records relating to the City (except for those of the City Corporation itself), with holdings dating from the 11th century to the present day. These include the records of most of the City's parishes, wards and Livery Companies as well as those of many individuals, families, estates, businesses, schools, societies and other institutions, including the Diocese of London, the Stock Exchange and St Paul's Cathedral.
- The City of London's own corporate archives (previously held at the City of London Record Office) – the official archives of the City of London Corporation, often extending beyond the City, and dating from 1067.
- The collections relating to Greater London, including material taken across from the Greater London Record Office – these have become the main archive repository for London-wide institutions, both official and private, with collections dating from 1130 and comprising the archives of the large charities of London, of ecclesiastical bodies and of local government agencies.
- The Prints and Maps collections relating to both the Square Mile and the Greater London area.

The Guildhall Art Gallery is the home of the City's Permanent Collection of Works of Art, some 4,000 plus works which originated in a set of portraits of the nation's principal judges painted for the City of London Corporation shortly after the Great Fire of 1666 and which grew with the acquisition of commissioned portraits, donations and bequests. The approved collecting policy now concentrates upon maintaining a continuing historical collection of works relating to the City of London Corporation itself and to the history and topography of London and the City in particular and the Gallery also has curatorial responsibility for those works of art – principally the Harold Samuel Collection of Dutch & Flemish paintings bequeathed to the City Corporation for permanent display in Mansion House plus large items of sculpture located in Guildhall Mansion House and the Central Criminal Courts – held by other City departments.

The Guildhall Library can trace its history back to 1423-25, when it was established mainly for the use of priests; this first Library was dispersed in the sixteenth century and it was re-founded as a public resource in 1824-28. It serves as a general reference library but its reputation and importance rest not least on its outstanding collections relating to the history of London, which (like the archive collections) have been designated as being of national and international significance by the Museums, Libraries and Archives Council.

The Library acquires material on all aspects of life in London, past and present, plus a wide range of relevant material in the fields of British history, topography, biography, genealogy, heraldry, economic and commercial history, and English law. In addition it holds extensive collections on Business history, English law, Marine history [including Lloyd's of London's historic marine collection], Parliamentary papers, wine & food, clocks & watchmaking [including the libraries of the Clockmakers' Company and the Antiquarian Horological Society], as well as the libraries of the Gardeners' and Fletchers' Companies, Gresham College, and the Charles Lamb Society.

The Information Services Section (ISS) formerly known as Bibliographical Services, supports the work of all the libraries. ISS was one of the first sections in the department to set up a professional blog site electronically linking bibliographical units nationally and internationally.

One of the leading resources in its field, the City Business Library exists to satisfy the day-to-day information and research needs of business users and entrepreneurs through its outstanding access to UK and overseas directories and trade directories, company information and domestic market research plus good coverage of business topics such as management, law, banking, insurance, statistics and investment. Indexing and press monitoring services, statistical handbooks and series, government publications, town guides and street plans, British and overseas travel timetables and a wide range of newspapers and periodicals are also available, an increasing number only in electronic format. A comprehensive business events programme is run throughout the year.

The Lending Libraries - Barbican, Shoe Lane and Artizan Street Library & Community Centre offer collections of books, e-books, large print materials, spoken word recordings, DVDs and compact discs for loan plus, at Artizan Street, books in Bengali for both children and adults are available. Reservation and inter-library loan services are operated and quick reference and information facilities, including access to the internet and an increasing range of electronic resources, are also provided.

By far the largest, the Barbican Library provides, as well as an excellent general library, an extensive Music Library - including a large reference collection, an access point to Music Preserved (a unique archive of interviews and live performances), plus study areas, listening booths and a practice piano - and a Children's Library offering a full programme of activities and events. A successful programme of art and craft exhibitions, literary events, special exhibitions in the Music Library, and events in collaboration with Music Preserved is also provided.

Outside the libraries a home delivery service (for City residents unable to visit their local library through infirmity or disability) operates from the Barbican while Artizan Street maintains close links with the Sir John Cass Foundation Primary School, the Cass Child and Family Centre, the Mansell Street Estate, and the Portsoken Community Centre. All three libraries work in partnership with Community and Children's Services to deliver a range of events and services including English as a Second Language and lunchtime drawing classes at Shoe Lane; Basic Skills and Careers advice at Barbican; as well as Toy Library events at Artizan Street.

Tower Bridge was designed by Horace Jones and opened in June 1894 after eight years of construction. It is a working bascule and suspension bridge, constructed as a steel frame clad in stone and granite in Gothic style to complement the Tower of London. Tower Bridge is designated a Grade I listed building. The City of London Corporation has a statutory duty to raise the bridge to provide access to/egress from the Upper Pool of London for registered vessels with a mast or superstructure of 30 feet or more. This service is provided free of charge, subject to 24 hours' notice 365 days of the year. During 2012 it was featured on international television as an icon of London during the Diamond Jubilee, Olympic and Paralympic events. It continues to be used as a regular backdrop for London news broadcasts.

The tourist exhibition at Tower Bridge comprises the high level Walkways and the Victorian Engine Rooms (in Shad Thames) with a mix of permanent and temporary exhibits keeping the offering fresh for return visitors. Educational and marketing tours are also offered to groups and include the popular engineering tours. Corporate hospitality and events are also held at Tower Bridge on the Walkways, Engine Rooms, North Tower Lounge and Bridge Master's Dining Room. Weddings and civil ceremony bookings have significantly increased over the past 3 years.

The Monument was built to commemorate the Great Fire of London in 1666 and stands 202 feet high. Designed by Sir Christopher Wren and Dr Robert Hooke it was constructed from Portland stone during 1671-77. The Doric column is topped by a flaming urn of copper symbolising the fire.

It is managed from Tower Bridge and is also a Grade I listed building. Visitors pay to climb the 311 steps to the high level viewing platform and receive a certificate for their efforts.

The City Information Centre caters for over four million people who visit the Square Mile each year. To help them make the most of their stay, the City of London Corporation has provided an Information Centre since 1951 and since 1995 has been based at St.Paul's Churchyard.

The Information Centre offers directions, information about the latest events, suggestions about what to see and do, tips tailored to visitors' specific needs through a team of multilingual advisors.

Keats House was built in 1815 as a pair of semi-detached houses known as Wentworth Place. John Keats lodged in the smaller dwelling with his friend, Charles Brown from 1818 to 1820 and wrote some of his best-loved poems there (including Ode to a Nightingale). Situated near Hampstead Heath, Keats House was one of the first to be built in the area and was granted Grade 1 listed status by English Heritage in 1950. The house is open to the public as a small museum and hosts a programme of public events.

**DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
877	Guildhall Library	922	(41)	881
615	City Business Library	656	(40)	616
221	Artizan Street Community Centre and Library	340	(117)	223
1,631	Barbican and Community Libraries	1,759	(178)	1,581
406	Guildhall Art Gallery	425	(40)	385
765	Central Management of CHL	778	(9)	769
2,020	London Metropolitan Archives	2,221	(186)	2,035
1,060	City Records Services	1,094	(37)	1,057
713	Visitor Services and City Information Centre	792	(82)	710
(129)	Monument	418	(550)	(132)
193	Keats House	250	(54)	196
(290)	Tower Bridge Tourism	3,015	(3,637)	(622)
1,573	Tower Bridge Operational	1,494	0	1,494
9,655	<b>Total Local Risk</b>	14,164	(4,971)	9,193
	<b>Fund Analysis</b>			
8,308	City Fund	8,987	(730)	8,257
64	City's Cash	668	(604)	64
1,283	Bridge House Estates	4,509	(3,637)	872
9,655	<b>Total Fund Analysis</b>	14,164	(4,971)	9,293

	<b>Central Risk</b>			
261	Barbican and Community Libraries	261	0	261
5,691	Central Management of CHL	5,691	0	5,691
443	London Metropolitan Archives	575	(72)	503
129	City Records Services	144	0	144
2	Keats House	2	0	2
36	Tower Bridge Tourism	7	0	7
6,562	<b>Total Central Risk</b>	6,680	(72)	6,608
	<b>Recharges</b>			
7,057	Recharges from other services	6,927	0	6,927
(1,995)	Recharges to other services	0	(1,995)	(1,995)
11,624	<b>Total Central Risk and Recharges</b>	13,607	(2,067)	11,540
	<b>Fund Analysis</b>			
10,990	City Fund	12,091	(1,144)	10,947
62	City's Cash	58	0	58
572	Bridge House Estates	545	(10)	535
0	Guildhall Administration	913	(913)	0
11,624	<b>Total Fund Analysis</b>	13,607	(2,067)	11,540
<b>21,279</b>	<b>Grand Total</b>	<b>27,771</b>	<b>(7,038)</b>	<b>20,733</b>



**DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES**

	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk £'000	Central Risk & Recharges £'000	Total £'000
<b>Expenditure</b>	Employees	10,366	0	10,366
	Premises Related Expenses	1,328	982	2,310
	Transport	39	0	39
	Supplies and Services	2,431	399	2,830
	Third Party Payments	0	5,292	5,292
	Capital Charges	0	7	7
	Recharges	0	6,927	6,941
	<b>Total Expenditure</b>	<b>14,164</b>	<b>13,607</b>	<b>27,771</b>
<b>Income</b>	Other Grants and Reimbursements	(3)	0	(3)
	Customer and Client Receipts	(4,968)	(72)	(5,040)
	Recharges	0	(1,995)	(1,995)
	<b>Total Income</b>	<b>(4,971)</b>	<b>(2,067)</b>	<b>(7,038)</b>
	<b>Net Expenditure</b>	<b>9,193</b>	<b>11,540</b>	<b>20,733</b>

# DIRECTOR OF MARKETS AND CONSUMER PROTECTION

## SERVICE OVERVIEW

### MARKETS

The City is the largest provider of Wholesale Markets in the country. It owns and manages Billingsgate Market (fish) in Docklands, Smithfield Market (meat) in the City, and Spitalfields Market (fruit, vegetables and flowers) in Leyton. Smithfield and Billingsgate Markets are funded from City's Cash and Spitalfields Market is funded from the City Fund. Existing legislation requires the City to run each of the markets on its respective site and new legislation would need to be promoted to change that.

As the landlord, the City undertakes:

- To provide, administer, manage and maintain efficient Markets for the benefit of suppliers, buyers, and wholesale merchants, with the market tenants being responsible for compliance with legislation within their own demised premises.
- To provide and to let trading premises to tenants in the relevant food commodities.
- To provide appropriate ancillary facilities and services.
- To establish and maintain links with the food trades at large, monitor legislation, trends and changes and take appropriate action to ensure the City's premises comply with legislation, meet industry standards, and satisfy customer demands.
- To maximise usage and income from the use of the sites, whilst ensuring that the needs of the Market (trading, tenants and customers) are taken into account.
- To ensure adequate financial provision is made to meet maintenance costs, funded by tenant contributions to the Service Charge accounts.
- To consult with stakeholders on matters affecting the operation and management of the Markets to ensure their needs are accommodated in service delivery and future plans.

### **BILLINGSGATE MARKET**

Billingsgate is the UK's premier inland fish market. Until its move to Docklands in January 1982, a Market had been held on the site at Billingsgate in the City of London since Saxon times or earlier. The Market rights of the City are based on a Charter granted by Edward III, which prohibited the setting up of rival markets within 6 $\frac{2}{3}$  miles of the City, and the City's role as the Market Authority was confirmed by various Acts of Parliament which lay down its responsibilities, rights and powers. The Market has been 'Approved' by the London Borough of Tower Hamlets under the new EU Food Hygiene Regulations.

There are some 50 companies operating at the market, employing about 550 staff. The market's turnover is about 22,000 tonnes per year, valued at approximately £200M, with an increasing amount of retail trade, especially on Saturdays.

The Superintendent has a staff of 36.4 full time equivalents, most of who are funded by the tenants' service charges. The budgets are set out in three divisions of service as follows:

- **Service Charge Account.** This account includes the costs of operating the Market which are attributable to the tenants. The tenants contribute to this expenditure in weighted due proportion to areas occupied. Costs relating to vacant premises are met by the City.
- **Non-Service Charge Account.** This account, funded by the City, reflects the costs of administering the Market, the provision (and resale) of water, electricity and central heating to tenants, the collection of rental income and an apportionment of the cost of the Directorate.
- **Repainting and Special Works Account.** This Fund equalises the cost to tenants of cyclical repainting, repairs and improvements to the market together with financing the purchase of vehicles and equipment. The accumulated Fund attracts annual interest.

## **SMITHFIELD MARKET**

Smithfield Market is a wholesale meat and provisions market with a historic reputation as the heart of the meat industry, principally serving Greater London and the South East. The Market is owned and managed by the City. The first Charter was granted by King Charles I and the present Market was established by the Metropolitan Meat & Poultry Act of 1860. The Grade II listed buildings were completed in the late 19<sup>th</sup> Century and fully refurbished in the 1990s, at a cost of some £70M, to comply with EU Food Hygiene Regulations in force at the time.

The Market gained 'Approval' by the Food Standards Agency (FSA) under new EU Food Hygiene Regulations in December 2008 and is continuously independently inspected by FSA contractors.

There are 42 companies trading in the meat market with an annual throughput of around 120,000 tonnes, valued at approximately £500M. As well as meat traders, which occupy some 140,000 sq ft, there is 110,000 sq ft of lettable office space accommodated on the 2<sup>nd</sup> floor incorporated into the refurbished building. The management of this office space is undertaken by the City Surveyor. There is an underground car park, with 525 spaces, which is managed by Apcoa Parking UK Ltd on behalf of the City.

The Superintendent has a staff of 49 full time equivalents, providing administration, maintenance, and security. The tenants employ approximately 1000 people, and each day the Market is frequented by the suppliers of product and many hundreds of customers.

Lease renewal negotiations were completed in Spring 2013 and the meat traders now have 15 year leases with a separate rent and service charge, with the service charge being phased in over 5 years.

## **SPITALFIELDS MARKET**

Spitalfields Market operates under a Royal Charter granted to John Balch in 1682. The City obtained the freehold of the Market premises in 1902, and began to operate the Market after acquiring the Market Rights in 1920. The Market transferred to its new site in Leyton in May 1991 under the provision of the City of London (Spitalfields Market) Act 1990.

The Market occupies over 13 hectares (approximately 32 acres). There is a Market trading hall of 28,700 m<sup>2</sup> housing 115 trading units, which have all the modern facilities required including cold storage, warm rooms, ripening rooms and racking for palletised produce. There are also four separate buildings providing 3,720 m<sup>2</sup> of modern self-contained units for catering supply companies. These companies supply restaurants, hotels, schools and industrial catering to the southern half of the country. In addition there is over 900 m<sup>2</sup> of office space provided for fruit importers, trade organisations etc. Extensive parking facilities provide space for over 1700 vehicles ensuring an efficient and effective service for the Market's customers and there are, on average, some 2,500 suppliers and customers' vehicles entering and leaving the Market each day.

Spitalfields Market has the largest number of horticultural wholesalers with the highest turnover of any Market in the United Kingdom, and an annual throughput of approximately 650,000 tonnes, valued at approximately £650M. Some 55% of the tenants are from 'ethnic minorities' and the market has a well deserved reputation for its range of exotic fruit and vegetables.

The Superintendent has a staff of 29 full time equivalents wholly funded by the tenants' service charges, and who provide administration, maintenance, and security. The waste removal and cleaning of the common parts is carried out by a private contractor.

The Estimates for the Market are set out in three divisions of service:

- **Service Charge Account.** This account includes those costs of administering and maintaining the Market which are attributable to tenants, including the provision (and resale) of water, electricity and central heating. The tenants contribute to this expenditure in weighted due proportion to areas occupied. Costs relating to vacant premises are met by the City. The level of vacancies is expected to remain constant at less than 1% of total premises/letting areas.
- **City Account** This account reflects those costs of running the Market which are not rechargeable to tenants via the service charge and includes capital charges, the collection of rental income and an apportionment of the cost of the Directorate.
- **Tenants Repainting and Repairs Fund** This fund equalises the cost of maintaining the Market on behalf of the tenants who are responsible for the major proportion of all repairs and maintenance. Contributions to the Fund are made by tenants as part of their service charge payments. The accumulated Fund attracts annual interest.

## **PORT HEALTH AND ENVIRONMENTAL SERVICES**

The Port Health & Public Protection Division advises, educates, influences, regulates and protects all communities for which the Department has responsibility in the fields of Environmental Health, Port Health, Trading Standards and Animal Health, at all times seeking value for money in the activities it undertakes so that the highest possible standards are achieved cost effectively.

The Division undertakes:

- To provide a comprehensive and effective environmental health service for the City of London, ensuring that, through monitoring, regulation and enforcement, City residents and businesses can enjoy an environment and services which are, so far as possible, safe and without risks to their health or welfare.
- To enhance the economic welfare of the community within the City by maintaining standards of fair and honest trading.
- To manage and control the street market and prevent illegal street trading in the City to achieve optimum benefits to the community by improving their safety and visual impact.
- To control specific trade activities through licensing and inspection to ensure that the health, safety and economic welfare of those using such trades are not jeopardised by unfair, illegal or unsafe trading methods.
- To enforce public, environmental and animal health related legislation as the London Port Health Authority, for the benefit of the Port community and users, and the nation as a whole.
- To provide animal health and veterinary services of a policing and enforcement nature.

## **Public Protection**

The Division is responsible for a range of services including:-

- Food Control and Infectious Disease Controls
- Pollution Control
- Pest Control
- Health and Safety at Work

The Trading Standards Service is responsible for enforcing and advising businesses and consumers regarding legislation relating to trading practices within The City of London, including weights and measures, pricing, product safety, consumer credit and fair trading. The service is increasingly involved in investigating, and attempting to prevent, 'scams' involving the fraudulent offering of such things as Carbon Credits, rare earth metals and gems, and it works closely with the City of London Police.

The Licensing Service is responsible for ensuring that all city businesses hold the appropriate licences and registrations and comply with the rules and conditions appertaining to those licences.

## **Port Health and Animal Health**

The City of London Corporation is the London Port Health Authority and is responsible for a district extending for 151 kilometres along the River Thames from Teddington to the outer Estuary and includes the ports of Tilbury, Thamesport, London Gateway, Sheerness and London City Airport. The Port Authority which has been in existence since 1872 is the largest in the UK.

The Port Health Authority serves businesses and protects the nation through the delivery of the following services controlling: Food and Feed Imports; Food Standards; Food Safety and Water Quality; Infectious Disease Control; Civil Contingencies; Environmental Protection and Shellfish Control.

Animal Health are responsible for running the Animal Reception Centre at Heathrow, providing animal health services not only to the City but London-wide, and monitoring the arrival of animals at Heathrow.

**DIRECTOR OF MARKETS AND CONSUMER PROTECTION**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
39	Coroner	44	0	44
1,672	City Environmental Health	1,619	(56)	1,563
94	Pest Control	157	(93)	64
(543)	Animal Health Services	2,059	(2,621)	(562)
274	Trading Standards	313	(24)	289
882	Port & Launches	2,635	(1,830)	805
26	Spitalfields Service Charge Account	4,103	(4,078)	25
23	Spitalfields City Account	62	(40)	22
0	Spitalfields Repainting and Repairs Fund	109	(109)	0
(35)	Licensing	423	(503)	(80)
360	Meat Inspector's Office	354	(27)	327
987	Smithfield Service Charge	3,016	(2,028)	988
(1)	Smithfield Non Service Charge	1,267	(1,223)	44
(34)	Smithfield Other Services	600	(617)	(17)
0	Billingsgate Service Charge Account	2,242	(2,242)	0
163	Billingsgate Non Service Charge Account	268	(105)	163
0	Billingsgate Repainting and Special Works Account	201	(201)	0
440	Markets Directorate	447	0	447
4,347	<b>Total Local Risk</b>	19,919	(15,797)	4,122
	<b>Fund Analysis</b>			
2,432	City Fund	11,524	(9,354)	2,170
1,915	City's Cash	8,395	(6,443)	1,952
4,347	<b>Total Fund Analysis</b>	19,919	(15,797)	4,122

	<b>Central Risk</b>			
8	Coroner	8	0	8
(343)	Spitalfields Service Charge Account	0	(341)	(341)
(1,259)	Spitalfields City Account	100	(1,359)	(1,259)
(215)	Spitalfields Repainting and Repairs Fund	0	(384)	(384)
105	Smithfield Service Charge	105	0	105
(1,539)	Smithfield Non Service Charge	61	(1,736)	(1,675)
(24)	Smithfield Other Services	0	(18)	(18)
(269)	Billingsgate Service Charge Account	0	(275)	(275)
(770)	Billingsgate Non Service Charge Account	339	(1,184)	(845)
(165)	Billingsgate Repainting and Special Works Account	0	(271)	(271)
(4,471)	<b>Total Central Risk</b>	613	(5,568)	(4,955)
	<b>Recharges</b>			
4,851	Recharges from other services	4,798	0	4,798
(1,203)	Recharges to other services	0	(1,229)	(1,229)
(823)	<b>Total Central Risk and Recharges</b>	5,411	(6,797)	(1,386)
	<b>Fund Analysis</b>			
993	City Fund	3,004	(2,239)	765
(1,816)	City's Cash	2,407	(4,558)	(2,151)
(823)	<b>Total Fund Analysis</b>	5,411	(6,797)	(1,386)
3,524	<b>Grand Total</b>	25,330	(22,594)	2,736

**DIRECTOR OF MARKETS AND CONSUMER PROTECTION**

	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk	Total
		£'000	& Recharges £'000	£'000
<b>Expenditure</b>	Employees	11,137	8	11,145
	Premises Related Expenses	4,957	135	5,092
	Transport	257	0	257
	Supplies and Services	1,589	150	1,739
	Third Party Expenses	1,850	0	1,850
	Transfer to Reserves	126	0	126
	Capital Charges	0	320	320
	Contingencies	3	0	3
	Recharges	0	4,693	4,693
	Savings to be Applied	0	105	105
	<b>Total Expenditure</b>	<b>19,919</b>	<b>5,411</b>	<b>25,330</b>
<b>Income</b>	Other Grants, Reimbursements and Contributions	(565)	0	(565)
	Customer and Client Receipts	(15,222)	(4,913)	(20,135)
	Investment Income	(10)	0	(10)
	Transfer from Reserves	0	(655)	(655)
	Recharges	0	(1,229)	(1,229)
	<b>Total Income</b>	<b>(15,797)</b>	<b>(6,797)</b>	<b>(22,594)</b>
	<b>Net Expenditure</b>	<b>4,122</b>	<b>(1,386)</b>	<b>2,736</b>

## **DIRECTOR OF OPEN SPACES**

### **SERVICE OVERVIEW**

#### **THE DIRECTORATE**

The Director of Open Spaces and her team are based at the Guildhall and fulfil three roles:

- Setting the strategic direction for the department
- Providing coordination across sites and working closely with other Departments of the City of London Corporation to progress projects and corporate initiatives.
- Promoting the Open Spaces, building links and influencing in London, the wider region and nationally

The Directorate is responsible for setting strategic direction for the department and driving a performance culture within Open Spaces. The team develop the annual business plan and actively monitor and work with sites to improve performance. The team provide strategic marketing and communications advice to sites and actively seek to promote and share best practice in areas as diverse as social media, procurement and project management.

The team provide coordination across sites, drawing together members of staff with similar responsibility at different sites through improvement groups, and using these for a to ensure good practice is shared and projects driven forward.

The Director represents the City Corporation on several strategic initiatives to protect and promote green spaces, including the London Parks and Green Spaces Forum and the London Strategic Open Spaces Management Group with key green space players in the Greater London region including the Royal Parks and the Lee Valley Regional Park Authority.

#### **EPPING FOREST AND COMMONS COMMITTEE**

##### **Epping Forest**

The City of London's ownership and management of Epping Forest arose during the second half of the 19th Century, with the Epping Forest Act 1878 and subsequent legislation covering its ownership and management. The present area of the Forest is some 6,000 acres including Wanstead Flats Playing Fields and Chingford Golf Course.

In accordance with the requirements of the Epping Forest Act 1878 to provide an open space for the recreation and enjoyment of the public, the Conservators will keep the Forest unenclosed and unbuilt on, save as allowed by statute in the interests of management and public enjoyment. They will protect the Forest's trees, pollards, shrubs, heather, gorse, herbage and other vegetation, and will preserve the Forest's 'natural aspect' so far as is possible so that the Forest seems to be a natural place. Additionally, and having regard to the provisions of the Wildlife and Countryside Act 1981 and as a Special Area of Conservation, the Conservators will protect the Forest's flora and fauna and endeavour to maintain the special interest of the Forest's habitats. Protecting and conserving the Forest are pre-requisites to providing the open space envisaged by the 1878 Act, and the Conservators will ensure that future generations are able to enjoy the qualities of Epping Forest.

All the activities within Epping Forest support the themes within the City Together Strategy for a City that 'supports our communities', 'protects, promotes and enhances our environment' and 'is vibrant and culturally rich'.



Epping Forest is famous for its historic landscapes and its wildlife. All staff including Forest Keepers, Conservation workers, Information Assistants and Administrative staff are employed to keep the Forest as natural as possible, conserve the Forest's mixed vegetation and help visitors to enjoy and understand the Forest. Some 1,800 acres of neighbouring 'buffer land' are also managed to protect the Forest from the pressure of urban development.

Recently completed, 'The View' is a state-of-the-art visitor and education centre with permanent and temporary exhibitions as well as community space and a shop selling books, local arts and crafts, and toys, with unrivalled views across Chingford Plain and the forest beyond. Close by, Butlers Retreat, a refurbished 19<sup>th</sup> century barn is open daily selling high quality refreshments. These sit either side of Queen Elizabeth's Hunting Lodge, built for Henry VIII in 1543 as a Tudor grandstand for viewing the deer chase and together they form the Chingford Gateway, easily accessible via mainline services from Liverpool Street.

Many talks/lectures are given by the staff at Epping Forest, in addition to those given by the Verderers, the Epping Forest Centenary Trust and The Friends of Epping Forest. The Epping Forest Field Centre, opened in 1971, is managed by the Field Studies Council on behalf of the Conservators. The Centre provides courses for adults and opportunities for primary and secondary school children to study the natural sciences, including geography, within the semi-natural environment.

### **Chingford Golf Course**

The Chingford Golf Course is used by three private golf clubs and the general public, with over 40,000 rounds played each year.

### **Wanstead Flats**

The Wanstead Flats Playing Fields comprise 64 pitches for football; approximately 80 adult and junior teams use the playing fields as their home pitches, together with several local schools.

### **Burnham Beeches and the City Commons**

The City of London's obligations as the owner of West Wickham and Coulsdon Commons, Ashted Common and Burnham Beeches are laid down in the Corporation of London (Open Spaces) Act 1878 and subsequent legislation relating to wildlife, the countryside and ancient monuments.

The primary obligations are: -

- (i) To keep the commons as open spaces for the recreation and enjoyment of the public, forever.
- (ii) To preserve, as far as possible, the natural aspect of the open spaces.
- (iii) To protect the natural fauna and flora and ancient monuments on the open spaces.
- (iv) To protect the open spaces from encroachment and enforce the byelaws.

### **Burnham Beeches**

Burnham Beeches was one of the first open spaces to be acquired under the Corporation of London (Open Spaces) Act 1878. The original 374 acres were acquired in 1880 and since then a further 166 acres have been purchased. Burnham Beeches is famous for its ancient pollarded beeches, and the wide range of fauna and flora associated with them.

Burnham Beeches was notified as a Site of Special Scientific Interest (SSSI) in 1951, renotified in 1985 and granted National Nature Reserve (NNR) status in 1993. This honour was conferred on the Beeches not only for the intrinsic value of the site, but also for the commitment that the City of London Corporation gives to managing the area for nature conservation. In 2005, Burnham Beeches was confirmed as a Special Area of Conservation (SAC) under the Conservation (Natural Habitats) Regulations 1994. In addition, Burnham Beeches has two scheduled Ancient Monuments and one listed building. The careful management of ancient beech pollards has gained the site an international reputation for best practice.

Stoke Common was transferred into the ownership of the City of London on 31<sup>st</sup> October 2007. Stoke Common is notified as a Site of Special Scientific Interest and consists of 205 acres of ancient heathland. Now protected by the City Of London's Open Spaces Act, the site forms a valuable haven for people and wildlife. Stoke Common is managed by the team at Burnham Beeches with funding for practical works provided by income generated via grants and donations as well as interest from a lump sum legacy provided by South Bucks District Council, who were the previous owners of the land.

The team who manage both Burnham Beeches and Stoke Common maintain close links with local communities through partnership working, meeting with Community Groups, Countryside Management Projects, volunteer projects and the Burnham Beeches Consultative Committee.

### **City Commons**

In November 2006, City Commons was formed through merging the seven open spaces in Surrey & South London, previously managed separately as Ashted Common and the West Wickham & Coulsdon Commons. The City Commons comprise the following Open Spaces:-

- Ashted Common (500 acres, purchased 1991)
- Farthing Downs & New Hill (235 acres)
- Coulsdon Common (127 acres)
- Kenley Common (139 acres)
- Riddlesdown (107 acres)
- Spring Park (51 acres, acquired by gift and purchase 1926/27)
- West Wickham Common (26 acres, purchased 1892)

The Coulsdon Commons (Farthing Downs, Coulsdon Common, Kenley Common & Riddlesdown) were acquired in a series of transactions from 1883 to 2005.

The City Commons contain a diversity of wildlife and important semi-natural habits including veteran trees, ancient woodland, scrub, chalk grassland, heathlands, wood pasture, hedgerows, fresh water and wetland. Some of the Commons are Sites of Special Scientific Interest and contain scheduled monuments. All these special places are unique and important for their natural and cultural heritage, which is a result of their continued use from pre-Roman times up to the present day.

On 26 September 1995, Ashted Common was declared a National Nature Reserve. The declaration acknowledges the importance of this site for wildlife (particularly the veteran trees and deadwood) and the commitment of the City of London Corporation to protect and manage Ashted Common.

In order to conserve the most valuable habitats and to maintain the natural feel of the Commons, large areas are once again being grazed by traditional breeds of cattle and sheep, which have become a distinctive feature in the local landscape of Surrey and South London.

The Rangers who care for the Commons also maintain close links with the local communities through partnership working with the Police Safer Neighbourhood Teams, Friends Groups, Countryside Management Projects, volunteer groups and two Consultative Committees.

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK MANAGEMENT COMMITTEE**

The Division located in North London comprises Hampstead Heath, Highgate Wood and Queen's Park.

Each site has its own particular character and features that make them valuable assets to the City of London, providing a very important service to their visitors.

### **Hampstead Heath**

Hampstead Heath is the collective name for Parliament Hill and Golders Hill, a total of 791 acres (320 hectares). The original Hampstead Heath was the former lands owned by the Lord of the Manor acquired under the Hampstead Heath Act, 1871. The Heath falls within two London Boroughs, Camden and Barnet.

The Heath was transferred to the London Residuary Body on 1st April 1986 on the abolition of the Greater London Council and was transferred to the City of London Corporation on 31st March 1989 under provisions of the London Government Reorganisation (Hampstead Heath) Order 1989. This Order covered the transfer of the Heath and the related rights and liabilities, the functions of the Corporation, the financial arrangements, the establishment of the Hampstead Heath Trust Fund for future revenue funding and the Hampstead Heath Works Fund for defraying capital works. It also set up a Hampstead Heath Management Committee for the purposes of advising on and implementing the City of London Corporation's policies and programmes of work and considering any representations from the statutory Consultative Committee. The Consultative Committee was established to make such representations and consists of representatives of local organisations, sporting interests, nature conservation, the disabled and those concerned with the Heath.

The City of London Corporation is committed to conserving the Heath and its wildlife and vegetation and provide recreational facilities for the public appropriate to such an important London open space.

The first detailed management plan for Hampstead Heath was produced in 1995. The plan sets out a framework and policies for the management of the Heath, by identifying management objectives, describing how these are to be achieved and defining procedures for monitoring progress against these objectives. A new strategic management plan "Towards a Plan for the Heath" was approved for 2007/17. Further reports on hedgerow management have also been prepared. The Heath has retained the Green Flag Park Award for the 16<sup>th</sup> year, along with a Green Heritage Award for 2013/14.

The Heath has a team of professional staff. The Heath's Conservation and Ranger teams carry out nature conservation tasks such as preventing scrub encroachment, providing habitats for wildlife and patrolling and litter collection duties. A group of volunteers called Heath Hands who continue to develop their role in supporting the site.

The Heath Constabulary consists of dog handlers and constables who enforce the byelaws, protect visitors and the City of London Corporation's property. Keepers maintain sports and recreation facilities, collect money at fixed points and provide information to visitors, and gardeners who maintain the formal shrub and flower beds, lawns and grass areas.

There is estimated to be over 7.2m visits to the Heath each year. Visitors can participate in over 20 activities, including walking, listening to music, tennis, athletics, swimming, football, rugby and cross country running many for free, or at reasonable prices. There are eight children's play areas, and new croquet lawn and volleyball facilities have been added. The Lido and the three swimming ponds are staffed by a team of lifeguards to ensure the safety of users. At the Adventure Playpark and Peggy Jay Centre playleaders encourage play, and ensure structures and equipment are safe. The Education facility has worked in partnership with the RSPB, who have been successful in obtaining a Heritage Lottery Grant for a Wild about the Heath project, which will be delivered in partnership.

The funding provided by the City Bridge Trust has enabled the division to deliver education and conservation projects for the community. The Affordable Art Fair was held on the Heath and returned in June 2013, and this proved to be a success, with a large number of visitors and income generation for the site.

The St Judes' storm in late October resulted in the loss of approximately 100 trees, diverting staff away from their annual work plans to help with reopening paths.

An exhaustive engagement process with the Ponds Project Stakeholder Group was undertaken, helping the City and its Design team arrive at a set of Preferred Options to mitigate the risks presented by the Heath dams.

### **Highgate Wood and Queen's Park**

Queen's Park and Highgate Wood were acquired by the City of London Corporation from the Ecclesiastical Commissioners under the Highgate and Kilburn Open Spaces Act 1886 on condition that the City of London Corporation maintained them in perpetuity for the benefit of Londoners. The Court of Chancery agreed at that time that the late William Ward's bequest should be used towards the maintenance of Queen's Park and this capital fund is still used for this purpose. From April 2002 the Superintendent of Hampstead Heath has had overall responsibility for both sites. A total of 17 staff are employed at Queen's Park and Highgate Wood.

### **Highgate Wood**

Preservation of the 28 hectare (70 acre) Wood is being achieved by increasing the age range of trees through natural regeneration. Enclosures are being built in selected areas to protect and encourage the growth of young trees. Woodland wildlife is encouraged by the creation of suitable habitats and an on-going programme of surveys is mapping the presence of insect and other species in the Wood. Highgate Wood has retained both Green Heritage status along with the Green Flag Award.

Highgate Wood has a sports ground with football and cricket pitches and a children's playground. A cafe and an information centre are also provided. Guided tours, including night-time bat walks are offered to encourage local people to use and value the Wood.

Education is a very important part of the management objectives. Schools are invited to plant wild flowers and encouraged to make use of the information centre and children are invited to tree plantings and guided walks. Highgate Wood is now listed on the school geography syllabus and colleges and universities also use the Wood and liaise with staff for the study of subjects as diverse as archaeology and botany.

A Conservation Management Plan for the site was approved early in 2013 and this will support the work which is taking place to manage this important site. The Heritage Day was held in September and this was a very successful community event, providing an opportunity to showcase the site.

The St Judes' storm in late October 2013 resulted in substantial damage to a large number of oak trees in the Wood.

The Highgate Wood Joint Consultative Committee meets every six months and provides a useful forum for the exchange of ideas.

### **Queen's Park**

Facilities provided in the 12 hectare (30 acre) Park include a children's playground with paddling pool, a toddlers' playground, six hard tennis courts, a 9-hole pitch and putt course, a café and a pets corner. Throughout the school summer holidays, tennis coaching (for all ages), children's entertainments and band concerts are provided. An ornamental garden with displays of bedding plants caters for visitors who come to the Park for peace and quiet and a sensory garden which is especially suitable for visitors who are partially sighted. A review of the planting at this site will be taking place to develop a more sustainable display for the future.

The Park has a number of sculptures created by artists who live locally, and a woodland walk with 'natural displays' (together with a free explanatory leaflet) has recreated Mackenzie's original design of a figure of eight. Local schools now use this wildlife refuge as an outside classroom to study nature. The educational aspect of the Park is being developed to include tree and wildflower planting and activities such as bird of prey displays, instruction in responsible pet care and craft endeavours such as bat or bird box construction.

The Open Air Cinema visited Queen's Park again providing four events, which were very well received and successful in attracting visitors who may not otherwise visit Queen's Park.

The Queen's Park Area Residents' Association organises the annual Queen's Park Day in September, which offers community entertainment, comedy, games and produce stalls. Consultation with park users takes place through the six monthly Queen's Park Joint Consultative Group meetings.

## **OPEN SPACES AND CITY GARDENS COMMITTEE**

### **City Gardens**

The City of London Corporation maintains over 150 green spaces, churchyards and other landscaped areas in the Square Mile. Day to day operational management of these areas is the responsibility of the 32-strong City Gardens Team under the Superintendent of Parks and Gardens. The grounds maintenance of the City open spaces was brought back 'in house' in January 2008 following a comprehensive service review. This was a challenging exercise but one that has paid dividends, given the accolades that have followed: Gold Award and Champion of Champions in London in Bloom plus a Gold and Category Winner in Britain in Bloom.

With the loss of many of the City's landmark churches in the great fire of London and more recently as a result of the bombing of London during the Second World War, a far sighted decision was taken to construct new gardens, harking back to those cultivated here by the Church and livery companies during the Middle Ages. Churchyards and disused burial grounds now form a large part of the City's open spaces; even the bombed-out remains of the Wren churches of Christchurch, Greyfriars and St Dunstan in-the-East have been transformed into secluded, leafy oases for City workers and visitors by the City Gardens Team

The City's parks and gardens incorporate a balanced mixture of floral displays and structural planting, providing a foil for the City's varied architectural heritage and unique - and concentrated - patterns of usage.

The wide variety of open spaces in the City supports over 1,000 trees and an annual influx of some 150,000 bedding plants. Over the last 50 years the City of London Corporation has strived to protect this valuable resource and, more recently, has established the enhancement of its green areas as one of the central themes of its Community Strategy.

The City Gardens team ensures that standards across all the open spaces in the City are maintained to the highest level, whilst the seasonal bedding plants are supplied by the City of London Corporation's own nursery situated at West Ham Park.

The team also works closely with the Department of the Built Environment's Environmental Enhancement section, which has been at the forefront of highly successful projects to improve the City landscape, from street trees which blend and soften the built environment, to perennial plantings that provide an amenity for all. 2013 saw the creation of a new 'pocket' garden on Queen Victoria Street, opposite Blackfriars Station. Through such improvement projects, the team constantly strive to increase the amount of publicly accessible open space in line with the City's Open Space Strategy.

This year also saw the trees around Festival Garden turn blue; just one of the many art and community projects that the team work on in partnership with others – in this case, the charity Trees for Cities and the City of London Festival. City Gardens also continued with work on the Biodiversity Action Plan, increasing access to nature for the City's workers and residents, often involving them directly through volunteering in numerous sustainability-themed activities and events.

### **Bunhill Fields Burial Ground**

Bunhill Fields is a former burial ground of four acres situated in the southern part of the London Borough of Islington. Managed as a public open space by the City since 1867, it is the last survivor of London's once numerous small burial grounds as distinct from churchyards.

It was leased by the City of London Corporation from 1514 to 1867 as a burial ground, and was managed by a tenant until 1781 when the City of London Corporation took over this responsibility. After closure as a burial ground in 1853, and upon the expiration of the lease in 1867, arrangements were made with the Ecclesiastical Commissioners that, whilst the freehold would remain with the Commissioners, the City of London Corporation would manage and maintain the ground as an open space at its own expense, allowing limited access by the public. The freehold interest of the Ecclesiastical Commissioners was transferred to the City of London Corporation under the City of London (Various Powers) Act 1960.

Bunhill Fields is notable as being the last resting place of William Blake, John Bunyan and Daniel Defoe. When it closed as a burial ground, some 123,000 registered burials had taken place there, including other men of letters, historians, ministers of religion, preachers, physicians and representatives of many other professions and trades.

The present appearance dates from 1965 when large scale improvements, some to make good wartime damage, were carried out and a large section of the burial ground was laid out as garden.

Over 850,000 people visit the burial ground each year; some to research family history but the vast majority just to enjoy the space. Due to the condition of some tombstones and the possibility of subsidence, the burial areas are enclosed and public access is only allowed when staff are present. Repairs and maintenance work to the graves is carried out by the City Surveyors Department, whilst the grounds maintenance and overall management of the site is carried out by the City Gardens team. There is a full-time staff presence at the site.

A detailed Conservation Management Plan for the site was approved in spring 2007. Many of the soft landscaping actions have been implemented and funding is being sourced for the remaining structural tasks. As a result of the implementation of the site management plan, the many landscaping improvements and closer working with the local community and school children, Bunhill Fields was awarded its first Green Flag in 2009, with a Green Heritage Award following in 2010. Both awards have been retained ever since. In addition, the site was added to the Register of Parks & Gardens of Special Historic Interest as Grade 1 listed in 2010, with over 70 memorials receiving an individual listing from English Heritage.

## **WEST HAM PARK COMMITTEE**

### **West Ham Park**

West Ham Park has been owned and managed by the City of London Corporation since 1874, following its transfer to the City from the Gurney family. At 77 acres, it is the largest park in the London Borough of Newham. The Park receives over one million visits a year, is well appreciated by all sections of the community and contains many interesting historic features. The site was first awarded Green Flag status in 1999, which was complemented with a Green Heritage Award in 2009. Both awards have been retained ever since. The Park is included in the English Heritage Register of Parks and Gardens of Special Historic Interest.

Throughout the year, the Park has a dedicated staff presence from a long serving team of Gardeners and Keepers. Since 2006, The Friends of West Ham Park – comprised mostly of local residents – has led a number of community activities and volunteer projects in the Park each year.

The children's playground, much of which has been recently refurbished, is well equipped and the paddling pool is one of its most popular features. The playground is staffed by a qualified first aider at all times and is independently inspected twice a year. Sports are well catered for with two grass football pitches and one all-weather pitch. Local clubs and schools use two cricket pitches (one grass, one artificial) and the associated changing rooms on a regular basis. There are also three cricket practice nets and twelve all weather tennis courts. Local schools use the Park throughout the year and various pitches are marked out to suit their requirements. Tennis coaching lessons are provided for adults and children through a partnering arrangement with the Tessa Sanderson Foundation and Academy.

The ornamental garden contains a mature rose garden, a collection of trees including what is probably the oldest *Ginkgo biloba* in the country, seasonal bedding and herbaceous plants. There is also a rock garden created on the site of what is believed to be the first alpine rock garden in the United Kingdom. The Park also contains the National Collections of *Trachelospermum* and *Liquidambar*.

The nursery, situated in the north-east corner of the park, produces annually over 250,000 seasonal plants for the park and for other open spaces maintained by the City of London Corporation, as well as a floral decoration service for ceremonial functions at Guildhall and the Mansion House. This year the nursery supplied seasonal bedding to The Royal Parks as part of a seven-year contract, which has proved helpful in securing additional income. The Park and the nursery are maintained by a permanent team of 20 staff.

2013 saw an increase in the number and diversity of educational sessions delivered to the community and local schools, enhanced by the invaluable Jubilee Food Garden and the Wildlife Education Garden. The last year has also seen the creation of further wildflower meadows and additional tree planting to help soften the park boundaries. This was thanks to additional funding secured by the management team.

The budget estimates are split between West Ham Park (including the Park Office) and the Nursery. The Nursery operates on a 'break-even' basis. The costs of the Parks & Gardens Office managed by the Superintendent of Parks and Gardens are re-allocated to the Park and the Nursery. The costs of the Open Spaces Directorate are allocated to West Ham Park, as well as all other Open Spaces under the control of the Director.

### **CEMETERY AND CREMATORIUM SERVICE**

The City of London Corporation purchased the 200 acres of land at Little Ilford that is the City of London Cemetery in 1854 after all of the City's churchyards were closed under an act of parliament in 1852. The Cemetery landscape and infrastructure were developed during the following two years and the cemetery received its first burial on the 28<sup>th</sup> June 1856.

A Crematorium was added to the Cemetery site in 1904 and a larger, modern crematorium opened in 1974. To do-date over 500,000 burials and 260,000 cremations have now taken place and the City of London Cemetery and Crematorium continues to provide much needed burial and cremation facilities for the surrounding local boroughs.

The Cemetery and crematorium was the first in the UK to receive a Green Flag Award in 2001 and to achieve a Green Heritage Award in 2007. The site has continued to achieve Green Flag and Green Heritage status each year since.

In 1987 the Cemetery and crematorium landscape was included in the English Heritage 'Register of Historic Parks and Gardens of special historic interest in England' and was recently given Grade I listing of exceptional interest.

However, the City of London is still very much a working cemetery and carried out in excess of 2,500 cremations and almost 1,000 burials each year, achieving an income in the region of £4,000,000 per annum. The service operates as a not-for-profit organisation and is in direct competition with several private sector companies who offer similar services within a 10 mile radius.



**DIRECTOR OF OPEN SPACES**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
370	Open Spaces Directorate	372	0	372
2,514	Epping Forest	3,402	(681)	2,721
366	Epping Forest CBT	237	(237)	0
7	Heritage Lottery Funding	214	(207)	7
(95)	Chingford Golf Course	228	(322)	(94)
120	Wanstead Flats	211	(88)	123
(28)	Woodredon and Warlies	76	(104)	(28)
437	Burnham Beeches	584	(142)	442
22	Stoke Common	51	(29)	22
1,131	City Commons	1,308	(165)	1,143
4,600	Hampstead Heath	5,767	(984)	4,783
472	Hampstead Heath CBT	252	(252)	0
526	Queens Park	622	(93)	529
31	Queens Park CBT	0	0	0
353	Highgate Wood	414	(48)	366
42	Highgate Wood CBT	0	0	0
622	West Ham Park	797	(113)	684
75	West Ham Park CBT	67	(67)	0
(61)	The Nursery	268	(330)	(62)
107	Bunhill Fields	108	0	108
(1,500)	Cemetery and Crematorium	2,659	(4,174)	(1,515)
1,010	City Open Spaces	1,335	(340)	995
11,121	<b>Total Local Risk</b>	<b>18,972</b>	<b>(8,376)</b>	<b>10,596</b>
	<b>Fund Analysis</b>			
(490)	City Fund	3,994	(4,514)	(520)
11,611	City's Cash	14,978	(3,862)	11,116
11,121	<b>Total Fund Analysis</b>	<b>18,972</b>	<b>(8,376)</b>	<b>10,596</b>

**DIRECTOR OF OPEN SPACES**

	<b>Central Risk</b>			
(18)	Epping forest	356	(374)	(18)
(366)	Epping Forest CBT	0	0	0
0	Wanstead Flats	28	(28)	0
0	City Commons	18	(18)	0
(1,188)	Hampstead Heath	88	(1,276)	(1,188)
(472)	Hampstead Heath CBT	0	0	0
0	Queens Park	16	(16)	0
(31)	Queens Park CBT	0	0	0
(5)	Highgate Wood	0	(5)	(5)
(42)	Highgate Wood CBT	0	0	0
(1)	West Ham Park	10	(11)	(1)
(75)	West Ham Park CBT	0	0	0
8	The Nursery	9	0	9
(2,190)	<b>Total Central Risk</b>	525	(1,728)	(1,203)
	<b>Recharges</b>			
4,802	Recharges from other services	4,746	0	4,746
(916)	Recharges to other services	0	(917)	(917)
1,696	<b>Total Central Risk and Recharges</b>	5,271	(2,645)	2,626
	<b>Fund Analysis</b>			
1,643	City Fund	1,655	(5)	1,650
53	City's Cash	3,616	(2,640)	976
1,696	<b>Total Fund Analysis</b>	5,271	(2,645)	2,626
12,817	<b>Grand Total</b>	24,243	(11,021)	13,222

Analysis By Type of Expenditure / Income		2014/15 Original Budget		
		Local Risk £'000	Central Risk & Recharges £'000	Total £'000
<b>Expenditure</b>	Employees	14,206	0	14,206
	Premises Related Expenses	1,849	0	1,849
	Transport	597	0	597
	Supplies and Services	2,142	0	2,142
	Third Party Expenses	78	0	78
	Transfer to Reserves	100	9	109
	Capital Charges	0	516	516
	Recharges	0	4,746	4,746
	<b>Total Expenditure</b>	18,972	5,271	24,243
<b>Income</b>	Government Grants	(479)	0	(479)
	Other Grants and Reimbursements	(944)	0	(944)
	Customer and Client Receipts	(6,913)	0	(6,913)
	Investments	0	(1,212)	(1,212)
	Transfer from Reserves	0	(516)	(516)
	Recharge to Capital Projects	(40)	0	(40)
	Recharges	0	(917)	(917)
	<b>Total Income</b>	(8,376)	(2,645)	(11,021)
<b>Net Expenditure</b>	10,596	2,626	13,222	

## HEADMASTER, CITY OF LONDON SCHOOL

### SERVICE OVERVIEW

The City of London School was established by Act of Parliament in 1834 although it can trace its history back to the 15<sup>th</sup> century. The 1834 Act included a provision for the paying of an annual sum in perpetuity of £900 in respect of the City's obligations under the John Carpenter Bequest. The School is a modern, purpose built building adjacent to the Millennium Bridge and in the shadow of St. Paul's Cathedral.

The School aims to provide a first class education in the widest sense to pupils from a diverse range of cultural, ethnic, religious and economic backgrounds. The School's goal is to enable each boy to leave the School well equipped to go on to University and a fulfilling career. Close co-operation with parents is encouraged so that together they and the School can provide support to the boys to attain high levels of achievement in all aspects of their lives. The School offers a broad, balanced curriculum aimed at promoting the intellectual, practical, and creative development of pupils. Although renowned for their academic achievements, the School's pupils also regularly win inter-school sports tournaments, take part in notable musical and dramatic productions and have a long tradition of serving the community through charity fundraising and community service.

Boys are admitted at 10+, 11+, 13+ and 16 and normally remain until 18 years of age after having taken Advanced Level examinations. Entry applications invariably exceed places available in all age groups. There are now 952 boys in the School (2012: 922), including 281 in the 6<sup>th</sup> Form (2012: 273). Around 99% of boys go on to Higher Education, the majority to University.

The School has links with the Temple Church and Chapel Royal Choral Foundation and many of their choristers join the School at 10+ and receive financial support from the Choral Foundations. The City provides annual funding equivalent to 48 full fee Scholarships. These Scholarships are awarded as a proportion of full-fees, up to a maximum of half –fees. In addition the City makes available a sum equivalent to 2.5% of school fee income each year to match external funds received in order to provide sponsored awards to talented boys whose parents would not otherwise be able to contemplate educating their sons at the School. Full-fee Sponsored Awards are also provided by the generosity of a number of other supporters. There were 12 boys who joined the School on full-fee sponsored awards in September 2013 bringing the total number of full fee scholarships awarded since the launch of the scholarship campaign in November 2000, to 189.

In addition a further 14 boys have been awarded sponsored awards which cover either three-quarters or half of the tuition fees. There are a number of other awards funded by a wide selection of Livery Companies and other benefactors. The terms of these vary from 1 to 8 years and the value varies from £500 per year to full fees. Academic ability and financial need are the principal criteria for the majority of awards in this category.

In addition to the scholarships above, the City also funds the costs of the support services it provides to the School. The School is required to keep its revenue expenditure within its income which is received largely from fees. The school tuition fees for 2013/14 are £13,803 per annum (2012/13: £13,401).

## HEADMASTER, CITY OF LONDON SCHOOL

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
512	City of London School	14,805	(14,264)	541
(151)	Boys School Repairs Fund	560	(1,493)	(933)
361	<b>Total Local Risk</b>	15,365	(15,757)	(392)
	<b>Fund Analysis</b>			
361	City's Cash	15,365	(15,757)	(392)
361	<b>Total Fund Analysis</b>	15,365	(15,757)	(392)

	<b>Recharges</b>			
727	Recharges from other services	722	0	722
727	<b>Total Recharges</b>	722	0	722
	<b>Fund Analysis</b>			
727	City's Cash	722	0	722
727	<b>Total Fund Analysis</b>	722	0	722

1,088	<b>Grand Total</b>	16,087	(15,757)	330
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	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	9,195	0	9,195
	Premises Related Expenses	2,083	0	2,083
	Transport	263	0	263
	Supplies and Services	2,772	0	2,772
	Transfer Payments	1,051	0	1,051
	Transfer to Reserve	1	0	1
	Recharges	0	722	722
	<b>Total Expenditure</b>	15,365	722	16,087
<b>Income</b>	Other Grants, Reimbursements and Contributions	(798)	0	(798)
	Customer and Client Receipts	(14,219)	0	(14,219)
	Investment Income	(54)	0	(54)
	Transfer from Reserves	(686)	0	(686)
	<b>Total Income</b>	(15,757)	0	(15,757)
	<b>Net Expenditure</b>	(392)	722	330

## HEADMASTER, CITY OF LONDON FREEMEN'S SCHOOL

### SERVICE OVERVIEW

The City, by statute of 1850, undertook to provide for "the religious and virtuous education" of the orphans of Freemen of the City of London at the School in Brixton. When the School moved to Ashted in 1926, the Governors decided to omit the word "orphan" from the School's name and to admit fee paying pupils, both boarding and day.

In accordance with the aims of the founder, its traditions and current educational trends, the School seeks to:

- provide a challenging co-educational environment where all pupils are encouraged to reach their full potential;
- develop in each individual the academic, cultural, physical, social and spiritual qualities which will help to build a community based on equal opportunities for all;
- encourage self-motivation, self-respect, self-discipline and leadership skills;
- promote an awareness of other peoples' needs and a willingness to provide service;
- foster a caring atmosphere promoting attitudes of respect towards others and the environment; and
- develop a worthwhile partnership between parents, pupils, former pupils and staff.

Pupils are admitted to the School at the age of 7 and are provided with continuous education up to the age of 18. Those who enter after taking their Common Entrance examination (about 20% of the pupils in the Senior School) do so at the age of 13+. The school roll at September 2013 was 885 (2012: 889), comprising of 225 Junior pupils, 160 pupils in years 7 & 8, and 500 Senior pupils. Of these pupils 51 are boarders (2012: 51).

Pupils are supported by a number of scholarships and academic bursaries. The City provides annual funding equivalent to 34 full-fee equivalent (FFE) scholarships: 6 FFE for the Juniors, 2 FFE in years 7 & 8 and 26 FFE for the Senior School. These scholarships/awards are generally awarded as a proportion of full-fees, (up to a maximum of half) or a fixed sum of money in recognition of academic, artistic or musical ability. The City also makes available a sum equivalent to 2.5% of School fee income each year to match external funds raised for new scholarships/bursaries. Bursaries can also be awarded to pupils, usually in the Senior School, whose families find themselves in need of financial assistance.

In addition to the City's support, there are scholarships and other bursary awards funded by a wide selection of Livery companies and other benefactors. Ability and financial need respectively are the principal selection criteria for the majority of scholarships and bursary awards in this category.

Children of deceased Freemen can be provided with free or subsidised education – subject to an income assessment - and there are currently three Foundation pupils at the school (2012: two Foundation pupils).

In addition to the scholarships above, the City also funds the costs of the support services it provides to the School.

## HEADMASTER, CITY OF LONDON FREEMEN'S SCHOOL

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
255	City of London Freeman's school	13,824	(13,581)	243
(311)	Freemen's School Repairs Fund	117	(410)	(293)
(56)	<b>Total Local Risk</b>	13,941	(13,991)	(50)
	<b>Fund Analysis</b>			
(56)	City's Cash	13,941	(13,991)	(50)
(56)	<b>Total Fund Analysis</b>	13,941	(13,991)	(50)

2,034	<b>Recharges</b>			
	Recharges from other services	2,039	0	2,039
2,034	<b>Total Recharges</b>	2,039	0	2,039
	<b>Fund Analysis</b>			
2,034	City's Cash	2,039	0	2,039
2,034	<b>Total Fund Analysis</b>	2,039	0	2,039

1,978	<b>Grand Total</b>	15,980	(13,991)	1,989
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	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	7,979	0	7,979
	Premises Related Expenses	1,610	0	1,610
	Transport	83	0	83
	Supplies and Services	3,391	0	3,391
	Transfer Payments	748	0	748
	Transfer to Reserve	130	0	130
	Recharges	0	2,039	2,039
	<b>Total Expenditure</b>	13,941	2,039	15,980
<b>Income</b>	Other Grants, Reimbursements and Contributions	(392)	0	(392)
	Customer and Client Receipts	(13,531)	0	(13,531)
	Investment Income	(68)	0	(68)
	<b>Total Income</b>	(13,991)	0	(13,991)
	<b>Net Expenditure</b>	(50)	2,039	1,989

## HEADMISTRESS, CITY OF LONDON SCHOOL FOR GIRLS

### SERVICE OVERVIEW

The City of London School for Girls is a non-denominational, independent day school, for girls aged 7 – 18, based in the centre of London. The School was founded by William Ward under a Scheme dated 1<sup>st</sup> March 1892, bequeathing a legacy to the Mayor, Commonalty and Citizens of the City of London to establish a High School for Girls, to be known as the City of London School for Girls. The School which opened in 1894 was originally housed in Carmelite Street and was extended in 1939 and 1957. It was relocated within the Barbican complex in 1969.

The school's aims are to encourage the girls to achieve their best in all areas of school life, by:

1. Providing a broad and balanced curriculum and co-curriculum to support the intellectual, practical, creative, aesthetic, emotional and physical development of the pupils according to their abilities, needs and interests.
2. Fostering a love of learning and debate.
3. Encouraging positive and responsible attitudes to self, health, social, moral and spiritual issues.
4. Fostering an ethos of respect and care for others.
5. Preparing our students for Higher Education, careers, leadership and the challenges of a fast changing wider world, providing a climate in which girls and staff are confident about taking risks.
6. Using our location to maximise all that the City of London has to offer to develop informed and questioning young women.
7. Maintaining a diverse cultural mix in the student population, whilst admitting girls fairly on grounds of ability.
8. Nurturing respect for our local and broader environment and to pursue the goal of sustainability.
9. To retain and promote the best traditions and values of our school community, whilst embracing technological and other change necessary to meet the future.

Girls are admitted upon the results of a competitive examination, at 7+, 11+ and 16+ and normally remain until 18 years of age, having taken Advanced Level examinations. Entry applications to the School invariably exceed places available in all age groups. The school roll at September 2013 was 706 (708 in 2012). This was comprised of 617 pupils in the Main School (including 159 in the Sixth Form) and 89 in the Preparatory Department. The School offers 16 different courses for GCSE, 23 at A Level and AS Level.

Pupils are prepared for University Entrance and other specialised training courses. Around 99% of the Sixth Form go on to Higher Education.

Pupils are supported by a number of means-tested academic bursaries and by a small number of nominal scholarships which may be awarded in recognition of academic, artistic or musical ability at 11+ and 16+. Each year the City of London Corporation provides funding equivalent to 32.66 full-fee places for new entrants. In addition, the City Corporation makes available a sum equivalent to 2.5% of school fee income each year to match fund external funds received for new means-tested bursaries.

There are a number of bursaries and other awards funded by a wide selection of Livery companies and benefactors. The tenure of these varies from 2 to 7 years and the value of the awards from full-fees to £250 per annum. Both ability and financial need are the principal selection criteria for the majority of awards in this category. The school also contributes 3% of its fee income to means-tested awards.

In addition to the scholarships above, the City also funds the costs of the support services it provides to the School.

## HEADMISTRESS, CITY OF LONDON SCHOOL FOR GIRLS

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
357	City of London School for Girls	11,231	(10,827)	404
(122)	Girls School Repairs Fund	310	(401)	(91)
235	<b>Total Local Risk</b>	11,541	(11,228)	313
	<b>Fund Analysis</b>			
235	City's Cash	11,541	(11,228)	313
235	<b>Total Fund Analysis</b>	11,541	(11,228)	313

	<b>Recharges</b>			
576	Recharges from other services	555	0	555
576	<b>Total Recharges</b>	555	0	555
	<b>Fund Analysis</b>			
576	City's Cash	555	0	555
576	<b>Total Fund Analysis</b>	555	0	555

811	<b>Grand Total</b>	12,096	(11,228)	868
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	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	7,617	0	7,617
	Premises Related Expenses	1,084	0	1,084
	Transport	14	0	14
	Supplies and Services	1,891	0	1,891
	Transfer Payments	725	0	725
	Transfer to Reserve	210	0	210
	Recharges	0	555	555
	<b>Total Expenditure</b>	11,541	555	12,096
<b>Income</b>	Other Grants, Reimbursements and Contributions	(394)	0	(394)
	Customer and Client Receipts	(10,787)	0	(10,787)
	Investment Income	(47)	0	(47)
	<b>Total Income</b>	(11,228)	0	(11,228)
	<b>Net Expenditure</b>	313	555	868



# MANAGING DIRECTOR, BARBICAN CENTRE

## SERVICE OVERVIEW

The Barbican is the largest multi venue, integrated arts centre in Europe housing a 2,000 seat concert hall, two theatres, three cinemas, two art galleries and large foyers for other performances and displays. Unlike other arts institutions, the Barbican also boasts modern conference, exhibition and banqueting facilities which offer our clients a unique opportunity to host major events in such a distinctive environment in the heart of London.

Our vision: **World-class Arts and Learning**

### Strategic objectives

#### **Strategic objective 1**

##### **Serve all our audiences**

We will build new and deepen existing relationships across audiences, members, donors and stakeholders. We will embed and communicate our brand values through the organisation, and increase our brand awareness nationally and internationally. We will contribute to national debate as a major player in the arts and learning world. We will provide a customer-focused approach to services, responding proactively to research findings and customer feedback to create the best experience for all our audiences

#### **Strategic objective 2**

##### **Produce an outstanding arts programme**

We will celebrate the best of each art form and also collaborate across art forms. We will create a world-class arts programme, commission distinctive and innovative new work, and nurture emerging talent. We will build robust, sustainable partnerships with a range of outstanding artists and companies and ensure that we engage with east London communities in a ways that are both excellent and relevant.

#### **Strategic objective 3**

##### **Place creative learning at the heart of our work**

Creative Learning will be embedded in the heart of our programmes. Working in partnership with people and organisations we will pioneer new models of learning, engaging people of all ages across art-forms, styles and genres. This will enable us to establish creative and collaborative communities of practice, both within East London and beyond, as well as to help foster new audiences for now and the future.

#### **Strategic objective 4**

##### **Develop our iconic buildings**

We will develop and maintain our world-class buildings and spaces. We will create imaginative ways to welcome people to the commercial and arts activity of the Barbican, enlivening our foyers and making it a place to feel at home. We will earn income and make the most of our great spaces, establishing a new benchmark of sustainability.

#### **Strategic objective 5**

##### **Diversify funding**

In addition to growing our existing income we will develop new income opportunities through retail, enterprise initiatives and our new business events division.

## **Strategic objective 6**

### **Create a cultural quarter**

Our strategic alliance for creative excellence with the Guildhall School of Music & Drama and the London Symphony Orchestra will enable us to create an international arts and learning quarter without rival, building an offer for participants and audiences, young and old.

Underpinning these objectives is our commitment to operate efficiently, and to employ and develop skilled staff within an effective management structure

#### **In order to deliver these objectives with maximum impact we will:**

1. Increase audience and customer attendance, frequency and loyalty
2. Progress the digital strategy
3. Support innovation
4. Build strong relationships with stakeholders and partners
5. Create events outside our venues, focusing on east London
6. Develop new entrepreneurial and creative ways to increase commercial opportunities
7. Ensure operational efficiency
8. Employ and develop skilled staff within the appropriate management structure

#### **Attendances**

	<b>Original Budget 2013/14</b>	<b>Revised Budget 2013/14</b>	<b>Original Budget 2014/15</b>
Music	334,237	334,237	330,814
Cinema	201,015	196,897	196,887
Theatres	111,020	111,020	139,870
Art Galleries	158,350	158,350	169,125
Education	25,700	45,000	45,000
Commercial Events	150,388	120,050	121,581
Digital Revolution			53,600
	<b>980,710</b>	<b>965,554</b>	<b>1,056,877</b>

**MANAGING DIRECTOR, BARBICAN CENTRE**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
16,407	Barbican Centre	32,703	(16,746)	15,957
16,407	<b>Total Local Risk</b>	32,703	(16,746)	15,957
	<b>Fund Analysis</b>			
16,407	City Fund	32,703	(16,746)	15,957
16,407	<b>Total Fund Analysis</b>	32,703	(16,746)	15,957

	<b>Central Risk</b>			
3,147	Barbican Centre	3,677	(530)	3,147
3,147	<b>Total Central Risk</b>	3,677	(530)	3,147
	<b>Recharges</b>			
5,057	Recharges from other services	5,326	0	5,326
(396)	Recharges to other services	0	(396)	(396)
7,808	<b>Total Central Risk and Recharges</b>	9,003	(926)	8,077
	<b>Fund Analysis</b>			
7,808	City Fund	9,003	(926)	8,077
7,808	<b>Total Fund Analysis</b>	9,003	(926)	8,077
24,215	<b>Grand Total</b>	41,706	(17,672)	24,034

	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	13,840	0	13,840
	Premises Related Expenses	3,520	1,642	5,162
	Transport	141	0	141
	Supplies and Services	15,943	1,975	17,918
	Contingencies	0	60	60
	Capital Charges	220	0	220
	Transfer to Reserve	4	0	4
	Savings to be Applied	(965)	0	(965)
	Recharges	0	5,326	5,326
	<b>Total Expenditure</b>	32,703	9,003	41,706
<b>Income</b>	Government Grants	(907)	0	(907)
	Other Grants and Reimbursements	(474)	(500)	(974)
	Customer and Client Receipts	(15,365)	(30)	(15,395)
	Recharges	0	(396)	(396)
	<b>Total Income</b>	(16,746)	(926)	(17,672)
	<b>Net Expenditure</b>	15,957	8,077	24,034

# **PRINCIPAL, GUILDHALL SCHOOL OF MUSIC & DRAMA**

## **SERVICE OVERVIEW**

### **1. HISTORY**

The Guildhall School of Music & Drama (Guildhall School) celebrated the 130<sup>th</sup> anniversary of its foundation on 27th September 2010, and since its opening has stood as a unique showcase for the City of London's commitment to education and the arts. It originally opened with 62 part-time students in a disused warehouse in Aldermanbury, and was the first municipal music college in Great Britain. In 1887 it moved to new premises in John Carpenter Street which formed part of the complex of educational buildings opening directly onto the Victoria Embankment and overlooking the Thames, which the City of London Corporation built to house the City's two private schools and the Guildhall School of Music.

Initially, all tuition was on a part-time basis, but full-time courses were introduced by public request in 1920. Departments of Speech, Voice and Acting were added and by 1935 the school had added "& Drama" to its title. In May 1977 the Guildhall School moved to its present premises in the heart of the Barbican.

In 1993 the City leased a nearby courtyard of buildings that in the 18<sup>th</sup> century had been the centre of Samuel Whitbread's first brewery, and renovated and converted this to provide the School's hall of residence, Sundial Court, which opened in 1995. About three minutes' walk away, Sundial Court offers self-catering single room accommodation for 177 students.

In 2007 planning permission was granted for a composite development of Milton Court, a redundant brown-field site at the eastern end of Silk St. Practical Completion of the new building was achieved on 5 July 2013 and it was formally handed over to the School on 8 July 2013.

Milton Court gives the School much-needed additional premise, including a concert hall (608 seats), a second theatre (223 seats), an accessible studio theatre (80-128 seats, depending on configuration), all with appropriate back of house support; three rehearsal rooms and a gymnasium; three large teaching rooms (one of which will double as a TV studio); and office and workshop accommodation for the departments of acting and technical theatre. The spaces all incorporate technical facilities of the highest specification, which will help to provide the School's students with the very best training for careers in the performing arts. All facilities were designed and planned to be complementary to the other venues at the School, the Barbican Centre and LSO St Luke's.

The new building is a successful example of a public-private partnership. It has been funded under a section 106 planning agreement between the City of London Corporation and Heron International at a total cost of £89m. Under the terms of a Development Agreement between the City and Heron, the first £47m of the cost has been met by Heron, which allowed them to build 285 apartments as part of a hybrid development. The City of London Corporation has contributed the notional site value of £18m and has paid the balance of the construction cost (£10.5m), while the School is close to achieving its fund-raising challenge of £13.5m to equip the spaces to the highest professional standards.

### **2. SERVICE OBJECTIVES**

The Guildhall School of Music & Drama is an internationally renowned conservatoire and drama school offering programmes in music, acting, and stage management & technical theatre. Also, there is Junior Guildhall for school-age children. With effect from 25 September 2009 the City of London Corporation accepted the transfer of the Centre for Young Musicians (CYM) from Westminster City Council. The Centre, which provides specialist music education to some 1,700 young people across London, transferred under TUPE regulations as a department within the

Division of Music. Responsibility for the London Schools Symphony Orchestra (LSSO) also transferred under the same agreement.

The purpose of the School is to be pre-eminent in the training of musicians, actors, stage managers and theatre technicians to the highest international standards.

By attracting the most gifted teachers and students, the School aims to create a crucible for artistic development which allows all participants to explore their full potential. The School is committed to a learning environment in which all members have the enthusiasm, energy and capacity to pursue performance, teaching and research with individual excellence and collective purpose.

### **3. SERVICES PROVIDED**

The Guildhall School is distinctive in being the only major European conservatoire which is both a music school and a drama school, and one which is also pre-eminent in stage management and technical theatre, professional development, community outreach and music therapy.

The reputation of teaching, and increasingly the research, across all disciplines is unrivalled. Students experience working in a professional context to professional standards with an exemplary pool of outstanding artists who work with us as directors, conductors, coaches and tutors. The School's graduates consistently succeed at the highest levels of their chosen profession.

When the School moved to its present premises in the Barbican, it solidified a unique link with both a world-class arts centre including the Barbican Theatre and The Pit Theatre, and a world-class orchestra the London Symphony Orchestra. In 2008/09 the three organisations formed a strategic partnership and applied successfully for support from the HEFCE Strategic Development Fund. The development of Milton Court, at the heart of the Barbican Estate, remains central to the vision of making the Barbican Campus a leading centre for performance, training and education in the performing and visual arts.

The School currently numbers around 805 students on its roll, approximately 629 of whom are undergraduate and postgraduate music students. At the present time, approximately 176 are studying on the Acting, Stage Management and Technical Theatre programmes.

Last academic year, 53 countries were represented in the student body, with 282 students (35.1%) from outside the UK, of which 90 (11.2%) were from outside the EU.

The School is a member of Conservatoires UK, the Conference of Drama Schools and the Association of European Conservatoires. Its degree-bearing programmes are validated by City University, London.

The School was designated as a Higher Education Institution (HEI) on 1 August 2006, since when it has received an annual teaching grant from the Higher Education Funding Council for England (HEFCE). However, from the 2012/13 academic year the teaching grant is being phased out as the new fee regime starts.

The basic tuition fee for new EU undergraduates in 2013/14 is £9,000. The basic tuition fee for EU postgraduates is approximately £8,800, whilst for all overseas students (undergraduate or postgraduate) it is £20,000.

Junior Guildhall provides individual and ensemble training in instrumental and general musicianship to children on Saturdays. Saturday junior drama classes are also provided.

The School is staffed by a salaried group of about 198 academic, technical, financial and administrative employees, with approximately a further 450 hourly paid teaching staff.

#### **4. FUTURE PLANNING**

Planning for Peak Performance – the School's five-year artistic and educational strategy and operational plan - identifies three strategic aims:

1. Exceptional Teaching
2. Exceptional Students
3. Exceptional Opportunities

#### **5. BOARD OF GOVERNORS**

The present Board of Governors was established on 1 January 2000 and replaced the Music and Drama Committee. The Board is not exclusively comprised of Corporation Members. Also included on the Board are up to six external governors from various fields, three Guildhall School employees (including the Principal), the Student Union President, the Chairman of the Barbican Centre Board and the Chairman of the Culture, Heritage & Libraries Committee (as ex officio members). Following the transfer of the Centre for Young Musicians, the Board has also co-opted a representative from CYM as a 'continuing trustee' of the Centre.

**PRINCIPAL, GUILDHALL SCHOOL OF MUSIC & DRAMA**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
6,914	School	20,405	(13,889)	6,516
6,914	<b>Total Local Risk</b>	20,405	(13,889)	6,516
	<b>Fund Analysis</b>			
6,914	City's Cash	20,405	(13,889)	6,516
6,914	<b>Total Fund Analysis</b>	20,405	(13,889)	6,516

	<b>Central Risk</b>			
628	School	1,587	0	1,587
628	<b>Total Central Risk</b>	1,587	0	1,587
	<b>Recharges</b>			
893	Recharges from other services	918	0	918
(50)	Recharges to other services	0	(50)	(50)
1,471	<b>Total Central Risk and Recharges</b>	2,505	(50)	2,455
	<b>Fund Analysis</b>			
1,471	City's Cash	2,505	(50)	2,455
1,471	<b>Total Fund Analysis</b>	2,505	(50)	2,455
8,385	<b>Grand Total</b>	22,910	(13,939)	8,971

	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	11,947	0	11,947
	Premises Related Expenses	2,459	0	2,459
	Transport	119	0	119
	Supplies and Services	5,164	0	5,164
	Third Party Payments	93	0	93
	Transfer Payments	376	0	376
	Capiatl Charges	0	1,587	1,587
	Contingencies	(55)	0	(55)
	Unidentified Savings	1,323	0	1,323
	Transfer to Reserve	(1,021)	0	(1,021)
	Recharges	0	918	918
	<b>Total Expenditure</b>	20,405	2,505	22,910
	<b>Income</b>	Government Grants	(2,123)	0
Other Grants and Reimbursements		(1,071)	0	(1,071)
Customer and Client Receipts		(10,695)	0	(10,695)
Recharges		0	(50)	(50)
<b>Total Income</b>		(13,889)	(50)	(13,939)
	<b>Net Expenditure</b>	6,516	2,455	8,971

# PRIVATE SECRETARY AND CHIEF OF STAFF TO THE LORD MAYOR

## SERVICE OVERVIEW

### MANSION HOUSE and MAYORAL

The Lord Mayor is head of the City of London, and Mansion House is the official residence of the Lord Mayor and the focal point of all Mayoral activities including business meetings, inward visits, official receptions, banquets, and general hospitality.

The Lord Mayor's duties include:-

- To represent and promote the City of London as an effective local authority.
- To represent and promote the City as the foremost international financial and business service centre in the world, and to represent and promote the United Kingdom more generally, particularly when travelling overseas.
- To participate in and to promote the activities of the Livery Companies, Ward Clubs and other associated groups in the City.
- To consult widely within the City community on business needs.
- To promote the cause of his Appeal for Charity and of other charitable causes.
- To undertake the historic constitutional, ceremonial and traditional duties of the office of Lord Mayor.

In order to deliver his programme the Lord Mayor:-

- Is required to attend and host meetings and functions and give many speeches.
- Is called on to receive and entertain visiting Heads of State on behalf of the Government.
- Often meets visiting Ministers, senior government and civic officials and leading international business people.
- At the behest of Government, travels widely overseas for some ten weeks each year. The Lord Mayor also travels extensively in the United Kingdom.
- Provides a focus for significant City of London activity and plays a prominent and long-established role in ceremonial events within the City and nationally.

There are 33 full time Corporation employees at Mansion House. In addition, the Security, Catering and some Cleaning is undertaken by external contractors.

The Mansion House is home to the Samuel Collection of 84 paintings by 17<sup>th</sup> century Dutch and Flemish masters which was bequeathed to the City of London by Lord Samuel of Wychcross in 1987.

### SHERIFFS

The most ancient office in the City is that of Sheriff. It dates from the Anglo-Saxon period and is first officially noted when the City's right to elect two Sheriffs was confirmed by King John in 1199. It is thought the confirmation applied to a Charter of 1132, but this is not proven. Since 1475 the Sheriffs have been elected by the Liverymen in Common Hall on Midsummer Day.

The Sheriffs provide guests and hospitality to the sitting Judges at the Old Bailey.

### SHOW and BANQUET

The Remembrancer is responsible for organising the Lord Mayor's Banquet on behalf of the Lord Mayor and Sheriffs' Committee, and this is held in Guildhall traditionally on the Monday following the Lord Mayor's Show.



## **MANSION HOUSE PREMISES**

The Mansion House is a Grade 1 Listed Building incorporating working offices, function rooms, Mayoral accommodation and staff accommodation. The various works programmes to maintain the fabric of the building, both internal and external, are managed by the City Surveyor.

**PRIVATE SECRETARY AND CHIEF OF STAFF TO THE LORD MAYOR**

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
1,868	Mansion House	2,044	(315)	1,729
321	Mansion House - Premises	324	0	324
400	Mayoral	400	0	400
2,589	<b>Total Local Risk</b>	2,768	(315)	2,453
	<b>Fund Analysis</b>			
2,589	City's Cash	2,768	(315)	2,453
2,589	<b>Total Fund Analysis</b>	2,768	(315)	2,453

	<b>Central Risk</b>			
47	Mansion House - Premises	47	0	47
288	Mayoral	288	0	288
335	<b>Total Central Risk</b>	335	0	335
	<b>Recharges</b>			
549	Recharges from other services	543	0	543
884	<b>Total Central Risk and Recharges</b>	878	0	878
	<b>Fund Analysis</b>			
884	City's Cash	878	0	878
884	<b>Total Fund Analysis</b>	878	0	878

3,473	<b>Grand Total</b>	3,646	(315)	3,331
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	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	1,842	0	1,842
	Premises Related Expenses	324	0	324
	Transport	44	0	44
	Supplies and Services	558	321	879
	Capital Charges	0	14	14
	Recharges	0	543	543
	<b>Total Expenditure</b>	2,768	878	3,646
<b>Income</b>	Customer and Client Receipts	(315)	0	(315)
	<b>Total Income</b>	(315)	0	(315)
	<b>Net Expenditure</b>	2,453	878	3,331

## **THE REMEMBRANCER**

### **SERVICE OVERVIEW**

#### **Parliamentary**

The Remembrancer is charged with maintaining and enhancing the City's status and ensuring that its established rights are safeguarded. In the contemporary context the work of the Parliamentary Team encompasses day to day contact with officials in Government departments responsible for developing government policy, the drafting and promotion of legislation and responsibility for relations with both Houses of Parliament and their committees. The work also includes briefings for debates in which the City Corporation or its stakeholders in the City have an interest. The Office monitors the activities of the GLA and its associated bodies and their effect on the City.

#### **Ceremonial, Protocol and Corporate Events**

This includes the hospitality budget which enables the Remembrancer's Office to organise hospitality on behalf of the Lord Mayor and the City, or at the request of The Queen, Her Majesty's Government and organisations and individuals with connections with the City. Hospitality covers Royal occasions, state banquets, hospitality for visiting Heads of State and Government, reciprocal hospitality for visiting Mayors and receptions and luncheons given to distinguished organisations and individuals. The budget also includes the cost of the Remembrancer's staff who manage these functions.

Functions are held in the Great Hall, the Old Library, Livery Hall, the Crypts of the Guildhall, the Print Room, the Chief Commoner's Parlour, the Guildhall Art Gallery, Guildhall Yard, Basinghall Suite, Mansion House and at other City venues such as Livery Halls, according to the nature of the event. The Remembrancer's Office also has responsibility for the Lord Mayor's Banquet and elements of the Lord Mayor's Day at Guildhall and the Royal Courts of Justice.

This division of service also includes costs associated with the Preachers at St. Paul's, expenses of Benefices, cart marking etc.

#### **Guildhall Administration**

This contains the expenditure and income relating to the letting of Guildhall function areas for private events such as banquets, receptions or conferences. The areas available for hire are as set out above.

As the Guildhall is a Grade 1 Listed Building, use is limited and subject to strict terms and conditions. Permission to hire is granted following approval by the Hospitality Working Party and concurrence by the Court of Common Council. Applications for the hire of the other areas are considered by the Chief Commoner. The Guildhall complex hosts approximately 300 private events a year and charges are reviewed annually by committee.

The Remembrancer's Office is also responsible for the Attendants who service the Committee Rooms.

#### **Corporate Services**

This includes the cost of catering in respect of Committee Hospitality Allowances. The purpose is to enable Committees, by means of hospitality, to establish and maintain contact with leading outside organisations that have been or could be of assistance to the City of London Corporation in its work, and to pay tribute to the past Chairman. These estimates also include expenditure relating to fees for parliamentary work.

## REMEMBRANCER

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
1,023	Ceremonial	1,014	0	1,014
16	Show and Banquet	16	0	16
(310)	Guildhall Administration	893	(1,220)	(327)
729	<b>Total Local Risk</b>	1,923	(1,220)	703
	<b>Fund Analysis</b>			
1,039	City's Cash	1,030	0	1,030
(310)	Guildhall Admin	893	(1,220)	(327)
729	<b>Total Fund Analysis</b>	1,923	(1,220)	703

	<b>Central Risk</b>			
1,122	Ceremonial	1,122	0	1,122
326	Corporate Services	321	0	321
117	Show and Banquet	117	0	117
(204)	Guildhall Administration	0	(204)	(204)
1,361	<b>Total Central Risk</b>	1,560	(204)	1,356
	<b>Recharges</b>			
4,450	Recharges from other services	4,458	0	4,458
(574)	Recharges to other services	0	(571)	(571)
5,237	<b>Total Central Risk and Recharges</b>	6,018	(775)	5,243
	<b>Fund Analysis</b>			
4,927	City's Cash	5,487	(571)	4,916
310	Guildhall Admin	531	(204)	327
5,237	<b>Total Fund Analysis</b>	6,018	(775)	5,243

5,966	<b>Grand Total</b>	7,941	(1,995)	5,946
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	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	1,592	39	1,631
	Transport	60	9	69
	Supplies and Services	271	1,016	1,287
	Capital Charges	0	492	492
	Contingencies	0	4	4
	Recharges	0	4,458	4,458
	<b>Total Expenditure</b>	1,923	6,018	7,941
<b>Income</b>	Customer and Client Receipts	(1,220)	(204)	(1,424)
	Recharges	0	(571)	(571)
	<b>Total Income</b>	(1,220)	(775)	(1,995)
	<b>Net Expenditure</b>	703	5,243	5,946

## **TOWN CLERK**

### **SERVICE OVERVIEW**

The services overseen by the Policy and Resources Committee are summarised below:-

#### **Security and Contingency Planning Group**

The Security and Contingency Planning Group has a number of functions, all focused on keeping the City a safe and pleasant place in which to work, live and visit.

The Contingency Planning Unit and the Security personnel advise all departments of the City Corporation on security matters and develop and exercise their business continuity and emergency plans. The group is also tasked with encouraging and supporting the City community in the development of their own security and business continuity plans and providing a conduit between businesses and the emergency services. The 2014/15 budget provides for 9.5 (FTE) City staff within this area of service.

The London Drugs and Alcohol Policy Forum is also part of this section, but is funded from City's Cash. The activities of this unit are described below.

#### **Public Relations**

The Public Relations Office budget for 2014/15 provides for 29 full time equivalents. This total includes specialist staff working on corporate-wide tasks assigned to the Public Relations Office (website, corporate contacts database, corporate identity and on street messaging) and two film liaison officers whose costs are met directly from income earned from filming facility fees.

Staff work in three teams – Corporate Affairs & Events, Publishing, and Media each headed by a manager reporting to the Director of Public Relations.

These teams work to achieve the public relations objectives of the City which are to support and promote the City's strategic aims and policy priorities; to increase the understanding and awareness of the City's work; and to enhance the favourable perceptions of the City. This is implemented through specific activities such as: press releases, the corporate website, literature including Cityview, exhibitions, conferences and seminars.

#### **Economic Development Office (EDO)**

The 2014/15 budget provides for 33 full time equivalents in the core Economic Development team (two of which are based in Brussels), plus an additional 6 locally employed staff in India and China. The staff in the Central London Forward and Heart of the City teams are not included in the Policy & Resources Service Overview as, although accommodation is provided for them within EDO, they have external funding sources and separate business plans.

The EDO team is committed to maintaining the City of London's role as the leading international financial centre, by championing a positive, responsible and competitive business and policy environment, supporting the City's interests in global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs. This broad objective is translated into the main goals of the Economic Development Business Plan agreed by the Policy and Resources Committee each year which also covers EDO's role as a key partner in regeneration, research, corporate responsibility, social investment and SME growth.

#### **Grants, Contingencies and Miscellaneous**

City's Cash - This area covers grants payable from City's Cash to outside organisations including Central London Forward and funding towards TheCityUK, the Policy Initiatives Fund, the Committee's City's Cash contingency and the London Drugs Policy Forum.

The London Drugs and Alcohol Policy Forum works to promote effective working and co-ordination across local authority partnerships and other agencies tackling substance misuse related problems. The unit is part of the Security and Contingency Planning Section. The 2014/15 budgets provide for 1 (FTE) City staff within this area of service.

City Fund - This mainly relates to grants payable from the City Fund to outside organisations and grants under the control of the Economic Development Unit which cannot be paid under economic development powers.

### **Central Criminal Court**

City's Cash - This consists of the salaries, pensions and national insurance contributions for the posts of City Recorder and Common Sergeant.

City Fund - The City provides the premises of the Central Criminal Court for the Court Service of the Lord Chancellor's Department and accommodates not only the eighteen courts, but also offices for the List Office for the SE of England, the City of London Police, HM Prison Services, Serco Prisoner Handling Services, Crown Prosecution Service, Probation Service, Treasury Council and the Crown Court Witness Service.

Eighteen Courts are made ready for use on Monday to Friday and also may be required to sit on public holidays and weekends.

The City is responsible for the care of the building and the provision of its facilities which includes the maintenance of the fabric of the Central Criminal Court, its furnishings, fittings and all of the mechanical and electrical equipment, the daily cleaning of the building and the provision of security services.

A proportion of the employee costs and 95% of running costs are reimbursed by the Lord Chancellor's Department.

### **Secondary's Office**

This budget contains the salaries and office expenses of the Secondary's Office at the Central Criminal Court which manages the building including its security and maintenance. The office also deals with administration of the Shrievalty which includes the execution of works and warrants and the summoning of jurors.

### **Town Clerk's Office**

The Town Clerk's Department provides a wide range of services and activities reporting to a number of spending committees. The following divisions are included within this committee's estimates:

### **Policy and Democratic Services**

The Policy and Democratic Services section is involved at the highest level in the strategic planning process. It produces the Corporate Policy Plan and monitors the City's performance through the Corporate Performance and Development Team.

The Town Clerk is responsible for servicing the Court of Common Council, the Court of Aldermen, and all the committees, sub-committees and working parties which have been created. The Town

Clerk is also responsible for Democratic Services; there are 45.1 full time equivalent employees in the section, including the Town Clerk and support staff.

The core activity of the committee staff is to prepare and collate agendas, produce reports for the Town Clerk, ensure that meetings are conducted smoothly, produce minutes and monitor the implementation of the decisions reached. There is a range of local performance indicators included in the section's business plan related to this area of activity:

- Agenda Dispatch – To dispatch agenda papers 7 days before a meeting. (Target 99% latest performance 98.71%).
- Late Reports – To reduce the number of reports circulated late to 2% or less of the total number of items on the agenda (latest performance 5.02%).
- Circulation of Draft Minutes – To produce and circulate draft minutes to Members within 7 working days of the meeting (Target 95%, latest performance 100.00%).

### **Corporate HR Division**

The Corporate HR Unit of the Town Clerk's Department provides services to other departments in the following areas: Occupational Health, Health & Safety, Learning & Development, Equalities, Pay & Reward, Employee Relations, HR Policy Development, Trent (computerised HR/Payroll system) and Performance Monitoring. There are three business units providing operational HR support for the organisation. A total of 54.2 full time equivalent staff employed in the division; with the majority of them based on the 3<sup>rd</sup> Floor, West Wing, of Guildhall.

### **Contact Centre**

The Corporate Contact Centre was created to deal with service enquiries in a more efficient and professional way, improving the way that customers access services offered by the City Corporation. The centre is currently situated on the third floor of Guildhall Yard East. There are 20 full time equivalent employees in the unit.

### **Printing**

This section provides in house print production in the form of conventional offset printing, duplicating, design, and digital press services for the City. There are 6 full time equivalent staff employed in the section. The unit is situated on the 5<sup>th</sup> floor of the Guildhall, West Wing.

### **Corporate Services**

The corporate section of the Establishment estimates is the home of a number of cost centres, which are viewed as corporate costs and therefore placed under the responsibility of the Town Clerk. These cost centres include: Occupational Health, the central learning and development budget, staff relocation costs, Committee report production costs and the Environmental and Sustainability unit. There are a total of 8.8 full time equivalent staff funded from these budgets.

### **Finance**

City Fund – Corporate and Democratic Core - In order to comply with the Chartered Institute of Public Finance's Service Reporting Accounting Code of Practice, certain costs are defined as "Corporate and Democratic Core" and do not form an overhead on other services. These include the costs of electoral processes.

City's Cash - Corporate Services – This includes:

- the cost of catering in respect of Committee lunches;
- the Sheriff's election allowances;
- the cost of Shrieval mementos; and
- a proportion of ward and election expenses.

## **The City Bridge Trust**

A cy prè scheme agreed by the Charity Commission in 1995 enabled Bridge House Estates to distribute the Estate's surplus income for charitable purposes across Greater London. The amount available for grants from the surplus income is determined each year by the Policy and Resources Committee.

The Committee operates its grants programmes, "Investing in Londoners", under priorities agreed by The City Bridge Trust Committee, under delegated authority from the Court of Common Council.



TOWN CLERK

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
44	Ward Expenses	44	0	44
603	Security and Contingency Planning	624	(24)	600
2,387	Public Relations	2,404	(17)	2,387
10	City Fund - Grants etc	10	0	10
3,941	Economic Development	3,941	(9)	3,932
138	City's Cash - Grants etc	116	(10)	106
1,003	Bridge House Grants Administration	931	(77)	854
188	GP Alderman	178	0	178
368	Central Criminal Court	3,538	(3,188)	350
528	Secondary's office	488	0	488
3,412	Policy and Democratic Services	3,400	(35)	3,365
2,566	Corporate HR	2,711	(277)	2,434
0	Printing & Stationery	608	(608)	0
760	Central Training, Corporate Printing, Occ. Health etc	1,206	(446)	760
15,948	<b>Total Local Risk</b>	20,199	(4,691)	15,508
	<b>Fund Analysis</b>			
7,309	City Fund	10,517	(3,238)	7,279
898	City's Cash	826	(10)	816
1,003	Bridge House Estates	931	(77)	854
9,210		12,274	(3,325)	8,949
6,738	Guildhall Admin	7,925	(1,366)	6,559
15,948	<b>Total Fund Analysis</b>	20,199	(4,691)	15,508

TOWN CLERK

2013/14 Latest Approved Budget £'000		2014/15 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Central Risk</b>			
431	Corporate Services	431	0	431
178	Corporate and Democratic Core	187	(9)	178
50	Security and Contingency Planning	50	0	50
2,990	Other Services - Contingencies & Grants	2,498	(175)	2,323
1,228	Finance Grants	1,040	0	1,040
22,355	Bridge House Grants	15,982	0	15,982
37	GP Alderman	47	0	47
624	Central Criminal Court	2,035	(1,411)	624
(11)	Printing & Stationery	0	(10)	(10)
398	Staff Professional Fees, relocation expenses.	317	0	317
28,280	<b>Total Central Risk</b>	22,587	(1,605)	20,982
	<b>Recharges</b>			
10,040	Recharges from other services	9,990	0	9,990
(15,226)	Recharges to other services	0	(14,980)	(14,980)
23,094	<b>Total Central Risk and Recharges</b>	32,577	(16,585)	15,992
	<b>Fund Analysis</b>			
(98)	City Fund	5,830	(6,084)	(254)
7,529	City's Cash	6,956	(175)	6,781
22,401	Bridge House Estates	16,188	(164)	16,024
29,832		28,974	(6,423)	22,551
(6,738)	Guildhall Admin	3,603	(10,162)	(6,559)
23,094	<b>Total Fund Analysis</b>	32,577	(16,585)	15,992
39,042	<b>Grand Total</b>	52,776	(21,276)	31,500

	Analysis By Type of Expenditure / Income	2014/15 Original Budget		
		Local Risk	Central Risk	Total
		£'000	& Recharges £'000	£'000
<b>Expenditure</b>	Employees	14,547	1,033	15,580
	Premises Related Expenses	810	1,486	2,296
	Transport	200	0	200
	Supplies and Services	4,144	18,859	23,003
	Third Party Expenses	497	20	517
	Capital Charges	0	1,058	1,058
	Contingencies	1	131	132
	Recharges	0	9,990	9,990
	<b>Total Expenditure</b>	20,199	32,577	52,776
<b>Income</b>	Reimbursements and Contributions	(3,197)	(1,586)	(4,783)
	Customer and Client Receipts	(1,494)	(19)	(1,513)
	Recharges	0	(14,980)	(14,980)
	<b>Total Income</b>	(4,691)	(16,585)	(21,276)
	<b>Net Expenditure</b>	15,508	15,992	31,500



# **City Fund Summary Budget**



**CITY FUND SUMMARY BY COMMITTEE**

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>CITY FUND SUMMARY</b>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
24,048	Barbican Centre	23,285	24,215	24,034
118	Barbican Residential	178	210	107
10,036	Community and Children's Services - City Fund	11,279	11,502	11,153
0	Community and Children's Services - HRA	0	0	0
18,138	Culture Heritage and Libraries	20,072	19,888	20,121
(9,996)	Finance	(8,097)	75,744	(7,747)
(5)	Licensing	76	73	25
(849)	Markets	(767)	(779)	(787)
1,576	Open Spaces	1,433	1,432	1,426
13,012	Planning and Transportation	13,194	12,456	12,536
62,597	Police	62,937	62,937	60,363
3,393	Policy and Resources	4,222	3,816	3,670
15,303	Port Health and Environmental Services	14,052	13,973	14,126
(28,251)	Property Investment Board	(30,662)	(30,792)	(34,382)
<b>109,120</b>	<b>Total City Fund</b>	<b>111,202</b>	<b>194,675</b>	<b>104,645</b>



**BARBICAN CENTRE COMMITTEE - CITY FUND**

<i>Actual</i> 2012-13 £'000	<b>BARBICAN CENTRE COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
13,727	Employees		13,840	13,840	13,840
4,474	Premises Related Expenses		3,520	3,520	3,520
167	Transport Related Expenses		141	141	141
18,983	Supplies and Services		15,943	15,943	15,943
219	Capital Charges		220	220	220
4	Transfer to Reserve		4	4	4
0	Unidentified Savings		(1,431)	(515)	(965)
<b>37,574</b>	<b>TOTAL Expenditure</b>		<b>32,237</b>	<b>33,153</b>	<b>32,703</b>
	<b>Income</b>				
(1,359)	Government Grants		(907)	(907)	(907)
(885)	Other Grants, Reimbursements and Contributions		(474)	(474)	(474)
(19,270)	Customer, Client Receipts		(15,365)	(15,365)	(15,365)
<b>(21,514)</b>	<b>TOTAL Income</b>		<b>(16,746)</b>	<b>(16,746)</b>	<b>(16,746)</b>
<b>16,060</b>	<b>TOTAL LOCAL RISK</b>	A	<b>15,491</b>	<b>16,407</b>	<b>15,957</b>
	<b>CENTRAL RISK</b>				
12	Employee Expenses		0	0	0
1,659	Premises Related Expenses		1,642	1,642	1,642
1,995	Supplies and Services		1,975	1,975	1,975
0	Contingencies		60	60	60
<b>3,666</b>	<b>Total Expenditure</b>		<b>3,677</b>	<b>3,677</b>	<b>3,677</b>
0	Other Grants, Reimbursements and Contributions		(500)	(500)	(500)
(36)	Customer, Client Receipts		(30)	(30)	(30)
<b>(36)</b>	<b>Total Income</b>		<b>(530)</b>	<b>(530)</b>	<b>(530)</b>
<b>3,630</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>3,147</b>	<b>3,147</b>	<b>3,147</b>
	<b>RECHARGES</b>				
4,720	Central Recharges		5,043	5,057	5,326
(317)	Recharges Within Fund		(337)	(337)	(337)
(45)	Recharges Across Funds		(59)	(59)	(59)
<b>4,358</b>	<b>TOTAL RECHARGES</b>	C	<b>4,647</b>	<b>4,661</b>	<b>4,930</b>
<b>24,048</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>23,285</b>	<b>24,215</b>	<b>24,034</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
24,048	Barbican Centre		23,285	24,215	24,034
<b>24,048</b>	<b>TOTAL</b>		<b>23,285</b>	<b>24,215</b>	<b>24,034</b>



**BARBICAN RESIDENTIAL COMMITTEE - CITY FUND**

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>BARBICAN RESIDENTIAL COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
3,326	Employees		3,459	3,382	3,465
5,083	Premises Related Expenses		5,645	5,915	6,302
0	Transport Related Expenses		1	1	1
237	Supplies and Services		190	241	187
55	Transfer from Reserves		0	0	0
<b>8,701</b>	<b>TOTAL Expenditure</b>		<b>9,295</b>	<b>9,539</b>	<b>9,955</b>
	<b>Income</b>				
(14)	Other Grants, Reimbursements and Contributions		(15)	(18)	(10)
(11,179)	Customer, Client Receipts		(11,654)	(11,781)	(12,217)
<b>(11,193)</b>	<b>TOTAL Income</b>		<b>(11,669)</b>	<b>(11,799)</b>	<b>(12,227)</b>
<b>(2,492)</b>	<b>TOTAL LOCAL RISK</b>	A	<b>(2,374)</b>	<b>(2,260)</b>	<b>(2,272)</b>
	<b>CENTRAL RISK</b>				
0	Premises Related Expenses		0	29	0
132	Supplies and Services		0	143	0
<b>132</b>	<b>Total Expenditure</b>		<b>0</b>	<b>172</b>	<b>0</b>
(1,087)	Customer, Client Receipts		(1,039)	(1,089)	(1,104)
0	Transfer from Reserves		0	(172)	0
<b>(1,087)</b>	<b>Total Income</b>		<b>(1,039)</b>	<b>(1,261)</b>	<b>(1,104)</b>
<b>(955)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(1,039)</b>	<b>(1,089)</b>	<b>(1,104)</b>
	<b>RECHARGES</b>				
3,184	Central Recharges		3,167	3,130	3,036
381	Recharges Within Fund		424	429	447
<b>3,565</b>	<b>TOTAL RECHARGES</b>	C	<b>3,591</b>	<b>3,559</b>	<b>3,483</b>
<b>118</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>178</b>	<b>210</b>	<b>107</b>

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
0	Supervision and Mangement - General		0	0	0
46	Service Charge Account		0	0	0
104	Landlords Services		408	495	419
195	Car Parking		229	268	250
(147)	Stores		(170)	(179)	(192)
(384)	Trade Centre		(448)	(487)	(483)
304	Other Non - Housing		159	113	113
<b>118</b>	<b>TOTAL</b>		<b>178</b>	<b>210</b>	<b>107</b>

**COMMUNITY & CHILDREN'S SERVICES COMMITTEE - CITY FUND**

<i>Actual</i> 2012-13 £'000	<b>COMMUNITY &amp; CHILDREN'S SERVICES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
4,265	Employees		4,208	4,769	4,581
375	Premises Related Expenses		320	331	316
17	Transport Related Expenses		15	14	14
2,611	Supplies and Services		3,842	3,996	3,488
4,314	Third Party Payments		4,700	5,093	5,013
78	Transfer Payments		2	106	106
75	Transfer to Reserve		0	0	0
0	Contingencies		153	326	299
<b>11,735</b>	<b>TOTAL Expenditure</b>		<b>13,240</b>	<b>14,635</b>	<b>13,817</b>
	<b>Income</b>				
(2,301)	Government Grants		(2,817)	(3,144)	(3,208)
(176)	Other Grants, Reimbursements and Contributions		(201)	(575)	(270)
(1,004)	Customer, Client Receipts		(849)	(1,114)	(1,003)
(295)	Transfer from Reserves		(129)	(108)	0
<b>(3,776)</b>	<b>TOTAL Income</b>		<b>(3,996)</b>	<b>(4,941)</b>	<b>(4,481)</b>
<b>7,959</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>9,244</b>	<b>9,694</b>	<b>9,336</b>
<b>47</b>	<b>City Surveyor Local Risk</b>		<b>57</b>	<b>22</b>	<b>47</b>
<b>8,006</b>	<b>TOTAL LOCAL RISK</b>	A	<b>9,301</b>	<b>9,716</b>	<b>9,383</b>
	<b>CENTRAL RISK</b>				
364	Employee Expenses		543	570	577
1	Premises Related Expenses		1	0	0
24	Transport Related Expenses		14	69	69
337	Supplies and Services		416	211	211
2,598	Third Party Payments		3,019	3,182	3,065
6,429	Transfer Payments		6,200	5,960	6,171
<b>9,753</b>	<b>Total Expenditure</b>		<b>10,193</b>	<b>9,992</b>	<b>10,093</b>
(8,125)	Government Grants		(8,382)	(8,595)	(8,705)
(528)	Other Grants, Reimbursements and Contributions		(288)	(228)	(228)
(1,097)	Customer, Client Receipts		(1,111)	(1,043)	(1,043)
(525)	Transfer from Reserves		(538)	(538)	(538)
<b>(10,275)</b>	<b>Total Income</b>		<b>(10,319)</b>	<b>(10,404)</b>	<b>(10,514)</b>
<b>(522)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(126)</b>	<b>(412)</b>	<b>(421)</b>
	<b>RECHARGES</b>				
3,900	Central Recharges		3,383	3,541	3,500
(1,348)	Recharges Within Fund		(1,279)	(1,343)	(1,309)
<b>2,552</b>	<b>TOTAL RECHARGES</b>	C	<b>2,104</b>	<b>2,198</b>	<b>2,191</b>
<b>10,036</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>11,279</b>	<b>11,502</b>	<b>11,153</b>

**COMMUNITY & CHILDREN'S SERVICES COMMITTEE - CITY FUND**

<i>Actual</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
2012-13 £'000					
0	<b>Supervision And Management - Holding Account</b>		0	0	0
	<b>Commissioning &amp; Partnerships Services</b>				
889	Commissioning		901	996	932
345	Recreation Facilities And Sports Development		230	257	269
237	Adult And Community Learning		80	149	165
486	Youth Service		376	381	295
0	Public Health		0	29	29
	<b>People's Services</b>				
2,746	Services To Adults		2,785	2,807	2,725
1,500	Services To Older People		1,595	1,337	1,400
0	Substance Misuse Team		0	53	26
0	Home Care Service - Holding Account		0	0	0
0	Occupational Therapy - Holding Account		0	0	0
3	Barts Team		0	0	0
840	Services to Children & Families		949	936	937
456	Service Strategy - Adult Services		453	444	466
408	Early Years & Childcare		1,626	1,654	1,617
0	Sir John Cass School Delegated Budget		0	0	0
129	Other Schools Related Activities		(31)	183	150
365	Asylum Seekers Service		435	400	395
568	Homelessness		600	671	615
(367)	Student Support		(367)	(300)	(300)
401	Strategic Management - Family & Young People		520	503	521
	<b>Housing Services</b>				
294	Other Housing Services		57	98	97
210	Benefits Administration		508	285	273
507	Supporting People		543	595	517
19	Service Strategy - Housing Services		19	24	24
<b>10,036</b>	<b>TOTAL</b>		<b>11,279</b>	<b>11,502</b>	<b>11,153</b>

**COMMUNITY & CHILDREN'S SERVICES COMMITTEE - CITY FUND (HRA)**

<i>Actual</i> 2012-13 £'000	<b>HRA SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
3,523	Employees		3,695	3,582	3,650
4,536	Premises Related Expenses		5,477	5,709	6,621
9	Transport Related Expenses		7	7	7
641	Supplies and Services		487	436	491
37	Transfer Payments		68	54	55
3,780	Transfer to Reserve		3,080	3,240	3,053
<b>12,526</b>	<b>TOTAL Expenditure</b>		<b>12,814</b>	<b>13,028</b>	<b>13,877</b>
	<b>Income</b>				
(13,958)	Customer, Client Receipts		(14,063)	(14,137)	(14,829)
(155)	Investment Income		(118)	(198)	(200)
(3)	Transfer from Reserves		0	0	0
<b>(14,116)</b>	<b>TOTAL Income</b>		<b>(14,181)</b>	<b>(14,335)</b>	<b>(15,029)</b>
<b>(1,590)</b>	<b>TOTAL LOCAL RISK</b>	A	<b>(1,367)</b>	<b>(1,307)</b>	<b>(1,152)</b>
	<b>CENTRAL RISK</b>				
(365)	Capital Projects		(405)	(468)	(466)
<b>(365)</b>	<b>Total Income</b>		<b>(405)</b>	<b>(468)</b>	<b>(466)</b>
<b>(365)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(405)</b>	<b>(468)</b>	<b>(466)</b>
	<b>RECHARGES</b>				
1,035	Central Recharges		956	900	795
922	Recharges Within Fund		819	878	826
(2)	Recharges Across Funds		(3)	(3)	(3)
<b>1,955</b>	<b>TOTAL RECHARGES</b>	C	<b>1,772</b>	<b>1,775</b>	<b>1,618</b>
<b>0</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>0</b>	<b>0</b>	<b>0</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICE MANAGED</b>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
0	HRA		0	0	0
<b>0</b>	<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>

**CULTURE, HERITAGE AND LIBRARIES COMMITTEE - CITY FUND**

<i>Actual</i> 2012-13 £'000	<b>CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
7,262	Employees		7,284	7,202	7,337
242	Premises Related Expenses		254	259	239
62	Transport Related Expenses		22	27	31
1,878	Supplies and Services		1,399	2,172	1,388
0	Transfer to Reserve		0	0	0
0	Unidentified Savings		0	0	0
<b>9,444</b>	<b>TOTAL Expenditure</b>		<b>8,959</b>	<b>9,660</b>	<b>8,995</b>
	<b>Income</b>				
(45)	Other Grants, Reimbursements and Contributions		(3)	(22)	(3)
(1,100)	Customer, Client Receipts		(797)	(1,322)	(727)
(5)	Transfer from Reserves		0	0	0
<b>(1,150)</b>	<b>TOTAL Income</b>		<b>(800)</b>	<b>(1,344)</b>	<b>(730)</b>
<b>8,294</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>8,159</b>	<b>8,316</b>	<b>8,265</b>
<b>148</b>	<b>City Surveyor Local Risk</b>		<b>848</b>	<b>470</b>	<b>797</b>
<b>8,442</b>	<b>TOTAL LOCAL RISK</b>	A	<b>9,007</b>	<b>8,786</b>	<b>9,062</b>
	<b>CENTRAL RISK</b>				
63	Employee Expenses		0	0	0
969	Premises Related Expenses		889	905	980
445	Supplies and Services		399	399	399
5,240	Third Party Payments		5,292	5,292	5,292
<b>6,717</b>	<b>Total Expenditure</b>		<b>6,580</b>	<b>6,596</b>	<b>6,671</b>
(17)	Other Grants, Reimbursements and Contributions		0	0	0
(72)	Customer, Client Receipts		(70)	(72)	(72)
<b>(89)</b>	<b>Total Income</b>		<b>(70)</b>	<b>(72)</b>	<b>(72)</b>
<b>6,628</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>6,510</b>	<b>6,524</b>	<b>6,599</b>
	<b>RECHARGES</b>				
3,915	Central Recharges		5,396	5,419	5,301
66	Recharges Within Fund		72	72	72
(913)	Recharges Across Funds		(913)	(913)	(913)
<b>3,068</b>	<b>TOTAL RECHARGES</b>	C	<b>4,555</b>	<b>4,578</b>	<b>4,460</b>
<b>18,138</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>20,072</b>	<b>19,888</b>	<b>20,121</b>

**CULTURE, HERITAGE AND LIBRARIES COMMITTEE - CITY FUND**

<i>Actual</i> <b>2012-13</b> <b>£'000</b>	<b>SERVICES MANAGED</b>		<i>Original</i> <b>Budget</b> <b>2013-14</b> <b>£'000</b>	<i>Latest Approved</i> <b>Budget</b> <b>2013-14</b> <b>£'000</b>	<i>Original</i> <b>Budget</b> <b>2014-15</b> <b>£'000</b>
996	Guildhall Library		967	979	985
1,118	City Business Library		1,055	780	778
154	Artizan Street Community Centre & Library		233	285	292
2,581	Barbican and Community Libraries		2,544	2,701	2,703
577	Guildhall Art Gallery		1,808	2,155	2,130
8,449	Central Management of CHL		8,997	8,514	8,505
2,750	London Metropolitan Archives		2,941	2,985	3,274
578	City Records Services		507	413	421
813	Visitor Services and City Information Centre		841	884	888
24	Lower Thames Street (Roman Bath House)		81	94	47
98	Roman Remains and Guildhall Complex Land		98	98	98
<b>18,138</b>	<b>TOTAL</b>		<b>20,072</b>	<b>19,888</b>	<b>20,121</b>

**FINANCE COMMITTEE - CITY FUND**

<i>Actual</i> 2012-13 £'000	<b>FINANCE COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
3,377	Employees		3,355	3,391	3,444
861	Premises Related Expenses		1,255	1,250	1,236
1	Transport Related Expenses		3	3	3
203	Supplies and Services		553	553	545
1,809	Third Party Payments		1,789	1,789	1,767
<b>6,251</b>	<b>TOTAL Expenditure</b>		<b>6,955</b>	<b>6,986</b>	<b>6,995</b>
	<b>Income</b>				
(26)	Government Grants		0	0	0
(3,357)	Other Grants, Reimbursements and Contributions		(3,140)	(3,175)	(3,202)
(174)	Customer, Client Receipts		(193)	(192)	(196)
<b>(3,557)</b>	<b>TOTAL Income</b>		<b>(3,333)</b>	<b>(3,367)</b>	<b>(3,398)</b>
<b>2,694</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>3,622</b>	<b>3,619</b>	<b>3,597</b>
<b>698</b>	<b>City Surveyor Local Risk</b>		<b>(146)</b>	<b>443</b>	<b>(170)</b>
<b>3,392</b>	<b>TOTAL LOCAL RISK</b>	A	<b>3,476</b>	<b>4,062</b>	<b>3,427</b>
	<b>CENTRAL RISK</b>				
333	Employee Expenses		310	310	310
2,030	Premises Related Expenses		4,372	8,204	4,802
2,895	Supplies and Services		1,651	402	427
568	Third Party Payments		557	553	553
620	Transfer Payments		320	320	320
1,784	Capital Charges		5,257	85,750	10,990
6,609	Transfer to Reserve		2,031	1,748	756
0	Contingencies		1,250	1,420	895
<b>14,839</b>	<b>Total Expenditure</b>		<b>15,748</b>	<b>98,707</b>	<b>19,053</b>
(2,750)	Government Grants		(2,416)	(2,717)	(2,786)
(1,585)	Other Grants, Reimbursements and Contributions		(1,857)	(5,303)	(2,942)
(4,238)	Customer, Client Receipts		(14)	(9)	(9)
(7,417)	Investment Income		(4,468)	(4,985)	(2,137)
(2,031)	Transfer from Reserves		(5,257)	(2,585)	(9,847)
(219)	Capital Contras		0	(216)	(216)
<b>(18,240)</b>	<b>Total Income</b>		<b>(14,012)</b>	<b>(15,815)</b>	<b>(17,937)</b>
<b>(3,401)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>1,736</b>	<b>82,892</b>	<b>1,116</b>
	<b>RECHARGES</b>				
(10,179)	Central Recharges		(11,066)	(10,137)	(10,659)
429	Recharges Within Fund		(1,366)	(1,308)	(1,308)
(237)	Recharges Across Funds		(877)	235	(323)
<b>(9,987)</b>	<b>TOTAL RECHARGES</b>	C	<b>(13,309)</b>	<b>(11,210)</b>	<b>(12,290)</b>
<b>(9,996)</b>	<b>TOTAL NET EXPENDITURE / (INCOME)</b>	A+B+C	<b>(8,097)</b>	<b>75,744</b>	<b>(7,747)</b>

**FINANCE COMMITTEE - CITY FUND**

<i>Actual</i> <b>2012-13</b> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <b>Budget</b> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <b>Budget</b> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <b>Budget</b> <i>2014-15</i> <i>£'000</i>
983	Cost of Collection		990	986	985
(321)	Corporate and Democratic Core		1,414	865	2,191
(121)	Levies, Grants & Subscriptions		202	669	696
(15)	Registration of Births, Deaths and Marriages		51	0	0
3,737	Contingencies and Corporate Expenses		4,657	4,652	3,442
(18,441)	Corporate Financing		(19,472)	64,597	(19,242)
362	Corporate and Democratic Core - Town Clerk		262	262	262
3,719	Central Criminal Court - Town Clerk		3,704	3,655	3,719
101	Mayors and City of London Court - City Surveyor		95	58	200
0	Walbrook Wharf		0	0	0
<b>(9,996)</b>	<b>TOTAL</b>		<b>(8,097)</b>	<b>75,744</b>	<b>(7,747)</b>



**LICENSING COMMITTEE - CITY FUND**

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>LICENSING COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
308	Employees		353	404	365
46	Premises Related Expenses		49	45	45
0	Supplies and Services		10	20	11
0	Contingencies		2	0	2
<b>354</b>	<b>TOTAL Expenditure</b>		<b>414</b>	<b>469</b>	<b>423</b>
	<b>Income</b>				
(550)	Customer, Client Receipts		(518)	(504)	(503)
<b>(550)</b>	<b>TOTAL Income</b>		<b>(518)</b>	<b>(504)</b>	<b>(503)</b>
<b>(196)</b>	<b>TOTAL LOCAL RISK</b>	A	<b>(104)</b>	<b>(35)</b>	<b>(80)</b>
	<b>RECHARGES</b>				
64	Central Recharges		37	63	60
111	Recharges Within Fund		128	28	28
16	Recharges Across Funds		15	17	17
<b>191</b>	<b>TOTAL RECHARGES</b>	B	<b>180</b>	<b>108</b>	<b>105</b>
<b>(5)</b>	<b>TOTAL NET EXPENDITURE / (INCOME)</b>	A+B	<b>76</b>	<b>73</b>	<b>25</b>

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
(5)	Licensing		76	73	25
<b>(5)</b>	<b>TOTAL</b>		<b>76</b>	<b>73</b>	<b>25</b>

**MARKETS AND CONSUMER PROTECTION COMMITTEE - CITY FUND**

<i>Actual</i> 2012-13 £'000	<b>MARKETS AND CONSUMER PROTECTION COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
1,176	Employees		1,283	1,235	1,265
950	Premises Related Expenses		847	842	1,007
6	Transport Related Expenses		6	6	6
152	Supplies and Services		148	148	145
1,713	Third Party Payments		1,780	1,773	1,810
105	Transfer to Reserve		0	34	41
<b>4,102</b>	<b>TOTAL Expenditure</b>		<b>4,064</b>	<b>4,038</b>	<b>4,274</b>
	<b>Income</b>				
(142)	Other Grants, Reimbursements and Contributions		(75)	(50)	(100)
(3,894)	Customer, Client Receipts		(4,020)	(3,922)	(4,118)
(22)	Investment Income		(16)	(17)	(9)
(10)	Transfer from Reserves		(50)	0	0
<b>(4,068)</b>	<b>TOTAL Income</b>		<b>(4,161)</b>	<b>(3,989)</b>	<b>(4,227)</b>
<b>34</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>(97)</b>	<b>49</b>	<b>47</b>
<b>27</b>	<b>City Surveyor Local Risk</b>		<b>208</b>	<b>207</b>	<b>379</b>
<b>61</b>	<b>TOTAL LOCAL RISK</b>	A	<b>111</b>	<b>256</b>	<b>426</b>
	<b>CENTRAL RISK</b>				
(1,772)	Customer, Client Receipts		(1,753)	(1,702)	(1,700)
(15)	Transfer from Reserves		(22)	(215)	(384)
<b>(1,787)</b>	<b>Total Income</b>		<b>(1,775)</b>	<b>(1,917)</b>	<b>(2,084)</b>
<b>(1,787)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(1,775)</b>	<b>(1,917)</b>	<b>(2,084)</b>
	<b>RECHARGES</b>				
830	Central Recharges		846	838	826
(28)	Recharges Within Fund		(28)	(28)	(28)
75	Recharges Across Funds		79	72	73
<b>877</b>	<b>TOTAL RECHARGES</b>	C	<b>897</b>	<b>882</b>	<b>871</b>
<b>(849)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(767)</b>	<b>(779)</b>	<b>(787)</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
25	Spitalfields Market Service Charge Account		25	37	35
(874)	City Account		(792)	(816)	(822)
0	Repainting and Repairs Fund		0	0	0
<b>(849)</b>	<b>TOTAL</b>		<b>(767)</b>	<b>(779)</b>	<b>(787)</b>

**OPEN SPACES AND CITY GARDENS COMMITTEE - CITY FUND**

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>OPEN SPACES AND CITY GARDENS COMMITTEE SUMMARY (CITY GARDENS)</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
987	Employees		951	999	1,024
226	Premises Related Expenses		197	188	205
58	Transport Related Expenses		50	54	49
316	Supplies and Services		202	203	190
76	Third Party Payments		21	46	21
<b>1,663</b>	<b>TOTAL Expenditure</b>		<b>1,421</b>	<b>1,490</b>	<b>1,489</b>
	<b>Income</b>				
(91)	Other Grants, Reimbursements and Contributions		0	(50)	(50)
(332)	Customer, Client Receipts		(290)	(290)	(290)
(23)	Transfer from Reserves		0	0	0
<b>(446)</b>	<b>TOTAL Income</b>		<b>(290)</b>	<b>(340)</b>	<b>(340)</b>
<b>1,217</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>1,131</b>	<b>1,150</b>	<b>1,149</b>
<b>83</b>	<b>City Surveyor Local Risk</b>		<b>66</b>	<b>51</b>	<b>49</b>
<b>1,300</b>	<b>TOTAL LOCAL RISK</b>	A	<b>1,197</b>	<b>1,201</b>	<b>1,198</b>
	<b>CENTRAL RISK</b>				
	<b>Expenditure</b>				
34	Employees		0	0	0
2	Transport Related Expenses		0	0	0
5	Supplies and Services		0	0	0
<b>41</b>	<b>TOTAL Expenditure</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>41</b>	<b>TOTAL CENTRAL RISK</b>		<b>0</b>	<b>0</b>	<b>0</b>
	<b>RECHARGES</b>				
182	Central Recharges		191	187	184
(5)	Recharges Within Fund		(5)	(5)	(5)
58	Recharges Across Funds		50	49	49
<b>235</b>	<b>TOTAL RECHARGES</b>	B	<b>236</b>	<b>231</b>	<b>228</b>
<b>1,576</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>1,433</b>	<b>1,432</b>	<b>1,426</b>

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
1,414	City Open Spaces - Director of Open Spaces		1,288	1,292	1,272
162	City Open Spaces - Director of the Built Environment		145	140	154
<b>1,576</b>	<b>TOTAL</b>		<b>1,433</b>	<b>1,432</b>	<b>1,426</b>

**PLANNING AND TRANSPORTATION COMMITTEE - CITY FUND**

<i>Actual</i> 2012-13 £'000	<b>PLANNING AND TRANSPORTATION COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
8,421	Employees		8,722	8,542	8,829
6,219	Premises Related Expenses		4,502	5,378	4,688
21	Transport Related Expenses		15	15	17
1,678	Supplies and Services		1,241	1,829	1,218
4,506	Third Party Payments		4,415	4,305	4,399
7	Transfer to Reserve		0	0	0
0	Contingencies		7	282	7
0	Unidentified Savings		(92)	0	(47)
<b>20,852</b>	<b>TOTAL Expenditure</b>		<b>18,810</b>	<b>20,351</b>	<b>19,111</b>
	<b>Income</b>				
(2,787)	Other Grants, Reimbursements and Contributions		(182)	(1,011)	(175)
(6,207)	Customer, Client Receipts		(6,725)	(7,491)	(7,425)
(57)	Transfer from Reserves		(147)	(26)	(79)
(1,284)	Capital Projects		(2,224)	(2,148)	(2,197)
<b>(10,335)</b>	<b>TOTAL Income</b>		<b>(9,278)</b>	<b>(10,676)</b>	<b>(9,876)</b>
<b>10,517</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>9,532</b>	<b>9,675</b>	<b>9,235</b>
<b>597</b>	<b>City Surveyor Local Risk</b>		<b>977</b>	<b>929</b>	<b>1,191</b>
<b>11,114</b>	<b>TOTAL LOCAL RISK</b>	A	<b>10,509</b>	<b>10,604</b>	<b>10,426</b>
	<b>CENTRAL RISK</b>				
17	Employee Expenses		0	0	0
74	Premises Related Expenses		30	30	30
2,673	Supplies and Services		95	23	95
0	Capital Charges		0	13	28
4,147	Transfer to Reserve		3,876	5,171	4,821
0	Contingencies		15	0	15
<b>6,911</b>	<b>Total Expenditure</b>		<b>4,016</b>	<b>5,237</b>	<b>4,989</b>
(2,080)	Other Grants, Reimbursements and Contributions		0	(13)	(28)
(9,434)	Customer, Client Receipts		(8,239)	(9,724)	(9,506)
(1,754)	Transfer from Reserves		(2,059)	(2,345)	(2,646)
<b>(13,268)</b>	<b>Total Income</b>		<b>(10,298)</b>	<b>(12,082)</b>	<b>(12,180)</b>
<b>(6,357)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(6,282)</b>	<b>(6,845)</b>	<b>(7,191)</b>
	<b>RECHARGES</b>				
7,548	Central Recharges		8,300	7,848	8,493
846	Recharges Within Fund		797	963	928
(139)	Recharges Across Funds		(130)	(114)	(120)
<b>8,255</b>	<b>TOTAL RECHARGES</b>	C	<b>8,967</b>	<b>8,697</b>	<b>9,301</b>
<b>13,012</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>13,194</b>	<b>12,456</b>	<b>12,536</b>

**PLANNING AND TRANSPORTATION COMMITTEE - CITY FUND**

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
	<b>City Fund</b>				
2,220	Town Planning		2,715	2,582	2,526
1,577	Transportation Planning		1,490	1,267	1,262
0	Planning Delivery Grant		0	0	0
0	S106 Monitoring		0	0	0
36	Planning Obligations		50	63	0
301	Road Safety		300	371	295
27	Street Scene		0	0	0
942	Building Control		697	622	613
8,151	Highways		8,103	7,650	8,286
0	Rechargeable Works		0	0	0
(532)	Traffic Management		(400)	(813)	(877)
0	Off-Street Parking		0	0	0
0	On-Street Parking		0	0	0
0	Public Transport		0	0	0
0	Contingency		(217)	282	(25)
290	Drains & Sewers		456	432	456
<b>13,012</b>	<b>TOTAL</b>		<b>13,194</b>	<b>12,456</b>	<b>12,536</b>

POLICE COMMITTEE - CITY FUND

<i>Actual</i> 2012-13 £'000	<b>POLICE COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
83,953	Employees		80,184	82,615	82,284
3,673	Premises Related Expenses		3,404	2,879	3,790
2,111	Transport Related Expenses		2,262	2,168	2,431
9,271	Supplies and Services		9,055	11,128	11,131
810	Third Party Payments		890	1,181	1,171
1	Transfer Payments		0	0	0
1,379	Transfer to Reserve		0	0	0
0	Contingencies		300	0	0
<b>101,198</b>	<b>TOTAL Expenditure</b>		<b>96,095</b>	<b>99,971</b>	<b>100,807</b>
	<b>Income</b>				
(30,486)	Government Grants		(24,811)	(28,868)	(26,808)
(8,856)	Other Grants, Reimbursements and Contributions		(9,045)	(9,881)	(11,807)
(2,378)	Customer, Client Receipts		(1,870)	(3,431)	(2,384)
0	Transfer from Reserves		(2,746)	(390)	(4,116)
<b>(41,720)</b>	<b>TOTAL Income</b>		<b>(38,472)</b>	<b>(42,570)</b>	<b>(45,115)</b>
<b>59,478</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>57,623</b>	<b>57,401</b>	<b>55,692</b>
<b>465</b>	<b>City Surveyor Local Risk</b>		<b>1,416</b>	<b>1,486</b>	<b>1,116</b>
<b>59,943</b>	<b>TOTAL LOCAL RISK</b>	A	<b>59,039</b>	<b>58,887</b>	<b>56,808</b>
	<b>CENTRAL RISK</b>				
0	Capital Charges		1,393	1,393	1,000
<b>0</b>	<b>Total Expenditure</b>		<b>1,393</b>	<b>1,393</b>	<b>1,000</b>
(8)	Capital Projects		0	0	0
<b>(8)</b>	<b>Total Income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>(8)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>1,393</b>	<b>1,393</b>	<b>1,000</b>
	<b>RECHARGES</b>				
2,553	Central Recharges		2,389	2,540	2,434
14	Recharges Within Fund		15	16	16
95	Recharges Across Funds		101	101	105
<b>2,662</b>	<b>TOTAL RECHARGES</b>	C	<b>2,505</b>	<b>2,657</b>	<b>2,555</b>
<b>62,597</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>62,937</b>	<b>62,937</b>	<b>60,363</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
62,597	City of London Police		62,937	62,937	60,363
<b>62,597</b>	<b>TOTAL</b>		<b>62,937</b>	<b>62,937</b>	<b>60,363</b>

POLICY AND RESOURCES COMMITTEE - CITY FUND

<i>Actual</i> 2012-13 £'000	<b>POLICY AND RESOURCES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
4,224	Employees		4,336	3,929	3,984
125	Premises Related Expenses		204	151	154
127	Transport Related Expenses		223	140	159
3,160	Supplies and Services		2,186	2,585	2,317
321	Third Party Payments		321	358	365
26	Transfer to Reserve		0	0	0
<b>7,983</b>	<b>TOTAL Expenditure</b>		<b>7,270</b>	<b>7,163</b>	<b>6,979</b>
	<b>Income</b>				
(369)	Government Grants		(369)	0	0
(123)	Other Grants, Reimbursements and Contributions		(7)	(205)	(33)
(73)	Customer, Client Receipts		(17)	(17)	(17)
(181)	Transfer from Reserves		0	0	0
<b>(746)</b>	<b>TOTAL Income</b>		<b>(393)</b>	<b>(222)</b>	<b>(50)</b>
<b>7,237</b>	<b>TOTAL LOCAL RISK</b>	A	<b>6,877</b>	<b>6,941</b>	<b>6,929</b>
	<b>CENTRAL RISK</b>				
62	Employee Expenses		0	207	0
0	Premises Related Expenses		0	30	0
495	Supplies and Services		204	375	158
0	Contingencies		600	50	50
<b>557</b>	<b>Total Expenditure</b>		<b>804</b>	<b>662</b>	<b>208</b>
0	Government Grants		0	(304)	0
(262)	Other Grants, Reimbursements and Contributions		0	(40)	0
0	Customer, Client Receipts		0	(5)	0
(40)	Transfer from Reserves		0	0	0
<b>(302)</b>	<b>Total Income</b>		<b>0</b>	<b>(349)</b>	<b>0</b>
<b>255</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>804</b>	<b>313</b>	<b>208</b>
	<b>RECHARGES</b>				
691	Central Recharges		1,106	1,182	1,162
(4,790)	Recharges Across Funds		(4,565)	(4,620)	(4,629)
<b>(4,099)</b>	<b>TOTAL RECHARGES</b>	C	<b>(3,459)</b>	<b>(3,438)</b>	<b>(3,467)</b>
<b>3,393</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>4,222</b>	<b>3,816</b>	<b>3,670</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
756	Security and Contingency Planning		774	763	763
913	Public Relations		820	893	868
1,106	Economic Development		1,561	1,540	1,535
618	Grants, Contingencies and Miscellaneous		1,067	620	504
<b>3,393</b>	<b>TOTAL</b>		<b>4,222</b>	<b>3,816</b>	<b>3,670</b>

**PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE - CITY FUND**

<i>Actual</i> 2012-13 £'000	<b>PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
10,363	Employees		9,980	10,205	10,192
2,500	Premises Related Expenses		985	1,013	1,014
540	Transport Related Expenses		355	560	450
2,080	Supplies and Services		1,563	2,177	1,619
5,546	Third Party Payments		5,469	5,505	5,559
5	Transfer to Reserve		5	5	0
0	Contingencies		3	2	3
0	Unidentified Savings		(286)	0	0
<b>21,034</b>	<b>TOTAL Expenditure</b>		<b>18,074</b>	<b>19,467</b>	<b>18,837</b>
	<b>Income</b>				
(91)	Government Grants		0	(277)	0
(207)	Other Grants, Reimbursements and Contributions		(98)	(179)	(115)
(11,142)	Customer, Client Receipts		(10,717)	(10,852)	(11,173)
0	Transfer from Reserves		(153)	(399)	0
<b>(11,440)</b>	<b>TOTAL Income</b>		<b>(10,968)</b>	<b>(11,707)</b>	<b>(11,288)</b>
<b>9,594</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>7,106</b>	<b>7,760</b>	<b>7,549</b>
<b>434</b>	<b>City Surveyor Local Risk</b>		<b>787</b>	<b>561</b>	<b>932</b>
<b>10,028</b>	<b>TOTAL LOCAL RISK</b>	A	<b>7,893</b>	<b>8,321</b>	<b>8,481</b>
	<b>CENTRAL RISK</b>				
25	Employee Expenses		8	8	8
650	Premises Related Expenses		0	0	0
55	Supplies and Services		0	0	0
<b>730</b>	<b>Total Expenditure</b>		<b>8</b>	<b>8</b>	<b>8</b>
(55)	Transfer from Reserves		0	0	0
<b>(55)</b>	<b>Total Income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>675</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>8</b>	<b>8</b>	<b>8</b>
	<b>RECHARGES</b>				
4,952	Central Recharges		4,638	4,340	4,276
(1,077)	Recharges Within Fund		755	629	664
725	Recharges Across Funds		758	675	697
<b>4,600</b>	<b>TOTAL RECHARGES</b>	C	<b>6,151</b>	<b>5,644</b>	<b>5,637</b>
<b>15,303</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>14,052</b>	<b>13,973</b>	<b>14,126</b>



**PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE - CITY FUND**

<i>Actual</i>  <b>2012-13</b> <b>£'000</b>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <b>2013-14</b> <b>£'000</b>	<i>Latest Approved</i> <i>Budget</i> <b>2013-14</b> <b>£'000</b>	<i>Original</i> <i>Budget</i> <b>2014-15</b> <b>£'000</b>
1,531	Public Conveniences		1,484	1,242	1,220
1,063	Waste Collection		1,064	834	860
5,897	Street Cleansing		5,613	5,870	5,912
1,020	Waste Disposal		1,122	1,292	1,329
0	Transport Organisation - Holding Account		1	0	0
0	Walbrook Wharf - Holding Account		0	0	0
0	Cleansing Services General Management-Holding A/c		14	0	0
0	Built Environment Directorate - Holding Account		20	0	0
131	Coroner		95	55	62
2,652	City Environmental Health		2,512	2,331	2,208
114	Pest Control		138	130	98
(147)	Animal Health Services		21	73	75
333	Trading Standards		393	337	354
1,679	Port and Launches		1,362	1,581	1,476
1,030	Cemetery and Crematorium		213	228	532
<b>15,303</b>	<b>TOTAL</b>		<b>14,052</b>	<b>13,973</b>	<b>14,126</b>

**PROPERTY INVESTMENT BOARD - CITY FUND**

<i>Actual</i> 2012-13 £'000	<b>PROPERTY INVESTMENT BOARD COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
462	Employees		527	532	526
2,989	Premises Related Expenses		3,111	3,853	3,865
1,442	Supplies and Services		1,739	1,693	1,725
<b>4,893</b>	<b>TOTAL Expenditure</b>		<b>5,377</b>	<b>6,078</b>	<b>6,116</b>
	<b>Income</b>				
(54)	Other Grants, Reimbursements and Contributions		(35)	(54)	(54)
(2,311)	Customer, Client Receipts		(2,934)	(3,407)	(3,645)
(415)	Transfer from Reserves		0	(78)	0
<b>(2,780)</b>	<b>TOTAL Income</b>		<b>(2,969)</b>	<b>(3,539)</b>	<b>(3,699)</b>
<b>2,113</b>	<b>TOTAL LOCAL RISK</b>	A	<b>2,408</b>	<b>2,539</b>	<b>2,417</b>
	<b>CENTRAL RISK</b>				
70	Employee Expenses		0	0	0
274	Premises Related Expenses		40	72	95
372	Supplies and Services		195	215	195
4,524	Transfer to Reserves		1,138	1,217	1,139
<b>5,240</b>	<b>Total Expenditure</b>		<b>1,373</b>	<b>1,504</b>	<b>1,429</b>
(42,888)	Customer, Client Receipts		(41,522)	(42,278)	(45,547)
(285)	Transfer from Reserves		0	0	0
<b>(43,173)</b>	<b>Total Income</b>		<b>(41,522)</b>	<b>(42,278)</b>	<b>(45,547)</b>
<b>(37,933)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(40,149)</b>	<b>(40,774)</b>	<b>(44,118)</b>
	<b>RECHARGES</b>				
6,146	Central Recharges		5,892	6,145	6,118
6	Recharges Within Fund		5	6	6
1,417	Recharges Across Funds		1,182	1,292	1,195
<b>7,569</b>	<b>TOTAL RECHARGES</b>	C	<b>7,079</b>	<b>7,443</b>	<b>7,319</b>
<b>(28,251)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(30,662)</b>	<b>(30,792)</b>	<b>(34,382)</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
(26,845)	City Fund Estate		(29,079)	(29,886)	(33,217)
(2,067)	Leadenhall Market		(2,233)	(1,687)	(1,936)
661	City Property Advisory Team		650	781	771
0	Crossrail		0	0	0
<b>(28,251)</b>	<b>TOTAL</b>		<b>(30,662)</b>	<b>(30,792)</b>	<b>(34,382)</b>

**EXPLANATORY NOTES FOR CAPITAL & SUPPLEMENTARY REVENUE PROJECT BUDGET SCHEDULES**

**IMPLEMENTING DEPARTMENT**

The source codes shown below identify the officers responsible for the implementation of the capital project at the time the Budget was prepared.

BE =	Director of the Built Environment	DB =	Managing Director of the Barbican Centre
CH =	Chamberlain	DO =	Director of Open Spaces
CO =	Director of Community & Children's Services	HA =	Director of Culture, Heritage & Libraries, LMA
CP =	Commissioner of the City of London Police	MK =	Director of Markets & Consumer Protection
CS =	City Surveyor		

**COST APPROVED BY COURT OF COMMON COUNCIL**

The figures in this column are the most recent expenditure approvals.

**LATEST ESTIMATED COST**

The figures in this column are the simple aggregate of the phased estimated expenditure columns to its right.

**ESTIMATED EXPENDITURE**

The expenditure figures are generally at current prices.

**CAPITAL EXPENDITURE SUMMARY**  
**CITY FUND**

COMMITTEE	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	ESTIMATED EXPENDITURE							Later yrs £000
				2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
				£000	£000	£000	£000	£000	£000		
BARBICAN CENTRE	14,120	13,777	6,240	5,374	1,885	278	0	0	0	0	
BARBICAN RESIDENTIAL	5,268	5,116	493	1,865	2,758	0	0	0	0	0	
COMMUNITY & CHILDREN'S SERVICES - NON-HRA	2,650	2,541	2,464	77	0	0	0	0	0	0	
COMMUNITY & CHILDREN'S SERVICES - HRA	17,532	17,083	4,447	2,799	8,295	1,432	110	0	0	0	
CULTURE, HERITAGE & LIBRARIES	534	452	380	41	31	0	0	0	0	0	
FINANCE	308,954	306,726	64,832	1,335	5,270	204,760	4,762	4,762	4,762	21,005	
OPEN SPACES & CITY GARDENS	276	275	106	14	155	0	0	0	0	0	
PLANNING & TRANSPORTATION	35,784	32,473	17,458	8,415	4,655	1,314	631	0	0	0	
POLICE	3,352	3,256	419	2,144	693	0	0	0	0	0	
PORT HEALTH AND ENVIRONMENTAL SERVICES	537	539	386	153	0	0	0	0	0	0	
PROPERTY INVESTMENT BOARD	193,972	193,796	15,293	169,602	8,222	679	0	0	0	0	
<b>TOTALS FOR CITY FUND</b>	<b>582,979</b>	<b>576,034</b>	<b>112,518</b>	<b>191,819</b>	<b>31,964</b>	<b>208,463</b>	<b>5,503</b>	<b>4,762</b>	<b>4,762</b>	<b>21,005</b>	

**CAPITAL BUDGET**  
City Fund  
Barbican Centre

Project No.	Project Title	Implementing Department	Estimated Expenditure								
			Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000
<b>GENERAL</b>											
02100054	THEATRE FLYING SYSTEM (POST EVN)	CS	3,733	3,725	272	3,453	0	0	0	0	0
02100056	CINEMAS - CAFE BAR	DB	250	267	239	28	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>3,983</b>	<b>3,992</b>	<b>511</b>	<b>3,481</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAP 2</b>											
02005300	CASH LIMIT BALANCE	CH	10	10	0	10	0	0	0	0	0
02100041	CHRONICLE HOUSE RECEPTION (FLEET ST)	DB	782	782	745	37	0	0	0	0	0
02100053	VOLTAGE OPTIMISATION (POST EVN)	DB	266	245	247	-2	0	0	0	0	0
02100059	FOODHALL DISHWASHER	DB	97	94	89	5	0	0	0	0	0
<b>Totals for CAP 2</b>			<b>1,155</b>	<b>1,131</b>	<b>1,081</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAP 3</b>											
02100058	CAP 3 BALANCE (CAP)	CH	2,779	2,779	0	616	1,885	278	0	0	0
02100080	THEATRE SYSTEMS REPLACEMENT POST EV	DB	677	677	0	677	0	0	0	0	0
02100081	GRAND PIANO	DB	89	89	0	89	0	0	0	0	0
02100082	PROJECTORS & AV EQUIPMENT	DB	90	90	0	90	0	0	0	0	0
02100091	CONCERT HALL SOUND SYSTEM	DB	169	169	0	169	0	0	0	0	0
02100092	GRAND PIANO	DB	89	89	0	89	0	0	0	0	0
<b>Totals for CAP 3</b>			<b>3,893</b>	<b>3,893</b>	<b>0</b>	<b>1,730</b>	<b>1,885</b>	<b>278</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FROBISHER CRESCENT</b>											
06100018	FROBISHER CRESCENT CINEMAS 2&3	CS	5,089	4,761	4,648	113	0	0	0	0	0
<b>Totals for FROBISHER CRESCENT</b>			<b>5,089</b>	<b>4,761</b>	<b>4,648</b>	<b>113</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for BARBICAN CENTRE</b>			<b>14,120</b>	<b>13,777</b>	<b>6,240</b>	<b>5,374</b>	<b>1,885</b>	<b>278</b>	<b>0</b>	<b>0</b>	<b>0</b>

CAPITAL BUDGET  
City Fund  
Barbican Residential

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/13	2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs	
			App'd by CCC £000	Latest Est'd Cost £000								£000
<b>GENERAL</b>												
04100006	BAGGAGE STORES	CO	81	81	0	81	0	0	0	0	0	
04100008	22 BRANDON MEWS PURCHASE	CH	815	815	0	815	0	0	0	0	0	
04800001	BARBICAN PODIUM WATERPROOFING	CO	4,372	4,220	493	969	2,758	0	0	0	0	
<b>Totals for GENERAL</b>			<b>5,268</b>	<b>5,116</b>	<b>493</b>	<b>1,865</b>	<b>2,758</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Totals for BARBICAN RESIDENTIAL</b>			<b>5,268</b>	<b>5,116</b>	<b>493</b>	<b>1,865</b>	<b>2,758</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**CAPITAL BUDGET**  
City Fund  
Community & Children's Services- Non-HRA

												Estimated Expenditure		
Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000			
<b><u>GOLDEN LANE ESTATE</u></b>														
10100016	GOLDEN LANE LEISURE CENTRE	CS	2,505	2,404	2,377	27	0	0	0	0	0			
<b>Totals for GOLDEN LANE ESTATE</b>			<b>2,505</b>	<b>2,404</b>	<b>2,377</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b><u>INFORMATION TECHNOLOGY</u></b>														
10100017	SOCIAL CARE IT SYSTEMS REPLACEMENT	CO	145	137	87	50	0	0	0	0	0			
<b>Totals for II CHRONICLE HOUSE RECEPTION (FLEET ST)</b>			<b>145</b>	<b>137</b>	<b>87</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Totals for COMMUNITY &amp; CHILDREN'S SERVICES- NON-HRA</b>			<b>2,650</b>	<b>2,541</b>	<b>2,464</b>	<b>77</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**CAPITAL BUDGET**  
City Fund  
Community & Children's Services - HRA

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure		
												2016/17	2017/18	
<b><u>AVONDALE SQUARE ESTATE</u></b>														
29002205	AVONDALE SQ ESTATE LIFTS	CO	2,141	1,777	1,684	93	0	0	0	0	0			
29100034	ROOFS/WINDOWS/FLATS GE&EW S106	CO	134	150	0	62	49	39	0	0	0			
29100042	AVONDALE COMMUNITY CENTRE S106	CO	342	342	0	342	0	0	0	0	0			
29100042	AVONDALE COMMUNITY CENTRE S106	CS	19	19	0	19	0	0	0	0	0			
<b>Totals for AVONDALE SQUARE ESTATE</b>			<b>2,636</b>	<b>2,288</b>	<b>1,684</b>	<b>516</b>	<b>49</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b><u>GOLDEN LANE ESTATE</u></b>														
CHRONICLE HOUSE RECEPTION (FLEET ST)														
29100010	GT ARTHUR HSE WINDOW/CLADDING	CS	6,008	6,008	292	174	4,039	1,393	110	0	0			
<b>Totals for GOLDEN LANE ESTATE</b>			<b>6,008</b>	<b>6,008</b>	<b>292</b>	<b>174</b>	<b>4,039</b>	<b>1,393</b>	<b>110</b>	<b>0</b>	<b>0</b>			
<b><u>MIDDLESEX STREET ESTATE</u></b>														
29100039	M'SEX ST AFFORDABLE HOUSING S106	CS	3,277	3,273	2,207	1,066	0	0	0	0	0			
29100040	M'SEX ST AFFORD HSG H'WAY WKS S106	CS	113	108	113	-5	0	0	0	0	0			
<b>Totals for MIDDLESEX STREET ESTATE</b>			<b>3,390</b>	<b>3,381</b>	<b>2,320</b>	<b>1,061</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b><u>SOUTHWARK ESTATE</u></b>														
29100019	DOOR ENTRY SUMNER BUILDINGS	CO	158	159	0	80	79	0	0	0	0			
29100020	DOOR ENTRY SOUTHWARK ESTATE	CO	214	238	13	132	93	0	0	0	0			
<b>Totals for SOUTHWARK ESTATE</b>			<b>372</b>	<b>397</b>	<b>13</b>	<b>212</b>	<b>172</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			



**CAPITAL BUDGET**  
City Fund  
Community & Children's Services - HRA

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure		
												2017/18	2018/19	
<b><u>OTHER ITEMS</u></b>														
29100027	BRIDGE MASTER'S CAR PARK S.106	CS	4,827	4,749	21	713	4,015	0	0	0	0			
<b>Totals for OTHER ITEMS</b>			<b>4,827</b>	<b>4,749</b>	<b>21</b>	<b>713</b>	<b>4,015</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b><u>GENERAL</u></b>														
29100024	DECENT HOMES KIT/BRM 11/12 PROG	CO	150	109	81	28	0	0	0	0	0			
29100029	DECENT HOMES CENTRAL HTG 12/13 PROG	CO	69	71	2	49	20	0	0	0	0			
29100030	DECENT HOMES KIT/BRM 2012/13 PROG	CO	80	80	34	46	0	0	0	0	0			
<b>Totals for GENERAL</b>			<b>299</b>	<b>260</b>	<b>117</b>	<b>123</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Totals for COMMUNITY &amp; CHILDREN'S SERVICES- HRA</b>			<b>17,532</b>	<b>17,083</b>	<b>4,447</b>	<b>2,799</b>	<b>8,295</b>	<b>1,432</b>	<b>110</b>	<b>0</b>	<b>0</b>			

**CAPITAL BUDGET**  
City Fund  
Culture, Heritage & Libraries

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost		2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs
			App'd by CCC £000	Latest Est'd Cost £000						
<b>OTHER ITEMS</b>										
1410007	ARTIZAN STREET LIBRARY	CS	398	308	277	31	0	0	0	0
<b>Totals for OTHER ITEMS</b>			<b>398</b>	<b>308</b>	<b>277</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL</b>										
1410002	ACCESS TO CULTURAL COLLECTIONS	CH	-48	-40	-26	-4	-10	0	0	0
1410002	CHRONICLE HOUSE RECEPTION (FLEET ST)	HA	184	184	129	14	41	0	0	0
<b>Totals for GENERAL</b>			<b>136</b>	<b>144</b>	<b>103</b>	<b>10</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for CULTURE, HERITAGE &amp; LIBRARIES</b>			<b>534</b>	<b>452</b>	<b>380</b>	<b>41</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
City Fund  
Finance

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure		
												2016/17 £000	2017/18 £000	
<b><u>CENTRAL CRIMINAL COURT</u></b>														
22100005	CENTRAL CRIMINAL COURT	CS	37,000	37,000	50	404	4,257	3,760	3,762	3,762	21,005			
<b>Totals for CENTRAL CRIMINAL COURT</b>			<b>37,000</b>	<b>37,000</b>	<b>50</b>	<b>404</b>	<b>4,257</b>	<b>3,760</b>	<b>3,762</b>	<b>3,762</b>	<b>21,005</b>			
<b><u>INFORMATION TECHNOLOGY</u></b>														
08100009	COUNCIL TAX & BUSINESS RATES	CH	628	605	565	40	0	0	0	0	0			
<b>Totals for IT CHRONICLE HOUSE RECEPTION (FLEET ST)</b>			<b>628</b>	<b>605</b>	<b>565</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b><u>OTHER ITEMS</u></b>														
22100006	CROSSRAIL CONTRIBUTION	CH	200,000	200,000	0	0	0	200,000	0	0	0			
<b>Totals for OTHER ITEMS</b>			<b>200,000</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b><u>GENERAL</u></b>														
08100014	MUSEUM OF LONDON CONTRIBUTION	CH	5,000	5,000	0	1,000	1,000	1,000	1,000	1,000	0			
<b>Totals for GENERAL</b>			<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>			
<b><u>REIMBURSEMENTS TO CITY'S CASH</u></b>														
08100002	CORPORATE CAPITAL PROJECTS (EX GIP)	CH	17,460	17,449	16,945	491	13	0	0	0	0			
08100003	GUILDHALL IMPROVEMENT PROJECT (GIP)	CH	48,866	46,672	47,272	-600	0	0	0	0	0			
<b>Totals for REIMBURSEMENTS TO CITY'S CASH</b>			<b>66,326</b>	<b>64,121</b>	<b>64,217</b>	<b>-109</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Totals for FINANCE</b>			<b>308,954</b>	<b>306,726</b>	<b>64,832</b>	<b>1,335</b>	<b>5,270</b>	<b>204,760</b>	<b>4,762</b>	<b>4,762</b>	<b>21,005</b>			

**CAPITAL BUDGET**  
**City Fund**  
**Open Spaces & City Gardens**

Project No.	Project Title	Implementing Department	Estimated Expenditure								
			Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000
<b>CITY OPEN SPACES</b>											
17100006	PLAYBUILDER - PETER'S HILL	BE	48	48	41	7	0	0	0	0	0
17100007	ST BOTOLPH B'GATE CH'YD IMPS S106	DO	88	87	65	7	15	0	0	0	0
<b>Totals for CITY OPEN SPACES</b>			<b>136</b>	<b>135</b>	<b>106</b>	<b>14</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL</b>											
17100009	CHRONICLE HOUSE RECEPTION (FLEET ST)	DO	140	140	0	0	140	0	0	0	0
<b>Totals for GENERAL</b>			<b>140</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for OPEN SPACES &amp; CITY GDNS</b>			<b>276</b>	<b>275</b>	<b>106</b>	<b>14</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
City Fund  
Planning & Transportation

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	
												Estimated Expenditure
<b>INFORMATION TECHNOLOGY</b>												
16007134	ISE-BUSINESS DEVELOPMENT	BE	842	673	662	0	11	0	0	0	0	
16100111	HIGHWAYS MANAGEMENT SYSTEM	BE	345	275	95	88	92	0	0	0	0	
<b>Totals for INFORMATION TECHNOLOGY</b>			<b>1,187</b>	<b>948</b>	<b>757</b>	<b>88</b>	<b>103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>ROADS</b>												
16100057	NEW ST SQUARE HIGHWAY IMPS	BE	1,012	1,012	972	10	30	0	0	0	0	
16100213	CHRONICLE HOUSE RECEPTION (FLEET ST)	BE	50	50	21	29	0	0	0	0	0	
16100226	WINCHESTER HSE, OLD BROAD ST SECURITY	BE	485	229	187	20	22	0	0	0	0	
16100241	CANNON ST STATION SECURITY	BE	2,107	1,515	1,543	-28	0	0	0	0	0	
16100242	CANNON ST STATION HIGHWAY	BE	879	786	723	63	0	0	0	0	0	
16100248	67 LOMBARD ST S278	BE	51	51	0	51	0	0	0	0	0	
16100253	HOLBORN CIRCUS AREA ENHANCEMENT	BE	3,149	3,133	223	2,910	0	0	0	0	0	
16100254	MILTON COURT HIGHWAY WORKS S278	BE	1,612	998	687	280	31	0	0	0	0	
16100264	GREEN CORRIDORS YEAR 3	BE	116	116	0	116	0	0	0	0	0	
16100276	BURY COURT S278	BE	231	231	0	144	87	0	0	0	0	
16899966	HERON PLAZA HIGHWAY WORKS S.278	BE	810	810	0	0	70	340	400	0	0	
<b>Totals for ROADS</b>			<b>10,502</b>	<b>8,931</b>	<b>4,356</b>	<b>3,595</b>	<b>240</b>	<b>340</b>	<b>400</b>	<b>0</b>	<b>0</b>	
<b>WALKWAYS AND BRIDGES</b>												
16100194	FARRINGDON ST BRIDGE (POST DESIGN)	CS	2,011	2,010	1,277	733	0	0	0	0	0	
<b>Totals for WALKWAYS AND BRIDGES</b>			<b>2,011</b>	<b>2,010</b>	<b>1,277</b>	<b>733</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**CAPITAL BUDGET**  
City Fund  
Planning & Transportation

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure
<b>OTHER ITEMS</b>												
16100203	ST BOTOLPH'S CHURCH ACCESS	BE	104	104	0	104	0	0	0	0	0	
16100208	ST SWITHINS LANE SECURITY S.278	BE	198	142	129	13	0	0	0	0	0	
	ROLLS BUILDING SECURITY SCHEME S278	BE	592	519	472	47	0	0	0	0	0	
16100270	20 FENCHURCH ST SECURITY S.278	BE	752	752	0	742	10	0	0	0	0	
<b>Totals for OTHER ITEMS</b>			<b>1,646</b>	<b>1,517</b>	<b>601</b>	<b>906</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>STREET SCENE ENHANCEMENTS</b>												
16008063	QUEEN STREET PILOT PROJECT	BE	1,903	1,884	1,877	7	0	0	0	0	0	
16100062	SHOE LANE PHASE 2	BE	718	718	652	0	66	0	0	0	0	
16100064	BASINGHALL ST AREA S.106	BE	60	60	47	6	7	0	0	0	0	
	SHOE LANE PH3, WINE OFFICE COURT	BE	99	99	15	0	84	0	0	0	0	
16100086	THROGMORTON ST S106	BE	368	369	48	240	81	0	0	0	0	
16100088	BARTHOLOMEW LANE S.106	BE	87	87	27	46	14	0	0	0	0	
16100099	BASINGHALL ST S.106 PH 2 & 3	BE	402	386	385	1	0	0	0	0	0	
16100136	CARTER LANE QUARTER PH 2A & 2B	BE	698	563	558	5	0	0	0	0	0	
16100180	MARINER HOUSE STREET SCENE S.106	BE	552	552	344	52	156	0	0	0	0	
16100181	ROLLS BUILDING STREET SCENE S106	BE	308	282	248	34	0	0	0	0	0	
16100202	ONE COLEMAN STREET S106	BE	305	299	121	1	0	0	177	0	0	
16100215	ST PAUL'S AREA ENHANCEMENT	BE	1,774	1,562	1,546	16	0	0	0	0	0	
16100216	ST SWITHINS LANE S.278	BE	582	459	425	34	0	0	0	0	0	
16100227	LIME ST AREA S106	BE	267	288	17	4	0	213	54	0	0	
16100230	ANGEL COURT STREET SCENE WORKS	BE	100	75	67	8	0	0	0	0	0	
16100233	201 BISHOPSGATE S.106 PH3	BE	45	45	3	29	13	0	0	0	0	

**CAPITAL BUDGET**  
City Fund  
Planning & Transportation

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure	
												2016/17	2017/18
16100249	ST ANDREWS HOLBORN - LANDSCAPE S106	BE	438	438	17	137	284	0	0	0	0		
16100252	BILLITER ST S106	BE	173	173	0	0	0	173	0	0	0		
16100255	CULLUM ST ENHANCEMENT WORKS S106	BE	280	280	10	87	183	0	0	0	0		
16100260	LIME ST ACCESS WORKS S106	BE	53	53	1	1	51	0	0	0	0		
16100262	STONECUTTER ST DANGER REDUCTIONS278	BE	87	51	42	9	0	0	0	0	0		
16100263	24-26 MINORIES S106	BE	17	17	0	17	0	0	0	0	0		
16100273	1 CARTER LANE S.278	BE	50	50	0	50	0	0	0	0	0		
16100277	24-26 MINORIES S278	BE	36	36	0	36	0	0	0	0	0		
<b>Totals for STREET SCENE ENHANCEMENTS</b>			<b>9,402</b>	<b>8,826</b>	<b>6,450</b>	<b>820</b>	<b>939</b>	<b>386</b>	<b>231</b>	<b>0</b>	<b>0</b>		
<b>CHEAPSIDE STRATEGY</b>													
16100063	107 CHEAPSIDE S.106	BE	262	262	180	2	80	0	0	0	0		
16100149	BOW CHURCHYARD S106	BE	366	358	346	12	0	0	0	0	0		
16100197	CHEAPSIDE AREA S.106 STAGE 2	BE	2,003	1,802	1,792	10	0	0	0	0	0		
16100197	CHEAPSIDE AREA S.106 STAGE 2	CH	20	220	0	0	220	0	0	0	0		
16100235	CHEAPSIDE AREA S106 STAGE 4	BE	953	527	514	13	0	0	0	0	0		
16100251	CHEAPSIDE STAGE 4A GRESHAM ST	BE	100	100	9	87	4	0	0	0	0		
<b>Totals for CHEAPSIDE STRATEGY</b>			<b>3,704</b>	<b>3,269</b>	<b>2,841</b>	<b>124</b>	<b>304</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>RIVERSIDE WALK ENHANCEMENT STRATEGY</b>													
16100201	RWE STEELYARD PASSAGE PH2 S106	BE	226	225	178	47	0	0	0	0	0		
16100228	RWE PAUL'S WALK WESTERN END	BE	406	406	173	233	0	0	0	0	0		
16100240	RWE LONDON BRIDGE STAIRCASE	BE	1,695	1,696	403	162	1,131	0	0	0	0		
16100257	RWE MILLENNIUM BRIDGE AREA	BE	142	142	53	68	21	0	0	0	0		
<b>Totals for RIVERSIDE WALK ENHANCEMENT STRATEGY</b>			<b>2,469</b>	<b>2,469</b>	<b>807</b>	<b>510</b>	<b>1,152</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

**CAPITAL BUDGET**  
City Fund  
Planning & Transportation

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost		2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs
			App'd by CCC £000	Latest Est'd Cost £000						
<b><u>BARBICAN AREA STRATEGY</u></b>										
16100234	ST GILES TERRACE (POST EVN)	BE	251	251	146	105	0	0	0	0
16100237	MOOR LANE	BE	1,391	1,101	50	88	963	0	0	0
16100259	BARBICAN AREA STRATEGY - SILK ST	BE	75	75	15	60	0	0	0	0
16100282	72 FORE ST PHASE 1 S.106	BE	86	86	0	86	0	0	0	0
<b>Totals for BARBICAN AREA STRATEGY</b>			<b>1,803</b>	<b>1,513</b>	<b>211</b>	<b>339</b>	<b>963</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>EASTERN CITY CLUSTER</u></b>										
16100220	EASTERN CITY CLUSTER PH 1 DESIGN	BE	85	84	44	40	0	0	0	0
16100243	EASTERN CITY CLUSTER PH1 S.106	BE	665	665	101	12	552	0	0	0
16100243	EASTERN CITY CLUSTER PH1 S.106	CH	111	111	0	0	0	111	0	0
16100244	ECC PH1 S278 OFF SITE	BE	211	211	13	50	148	0	0	0
16100244	ECC PH1 S278 OFF SITE	CH	39	39	0	0	0	39	0	0
16100245	ECC PH1 S.278 ON-SITE	BE	174	174	0	0	31	143	0	0
16100246	ECC PH1 S278 OFF-SITE PART 2	BE	375	375	0	0	80	295	0	0
<b>Totals for EASTERN CITY CLUSTER</b>			<b>1,660</b>	<b>1,659</b>	<b>158</b>	<b>102</b>	<b>811</b>	<b>588</b>	<b>0</b>	<b>0</b>
<b><u>BANK AREA STRATEGY</u></b>										
16100290	8-10 MOORGATE S106 (POST EVN)	BE	18	18	0	18	0	0	0	0
<b>Totals for BANK AREA STRATEGY</b>			<b>18</b>	<b>18</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>FENCHURCH/MONUMENT STRATEGY</u></b>										
16100266	FENCHURCH PLACE S.278	BE	563	494	0	361	133	0	0	0
<b>Totals for FENCHURCH/MONUMENT STRATEGY</b>			<b>563</b>	<b>494</b>	<b>0</b>	<b>361</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>0</b>



**CAPITAL BUDGET**  
City Fund  
Planning & Transportation

Estimated Expenditure												
Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	
<b>LIVERPOOL ST AREA STRATEGY</b>												
16100275	MIDDLESEX ST AREA ENHANCEMENT S106	BE	116	116	0	116	0	0	0	0	0	0
<b>Totals for LIVERPOOL ST AREA STRATEGY</b>												
			116	116	0	116	0	0	0	0	0	0
<b>TEMPLE &amp; WHITEFRIARS AREA STRATEGY</b>												
16100268	JOHN CARPENTER ST S278 (POST EVN)	BE	703	703	0	703	0	0	0	0	0	0
<b>Totals for TEMPLE &amp; WHITEFRIARS AREA STRATEGY</b>												
			703	703	0	703	0	0	0	0	0	0
<b>Totals for PLANNING &amp; TRANSPORTATION</b>			<b>35,784</b>	<b>32,473</b>	<b>17,458</b>	<b>8,415</b>	<b>4,655</b>	<b>1,314</b>	<b>631</b>	<b>0</b>	<b>0</b>	<b>0</b>

CAPITAL BUDGET  
City Fund  
Police

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/13	2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs
			App'd by CCC £000	Latest Est'd Cost £000							
<b>INFORMATION TECHNOLOGY</b>											
20100075	DIGITAL INTERVIEW RECORDERS	CP	126	126	104	22	0	0	0	0	0
20100079	DESKTOP UPGRADE /MICROSOFT EA	CP	434	434	0	434	0	0	0	0	0
20100081	TECHNOLOGY INFRASTRUCTURE REFRESH	CP	231	134	130	4	0	0	0	0	0
20100082	SECURITY ZONE ANPR BACK OFFICE	CP	181	181	6	175	0	0	0	0	0
20100084	IN CAR ANPR	CP	257	269	12	257	0	0	0	0	0
20100085	MOBILE ANPR	CP	58	58	0	58	0	0	0	0	0
20100086	WEBSITE DEVELOPMENT	CP	63	63	0	63	0	0	0	0	0
20100089	CHRONICLE HOUSE RECEPTION (FLEET ST)	CP	67	63	0	63	0	0	0	0	0
20100090	ACESO PH1&2	CP	70	70	0	70	0	0	0	0	0
20100091	KNOWFRAUD UPGRADE	CP	317	316	0	316	0	0	0	0	0
<b>Totals for INFORMATION TECHNOLOGY</b>			<b>1,804</b>	<b>1,714</b>	<b>252</b>	<b>1,462</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
City Fund  
Police

Estimated Expenditure													
Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure	
<b>GENERAL</b>													
20100083	VEHICLE REPLACEMENTS 2012/13	CP	242	240	124	116	0	0	0	0	0	0	0
20100087	SSU EQUIPMENT FORENSICS 21/ISO	CP	51	47	43	4	0	0	0	0	0	0	0
20100088	VEHICLES 2013/14	CP	247	247	0	247	0	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>540</b>	<b>534</b>	<b>167</b>	<b>367</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>POLICE ACCOMMODATION STRATEGY</b>													
20100100	PAS - CONSTRUCTION SUPPORT	CS	95	95	0	40	55	0	0	0	0	0	0
20100101	PAS - GYE	CS	275	275	0	130	145	0	0	0	0	0	0
20100102	PAS - WALBROOK WHARF	CS	35	35	0	15	20	0	0	0	0	0	0
20100103	PAS - WOOD STREET	CS	35	35	0	15	20	0	0	0	0	0	0
20100104	PAS - POLICE SUPPORT	CP	520	520	0	95	425	0	0	0	0	0	0
20100105	PAS - IS PROJECT MANAGEMENT	CP	48	48	0	20	28	0	0	0	0	0	0
<b>Totals for POLICE ACCOMMODATION STRATEGY</b>			<b>1,008</b>	<b>1,008</b>	<b>0</b>	<b>315</b>	<b>693</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			<b>3,352</b>	<b>3,256</b>	<b>419</b>	<b>2,144</b>	<b>693</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
City Fund  
Port Health and Environmental Svces

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure
<b>ENV SERVICES: CITY</b>												
24100018	PUBLIC CONVENIENCES	BE	423	425	386	39	0	0	0	0	0	0
24100020	BARRIERS RE PUBLIC CONVENIENCES	BE	114	114	0	114	0	0	0	0	0	0
<b>Totals for ENV SERVICES: CITY</b>			<b>537</b>	<b>539</b>	<b>386</b>	<b>153</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PORT HEALTH AND ENVIRONMENTAL SVCS</b>			<b>537</b>	<b>539</b>	<b>386</b>	<b>153</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
City Fund  
Property Investment Board

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure		
												2014/15 £000	2015/16 £000	
<b>CITY FUND ESTATE</b>														
06100004	FROBISHER CRESCENT CONVERSION	CS	235	235	234	1	0	0	0	0	0			
06100032	1 ALIE ST GROUND FLOOR	CS	2,164	2,154	2,037	117	0	0	0	0	0			
06100038	43 FETTER LANE	CH	45,133	45,133	0	45,133	0	0	0	0	0			
<b>Totals for CITY FUND ESTATE</b>			<b>47,532</b>	<b>47,522</b>	<b>2,271</b>	<b>45,251</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>FLEET STREET ESTATE</b>														
06100025	CHRONICLE HOUSE RECEPTION (FLEET ST)	CS	102	80	74	6	0	0	0	0	0			
06100027	FLEET ST ESTATE CONTINGENCY	CS	602	602	0	0	602	0	0	0	0			
06100028	36/38 WHITEFRIARS ST REFURB	CS	890	707	702	5	0	0	0	0	0			
<b>Totals for FLEET STREET ESTATE</b>			<b>1,594</b>	<b>1,389</b>	<b>776</b>	<b>11</b>	<b>602</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>STRATEGIC ASSET ALLOCATION</b>														
06100041	21-26 GARLICK HILL	CS	11,164	11,154	0	11,154	0	0	0	0	0			
06100044	LONDON FILM SCHOOL ENABLING WORKS	CS	87	87	0	0	87	0	0	0	0			
06100046	15/17 ELDON ST REFURB	CS	826	826	0	677	149	0	0	0	0			
06100047	1-7 WHITTINGTON AVE	CS	35,200	35,200	0	35,200	0	0	0	0	0			
06100048	LEADENHALL COURT	CS	10,100	10,100	0	10,100	0	0	0	0	0			
06100049	6 BROAD ST PLACE	CS	23,452	23,452	0	23,452	0	0	0	0	0			
06100050	15-17 ELDON ST ACQUISITION	CS	16,640	16,640	0	16,640	0	0	0	0	0			
06100051	16-18 FINSBURY CIRCUS	CS	9,724	9,724	0	9,724	0	0	0	0	0			
06100052	20 FINSBURY CIRCUS	CS	10,764	10,764	0	10,764	0	0	0	0	0			
<b>Totals for STRATEGIC ASSET ALLOCATION</b>			<b>117,957</b>	<b>117,947</b>	<b>0</b>	<b>117,711</b>	<b>236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**CAPITAL BUDGET**  
**City Fund**  
**Property Investment Board**

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost		2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs
			App'd by CCC £000	Latest Est'd Cost £000						
<b>CITY FUND CROSSRAIL ESTATE</b>										
06100023	CROSSRAIL - PROPERTY PURCHASE	CS	2,935	2,984	0	2,984	0	0	0	0
06100029	CROSSRAIL - HONEY LANE/WINDSOR HSE	CS	10,642	10,642	9,812	830	0	0	0	0
	CROSSRAIL -100 CHEAPSIDE	CS	12,797	12,797	2,434	5,284	4,400	679	0	0
06100037	CROSSRAIL - FLEET HOUSE	CS	515	515	0	515	0	0	0	0
<b>Totals for CITY FUND CROSSRAIL ESTATE</b>			<b>26,889</b>	<b>26,938</b>	<b>12,246</b>	<b>6,629</b>	<b>7,384</b>	<b>679</b>	<b>0</b>	<b>0</b>
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>193,972</b>	<b>193,796</b>	<b>15,293</b>	<b>169,602</b>	<b>8,222</b>	<b>679</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE EXPENDITURE SUMMARY**  
**CITY FUND**

COMMITTEE	ESTIMATED EXPENDITURE									
	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	
BARBICAN CENTRE	4,156	4,086	645	1,784	394	1,263	0	0	0	
BARBICAN RESIDENTIAL	82	82	81	1	0	0	0	0	0	
COMMUNITY & CHILDREN'S SERVICES - HRA	540	541	128	388	25	0	0	0	0	
CULTURE, HERITAGE & LIBRARIES	44	44	15	9	20	0	0	0	0	
FINANCE	40	40	18	7	15	0	0	0	0	
PLANNING & TRANSPORTATION	6,934	6,784	2,189	3,306	1,210	0	0	0	79	
PROPERTY INVESTMENT BOARD	132	132	0	132	0	0	0	0	0	
<b>TOTALS FOR CITY FUND</b>	<b>11,928</b>	<b>11,709</b>	<b>3,076</b>	<b>5,627</b>	<b>1,664</b>	<b>1,263</b>	<b>0</b>	<b>0</b>	<b>79</b>	

**SUPPLEMENTARY REVENUE BUDGET**  
City Fund  
Barbican Centre

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/13	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		
<b>GENERAL</b>												
02800070	LONDON FILM SCHOOL EXHIBITION: HALL 1	DB	29	24	0	24	0	0	0	0	0	0
02800083	BACKSTAGE REFURB PHASE 2	DB	182	189	0	189	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>211</b>	<b>213</b>	<b>0</b>	<b>213</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAP 2</b>												
02100048	FIRE ALARM LICENSING	DB	48	45	35	10	0	0	0	0	0	0
02800019	CINEMA PROJECTION EQUIPMENT	DB	110	104	102	2	0	0	0	0	0	0
02800052	CAR PARK & OTHER SIGNAGEV PH1	DB	167	167	165	2	0	0	0	0	0	0
02800057	EX HALL SOFFIT LEAK	DB	217	216	127	89	0	0	0	0	0	0
02800067	LEVEL 1 TOILETS	DB	198	204	174	30	0	0	0	0	0	0
02800069	CAR PARK & OTHER SIGNAGE PHASE 2	DB	112	116	0	116	0	0	0	0	0	0
02800071	RESTAURANT CEILING VOID INFILL	DB	34	34	0	34	0	0	0	0	0	0
02800082	GARDEN RM, L3 TOILETS, CONSERVATORY	DB	689	675	29	596	50	0	0	0	0	0
<b>Totals for CAP 2</b>			<b>1,575</b>	<b>1,561</b>	<b>632</b>	<b>879</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAP 3</b>												
02800068	CAP 3 BALANCE (SRP)	CH	2,139	2,078	0	471	344	1,263	0	0	0	0
02800080	THEATRE SYSTEMS REPLACEMENT	DB	16	16	13	3	0	0	0	0	0	0
02800081	THEATRE FOYER CARPET	DB	81	81	0	81	0	0	0	0	0	0
02800084	ART GALLERY SKYLIGHT REPLACEMENT	DB	6	6	0	6	0	0	0	0	0	0
02800085	FIRE ALARM REPLACEMENT	DB	20	20	0	20	0	0	0	0	0	0
02800086	BANQUETING FURNITURE REPLACEMENT	DB	41	41	0	41	0	0	0	0	0	0
02800088	FURNITURE REPLACEMENT	DB	47	50	0	50	0	0	0	0	0	0
02800090	CONCERT HALL FLYING SYSTEM	DB	20	20	0	20	0	0	0	0	0	0
<b>Totals for CAP 3</b>			<b>2,370</b>	<b>2,312</b>	<b>13</b>	<b>692</b>	<b>344</b>	<b>1,263</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**SUPPLEMENTARY REVENUE BUDGET**  
City Fund  
Barbican Centre

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure
			4,156	4,086	645	1,784	394	1,263	0	0	0	0
<b>Totals for BARBICAN CENTRE</b>												

**SUPPLEMENTARY REVENUE BUDGET**  
City Fund  
Barbican Residential

													Estimated Expenditure	
Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure		
												2016/17	2017/18	
04800002	WATERPROOFING TO NW BARBICAN PODIUM	CO	82	82	81	1	0	0	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>82</b>	<b>82</b>	<b>81</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for BARBICAN RESIDENTIAL</b>			<b>82</b>	<b>82</b>	<b>81</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET**  
**City Fund**  
**Community & Children's Services - HRA**

Project No.	Project Title	Implementing Department	Estimated Expenditure								
			Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000
<b><u>AVONDALE SQUARE ESTATE</u></b>											
29800001	AVONDALE COMMUNITY CENTRE S106	CO	151	151	89	62	0	0	0	0	0
<b>Totals for AVONDALE SQUARE ESTATE</b>			<b>151</b>	<b>151</b>	<b>89</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>MIDDLESEX STREET ESTATE</u></b>											
29100025	M'SEX ST AFFORD HSG S106 DESIGN	CS	33	24	19	5	0	0	0	0	0
29800002	MSSP PH III PREPARATORY CONSULTANCY	CO	50	50	20	30	0	0	0	0	0
<b>Totals for MIDDLESEX STREET ESTATE</b>			<b>83</b>	<b>74</b>	<b>39</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>OTHER ITEMS</u></b>											
29800045	WINDOW RENEWALS FEASIBILITY	CO	175	175	0	175	0	0	0	0	0
<b>Totals for OTHER ITEMS</b>			<b>175</b>	<b>175</b>	<b>0</b>	<b>175</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>GENERAL</u></b>											
29800003	ISLINGTON ARTS FACTORY S.106	CO	45	55	0	55	0	0	0	0	0
29800004	RICHARD CLOUDESLEY SCHOOL S106	CO	55	55	0	30	25	0	0	0	0
<b>Totals for GENERAL</b>			<b>100</b>	<b>110</b>	<b>0</b>	<b>85</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>DRON HOUSE</u></b>											
29800043	DRON HOUSE FLAT/WINDOWS S.106	CO	31	31	0	31	0	0	0	0	0
<b>Totals for DRON HOUSE</b>			<b>31</b>	<b>31</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for COMMUNITY &amp; CHILDREN'S SERVICES - HRA</b>			<b>540</b>	<b>541</b>	<b>128</b>	<b>388</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET**  
City Fund  
Culture, Heritage & Libraries

Project No.	Project Title	Implementing Department	Estimated Expenditure									
			Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	
<b><u>LONDON METROPOLITAN ARCHIVES</u></b>												
14005268	LMA - LONG TERM OPTIONS	CS	20	20	0	0	20	0	0	0	0	0
<b>Totals for LONDON METROPOLITAN ARCHIVES</b>			<b>20</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>OTHER ITEMS</u></b>												
14800002	ARTIZAN STREET LIBRARY	CS	24	24	15	9	0	0	0	0	0	0
<b>Totals for OTHER ITEMS</b>			<b>24</b>	<b>24</b>	<b>15</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for CULTURE, HERITAGE &amp; LIBRARIES</b>			<b>44</b>	<b>44</b>	<b>15</b>	<b>9</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET**  
City Fund  
Finance

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure
<b><u>GUILDHALL AREA STRATEGY</u></b>												
22100003	POND AREA	BE	25	25	10	5	10	0	0	0	0	
22100004	GREEN SPACES	BE	15	15	8	2	5	0	0	0	0	
<b>Totals for FINANCE</b>			<b>40</b>	<b>40</b>	<b>18</b>	<b>7</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Totals for FINANCE</b>			<b>40</b>	<b>40</b>	<b>18</b>	<b>7</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**SUPPLEMENTARY REVENUE BUDGET**  
City Fund  
Planning & Transportation

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost		2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs	
			App'd by CCC £000	Latest Est'd Cost £000							Exp. pre 01/04/13 £000
<b>INFORMATION TECHNOLOGY</b>											
16800274	CITY-WIDE PEDESTRIAN MODELLING	BE	20	20	0	20	0	0	0	0	0
<b>Totals for INFORMATION TECHNOLOGY</b>			<b>20</b>	<b>20</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ROADS</b>											
16100127	COLEMAN ST S106	BE	107	98	45	29	24	0	0	0	0
16100145	L'HALL ST/ST MARY AXE JUNCTION IMPS	BE	158	181	100	81	0	0	0	0	0
16800028	PARKING & ENFORCEMENT PLAN PHASE3	BE	419	420	317	103	0	0	0	0	0
16800048	BLOOMBERG PLACE H'WY CHANGES S278	BE	250	244	44	100	100	0	0	0	0
16800066	HERON PLAZA H'WAY WORKS S278	BE	29	25	24	1	0	0	0	0	0
16800079	BURY COURT S.278	BE	24	24	0	24	0	0	0	0	0
<b>Totals for ROADS</b>			<b>987</b>	<b>992</b>	<b>530</b>	<b>338</b>	<b>124</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER ITEMS</b>											
16007131	REFURB STURGEON LIGHTING UNITS	BE	12	12	0	12	0	0	0	0	0
16800034	LIMEBURNER LANE S.278	BE	80	93	55	38	0	0	0	0	0
16800058	20 FENCHURCH ST SECURITY S.278	BE	35	21	14	7	0	0	0	0	0
<b>Totals for OTHER ITEMS</b>			<b>127</b>	<b>126</b>	<b>69</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>STREET SCENE ENHANCEMENTS</b>											
16100123	20 FENCHURCH ST S.106 PRE EVN	BE	128	128	110	18	0	0	0	0	0
16100166	MARK LANE S.106	BE	51	51	43	8	0	0	0	0	0
16800007	ST ANDREW'S, HOLBORN - LANDSCAPING	BE	47	47	37	10	0	0	0	0	0
16800029	BUCKLERSBURY HOUSE S106	BE	71	72	37	5	30	0	0	0	0
16800039	201 BISHOPSGATE PH4 S106 (PRE EVN)	BE	57	57	57	0	0	0	0	0	0
16800052	M'SEX ST RAMPS S106 (PRE EVN)	BE	48	49	10	27	12	0	0	0	0

**SUPPLEMENTARY REVENUE BUDGET**  
City Fund  
Planning & Transportation

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/13	Estimated Expenditure						Later yrs £000
			App'd by CCC £000	Latest Est'd Cost £000		2013/14	2014/15	2015/16	2016/17	2017/18		
16800054	6 BEVIS MARKS S.106 (PRE EVN)	BE	24	24	2	5	17	0	0	0	0	0
16800056	NEW LUDGATE S.278	BE	140	131	106	25	0	0	0	0	0	0
16800059	MIDDLESEX ST AREA ENHANCEMENT S106	BE	71	71	64	7	0	0	0	0	0	0
16800060	LIME ST PH2 S106	BE	35	35	0	0	35	0	0	0	0	0
16800061	LIME ST TRAFFIC MANAGEMENT S106	BE	60	43	0	27	16	0	0	0	0	0
16800063	30 OLD BAILEY S106	BE	63	63	13	3	47	0	0	0	0	0
16800077	CHANCERY LANE S.106	BE	37	37	0	8	29	0	0	0	0	0
<b>Totals for STREET SCENE ENHANCEMENTS</b>			<b>832</b>	<b>808</b>	<b>479</b>	<b>143</b>	<b>186</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>CHEAPSIDE STRATEGY</u></b>												
16800041	CHEAPSIDE STAGE 4A GRESHAM ST	BE	67	67	57	7	3	0	0	0	0	0
16800070	CHEAPSIDE AREA STRATEGY - OUTCOME	BE	40	35	25	10	0	0	0	0	0	0
16800073	GREENING OF CHEAPSIDE AREA S.106	BE	25	25	0	0	25	0	0	0	0	0
16800074	CHEAPSIDE AREA STRATEGY REVIEW S106	BE	45	45	0	20	25	0	0	0	0	0
16800272	71 QUEEN ST S.278	BE	20	20	0	20	0	0	0	0	0	0
<b>Totals for CHEAPSIDE STRATEGY</b>			<b>197</b>	<b>192</b>	<b>82</b>	<b>57</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>RIVERSIDE WALK ENHANCEMENT STRATEGY</u></b>												
16800043	RWE GLOBE VIEW WALKWAY S106	BE	61	61	55	6	0	0	0	0	0	0
16800265	RWE FISHMONGERS WHARF S106	BE	45	45	0	10	35	0	0	0	0	0
16800269	RWE QUEENHITHE MOSAIC	BE	17	17	0	17	0	0	0	0	0	0
<b>Totals for RIVERSIDE WALK ENHANCEMENT STRATEGY</b>			<b>123</b>	<b>123</b>	<b>55</b>	<b>33</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>BARBICAN AREA STRATEGY</u></b>												
16800068	BEECH ST TUNNEL	BE	29	29	1	28	0	0	0	0	0	0
16800071	72 FORE ST S.106	BE	15	15	9	6	0	0	0	0	0	0

**SUPPLEMENTARY REVENUE BUDGET**  
City Fund  
Planning & Transportation

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/13	Estimated Expenditure						Later yrs £000
			App'd by CCC £000	Latest Est'd Cost £000		2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		
16800267	BARBICAN AREA STRATEGY	BE	95	95	0	70	25	0	0	0	0	0
16800279	LONDON WALL PLACE S.278	BE	100	100	0	100	0	0	0	0	0	0
<b>Totals for BARBICAN AREA STRATEGY</b>			<b>239</b>	<b>239</b>	<b>10</b>	<b>204</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>EASTERN CITY CLUSTER</u></b>												
16100102	122 LEADENHALL ST S106 - TREE WORKS	BE	24	24	10	5	9	0	0	0	0	0
16800030	EASTERN CITY CLUSTER PH2 (PRE EVN)	BE	90	90	6	84	0	0	0	0	0	0
16800044	EASTERN CITY CLUSTER PUBLIC ART PH2	BE	72	72	69	3	0	0	0	0	0	0
16800051	ECC - ST HELEN'S SQUARE (PRE EVN)	BE	150	150	29	121	0	0	0	0	0	0
16800069	EASTERN CITY CLUSTER PUBLIC ART PH3	BE	50	50	17	33	0	0	0	0	0	0
16800271	EASTERN CITY CLUSTER PUBLIC ART PH4	BE	50	50	0	33	17	0	0	0	0	0
<b>Totals for EASTERN CITY CLUSTER</b>			<b>436</b>	<b>436</b>	<b>131</b>	<b>279</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>BANK AREA STRATEGY</u></b>												
16800019	BANK AREA STRATEGY (PRE EVN)S106	BE	140	140	134	6	0	0	0	0	0	0
16800040	8-10 MOORGATE S.106	BE	29	29	18	11	0	0	0	0	0	0
16800076	BANK BYPASS WALKING ROUTES S.106	BE	62	62	0	62	0	0	0	0	0	0
16800287	BANK JUNCTION IMPROVEMENTS S106	BE	82	82	0	82	0	0	0	0	0	0
<b>Totals for BANK AREA STRATEGY</b>			<b>313</b>	<b>313</b>	<b>152</b>	<b>161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>FENCHURCH/MONUMENT STRATEGY</u></b>												
16800078	FENCHURCH ST S106	BE	100	100	0	50	50	0	0	0	0	0
<b>Totals for FENCHURCH/MONUMENT STRATEGY</b>			<b>100</b>	<b>100</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>ALDGATE &amp; TOWER AREA STRATEGY</u></b>												
16800050	ALDGATE HIGHWAY & PUBLIC SQUARE	BE	3,039	2,915	591	1,643	681	0	0	0	0	0
<b>Totals for ALDGATE &amp; TOWER AREA STRATEGY</b>			<b>3,039</b>	<b>2,915</b>	<b>591</b>	<b>1,643</b>	<b>681</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**SUPPLEMENTARY REVENUE BUDGET**  
City Fund  
Planning & Transportation

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/13	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2013/14	2014/15	2015/16	2016/17	2017/18		
<b><u>CHANCERY LANE AREA ENHANCEMENT</u></b>												
16800285	PLOUGH PLACE S106	BE	43	43	0	43	0	0	0	0	0	0
<b>Totals for CHANCERY LANE AREA ENHANCEMENT</b>			<b>43</b>	<b>43</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>FLEET STREET AREA STRATEGY</u></b>												
16800075	FLEET BLDGS SECURITY S.278	BE	100	100	0	21	0	0	0	0	0	79
<b>Totals for FLEET STREET AREA STRATEGY</b>			<b>100</b>	<b>100</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79</b>
<b><u>LIVERPOOL ST AREA STRATEGY</u></b>												
16800064	5 BROADGATE S106	BE	68	68	17	51	0	0	0	0	0	0
16800065	5 BROADGATE S278	BE	205	204	73	131	0	0	0	0	0	0
16800283	LIVERPOOL STREET S106	BE	60	60	0	30	30	0	0	0	0	0
<b>Totals for LIVERPOOL ST AREA STRATEGY</b>			<b>333</b>	<b>332</b>	<b>90</b>	<b>212</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>TEMPLE &amp; WHITEFRIARS AREA STRATEGY</u></b>												
16800268	JOHN CARPENTER ST S278	BE	45	45	0	45	0	0	0	0	0	0
<b>Totals for TEMPLE &amp; WHITEFRIARS AREA STRATEGY</b>			<b>45</b>	<b>45</b>	<b>0</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PLANNING &amp; TRANSPORTATION</b>			<b>6,934</b>	<b>6,784</b>	<b>2,189</b>	<b>3,306</b>	<b>1,210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>79</b>

**SUPPLEMENTARY REVENUE BUDGET**  
 City Fund  
 Property Investment Board

Project No.	Project Title	Implementing Department	Cost		2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs
			App'd by CCC £000	Latest Est'd Cost £000						
<b>GENERAL</b>										
06800042	4/14 TABERNACLE ST	CS	64	64	0	64	0	0	0	0
06800043	20 ST DUNSTAN'S HILL FEASIBILITY	CS	68	68	0	68	0	0	0	0
<b>Totals for GENERAL</b>			<b>132</b>	<b>132</b>	<b>0</b>	<b>132</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>132</b>	<b>132</b>	<b>0</b>	<b>132</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Estimated Expenditure



# **City's Cash Summary Budget**



**CITY'S CASH SUMMARY BY COMMITTEE**

<i>Actual</i> <i>2012-13</i> <i>£'000</i>	<b>CITY'S CASH SUMMARY</b>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
37	Culture, Heritage & Libraries	59	274	406
(8,662)	Finance	(4,681)	(8,447)	(5,851)
3,540	General Purposes Committee of Aldermen	3,131	3,285	3,136
8,202	Guildhall School of Music and Drama	5,969	8,385	8,971
6,523	Markets	1,378	913	1,169
	Open Spaces :-			
0	Open Spaces Directorate	0	0	0
6,966	Epping Forest and Commons	7,083	6,438	7,234
6,348	Hampstead Heath, Queen's Park and Highgate Wood	6,901	6,545	7,418
210	Bunhill Fields	295	332	325
913	West Ham Park	1,153	1,003	1,226
138	Planning and Transportation	129	113	119
10,296	Policy and Resources	9,744	11,240	10,551
249	Port Health and Environmental Services	(13)	172	123
(34,678)	Property Investment Board	(34,363)	(32,803)	(33,551)
	Schools :-			
1,421	City of London School #	1,401	1,424	1,448
2,294	City of London Freeman's School #	2,287	2,309	2,302
1,561	City of London School for Girls #	1,011	1,064	1,090
<b>5,358</b>	<b>Total City's Cash</b>	<b>1,484</b>	<b>2,247</b>	<b>6,116</b>

# Shows City Support rather than net expenditure by the schools



**CULTURE, HERITAGE AND LIBRARIES COMMITTEE - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
497	Employees		468	414	430
97	Premises Related Expenses		124	126	204
50	Transport Related Expenses		34	34	34
115	Supplies and Services		77	85	88
0	Transfer to Reserve		0	33	0
<b>759</b>	<b>TOTAL Expenditure</b>		<b>703</b>	<b>692</b>	<b>756</b>
	<b>Income</b>				
(4)	Other Grants, Reimbursements and Contributions		0	0	0
(480)	Customer, Client Receipts		(511)	(540)	(604)
(61)	Transfer from Reserves		0	0	0
<b>(545)</b>	<b>TOTAL Income</b>		<b>(511)</b>	<b>(540)</b>	<b>(604)</b>
<b>214</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>192</b>	<b>152</b>	<b>152</b>
<b>26</b>	<b>City Surveyor Local Risk</b>		<b>55</b>	<b>40</b>	<b>177</b>
<b>240</b>	<b>TOTAL LOCAL RISK</b>	A	<b>247</b>	<b>192</b>	<b>329</b>
	<b>CENTRAL RISK</b>				
3	Premises Related Expenses		2	2	2
0	Capital Charges		0	6	6
<b>3</b>	<b>Total Expenditure</b>		<b>2</b>	<b>8</b>	<b>8</b>
<b>3</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>2</b>	<b>8</b>	<b>8</b>
	<b>RECHARGES</b>				
107	Central Recharges		103	74	69
(313)	Recharges Across Funds		(293)	0	0
<b>(206)</b>	<b>TOTAL RECHARGES</b>	C	<b>(190)</b>	<b>74</b>	<b>69</b>
<b>37</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>59</b>	<b>274</b>	<b>406</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
(97)	Monument		(95)	(96)	(37)
134	Mayoralty and Shrievalty		154	113	113
0	Keats House		0	257	330
<b>37</b>	<b>TOTAL</b>		<b>59</b>	<b>274</b>	<b>406</b>



**FINANCE COMMITTEE - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>FINANCE COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
611	Employees		634	561	543
356	Premises Related Expenses		284	351	325
2	Transport Related Expenses		3	3	3
145	Supplies and Services		89	177	184
<b>1,114</b>	<b>TOTAL Expenditure</b>		<b>1,010</b>	<b>1,092</b>	<b>1,055</b>
	<b>Income</b>				
(19)	Customer, Client Receipts		(19)	(18)	(18)
(50)	Transfer from Reserves		0	0	0
<b>(69)</b>	<b>TOTAL Income</b>		<b>(19)</b>	<b>(18)</b>	<b>(18)</b>
<b>1,045</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>991</b>	<b>1,074</b>	<b>1,037</b>
<b>506</b>	<b>City Surveyor Local Risk</b>		<b>(132)</b>	<b>1,146</b>	<b>(958)</b>
<b>1,551</b>	<b>TOTAL LOCAL RISK</b>	A	<b>859</b>	<b>2,220</b>	<b>79</b>
	<b>CENTRAL RISK</b>				
387	Employee Expenses		414	412	415
165	Premises Related Expenses		193	257	253
29	Transport Related Expenses		9	9	9
6,409	Supplies and Services		5,511	5,262	5,283
9	Transfer Payments		9	9	9
15,768	Capital Charges		2,297	6,629	5,544
6,876	Transfer to Reserve		0	0	0
0	Contingencies		1,663	1,389	2,065
<b>29,643</b>	<b>Total Expenditure</b>		<b>10,096</b>	<b>13,967</b>	<b>13,578</b>
(34)	Government Grants		0	0	0
(6,523)	Other Grants, Reimbursements and Contributions		0	0	(300)
(8,440)	Customer, Client Receipts		(484)	(10,173)	(3,180)
(18,829)	Investment Income		(19,251)	(19,601)	(21,101)
(567)	Capital Projects		0	0	0
<b>(34,393)</b>	<b>Total Income</b>		<b>(19,735)</b>	<b>(29,774)</b>	<b>(24,581)</b>
<b>(4,750)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(9,639)</b>	<b>(15,807)</b>	<b>(11,003)</b>
	<b>RECHARGES</b>				
(6,134)	Central Recharges		3,476	4,132	4,327
406	Recharges Within Fund		369	444	451
265	Recharges Across Funds		254	564	295
<b>(5,463)</b>	<b>TOTAL RECHARGES</b>	C	<b>4,099</b>	<b>5,140</b>	<b>5,073</b>
<b>(8,662)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(4,681)</b>	<b>(8,447)</b>	<b>(5,851)</b>

**FINANCE COMMITTEE - CITY'S CASH**

<i>Actual</i> <b>2012-13</b> <b>£'000</b>	<b>SERVICES MANAGED</b>		<i>Original</i> <b>Budget</b> <b>2013-14</b> <b>£'000</b>	<i>Latest Approved</i> <b>Budget</b> <b>2013-14</b> <b>£'000</b>	<i>Original</i> <b>Budget</b> <b>2014-15</b> <b>£'000</b>
(6,357)	Corporate Financing		303	(4,383)	1,232
(10,603)	Corporate and Democratic Core		(14,047)	(13,071)	(17,692)
2,978	Contingencies and Corpoartae Expenses		4,175	4,390	5,614
955	Grants		1,040	1,228	1,040
250	Chamberlain's Court		245	248	248
(375)	City Moiety		(264)	(302)	(301)
235	Discretionary Expenditure		367	359	375
479	Corporate Services - Town Clerk		475	475	475
274	Corporate Services - Remembrancer		269	279	274
36	Mandatory Expenditure		46	56	45
2,653	Mansion House Premises - Private Secretary		1,868	1,383	1,988
326	Central Criminal Court - Town Clerk		350	350	350
487	Secondary's Office - Town Clerk		492	541	501
<b>(8,662)</b>	<b>TOTAL</b>		<b>(4,681)</b>	<b>(8,447)</b>	<b>(5,851)</b>

**GENERAL PURPOSES COMMITTEE OF ALDERMEN - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>GENERAL PURPOSES COMMITTEE OF ALDERMEN SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
1,977	Employees		1,937	1,972	1,924
87	Transport Related Expenses		70	70	76
1,041	Supplies and Services		641	752	645
<b>3,105</b>	<b>TOTAL Expenditure</b>		<b>2,648</b>	<b>2,794</b>	<b>2,645</b>
	<b>Income</b>				
(407)	Customer, Client Receipts		(280)	(315)	(315)
<b>(407)</b>	<b>TOTAL Income</b>		<b>(280)</b>	<b>(315)</b>	<b>(315)</b>
<b>2,698</b>	<b>TOTAL LOCAL RISK</b>	A	<b>2,368</b>	<b>2,479</b>	<b>2,330</b>
	<b>CENTRAL RISK</b>				
36	Employee Expenses		0	0	0
443	Supplies and Services		429	437	437
0	Capital Charges		0	14	14
0	Contingencies		15	5	15
<b>479</b>	<b>Total Expenditure</b>		<b>444</b>	<b>456</b>	<b>466</b>
<b>479</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>444</b>	<b>456</b>	<b>466</b>
	<b>RECHARGES</b>				
337	Central Recharges		293	323	313
26	Recharges Within Fund		26	27	27
<b>363</b>	<b>TOTAL RECHARGES</b>	C	<b>319</b>	<b>350</b>	<b>340</b>
<b>3,540</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>3,131</b>	<b>3,285</b>	<b>3,136</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
2,571	Mansion House - Private Secretary		2,088	2,232	2,083
628	Mayoral - Private Secretary		685	688	688
169	Sheriffs - Town Clerk Secondary		178	190	180
140	Show and Banquet - Remembrancer		128	133	133
28	Administration - Town Clerk		45	35	45
1	Chaplain - Chamberlain		1	1	1
3	Works - City Surveyor		6	6	6
<b>3,540</b>	<b>TOTAL</b>		<b>3,131</b>	<b>3,285</b>	<b>3,136</b>

**BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA SUMMARY</b> <i>Analysis of Service Expenditure</i>	<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>			
	<b>Expenditure</b>			
12,577	Employees	11,947	11,947	11,947
2,247	Premises Related Expenses	2,459	2,459	2,459
171	Transport Related Expenses	119	119	119
4,123	Supplies and Services	5,164	5,164	5,164
96	Third Party Payments	93	93	93
419	Transfer Payments	376	376	376
0	Transfer to Reserve	(1,021)	(1,021)	(1,021)
0	Contingencies	(55)	(55)	(55)
0	Unidentified Savings	(14)	1,721	1,323
<b>19,633</b>	<b>TOTAL Expenditure</b>	<b>19,068</b>	<b>20,803</b>	<b>20,405</b>
	<b>Income</b>			
(3,058)	Government Grants	(2,123)	(2,123)	(2,123)
(1,061)	Other Grants, Reimbursements and Contributions	(1,071)	(1,071)	(1,071)
(9,592)	Customer, Client Receipts	(10,695)	(10,695)	(10,695)
<b>(13,711)</b>	<b>TOTAL Income</b>	<b>(13,889)</b>	<b>(13,889)</b>	<b>(13,889)</b>
<b>5,922</b>	<b>TOTAL LOCAL RISK</b>	<b>5,179</b>	<b>6,914</b>	<b>6,516</b>
	<b>CENTRAL RISK</b>			
88	Transfer Payments	0	0	0
0	Capital Charges	0	628	1,587
<b>88</b>	<b>Total Expenditure</b>	<b>0</b>	<b>628</b>	<b>1,587</b>
(3)	Other Grants, Reimbursements and Contributions	0	0	0
<b>(3)</b>	<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>85</b>	<b>TOTAL CENTRAL RISK</b>	<b>0</b>	<b>628</b>	<b>1,587</b>
	<b>RECHARGES</b>			
2,191	Central Recharges	781	834	859
(41)	Recharges Within Fund	(50)	(50)	(50)
45	Recharges Across Funds	59	59	59
<b>2,195</b>	<b>TOTAL RECHARGES</b>	<b>790</b>	<b>843</b>	<b>868</b>
<b>8,202</b>	<b>TOTAL NET EXPENDITURE</b>	<b>5,969</b>	<b>8,385</b>	<b>8,971</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>	<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
8,202	Guildhall School of Music and Drama	5,969	8,385	8,971
<b>8,202</b>	<b>TOTAL</b>	<b>5,969</b>	<b>8,385</b>	<b>8,971</b>

**MARKETS AND CONSUMER PROTECTION COMMITTEE - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>MARKETS AND CONSUMER PROTECTION COMMITTEE</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
3,755	Employees		3,822	3,820	3,885
3,109	Premises Related Expenses		3,097	3,068	3,366
36	Transport Related Expenses		33	48	33
812	Supplies and Services		675	699	672
79	Transfer to Reserve		4	0	85
<b>7,791</b>	<b>TOTAL Expenditure</b>		<b>7,631</b>	<b>7,635</b>	<b>8,041</b>
	<b>Income</b>				
(219)	Other Grants, Reimbursements and Contributions		(200)	(194)	(362)
(4,115)	Customer, Client Receipts		(4,216)	(5,855)	(6,053)
(6)	Investment Income		(4)	(4)	(1)
(62)	Transfer from Reserves		0	(27)	0
<b>(4,402)</b>	<b>TOTAL Income</b>		<b>(4,420)</b>	<b>(6,080)</b>	<b>(6,416)</b>
<b>3,389</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>3,211</b>	<b>1,555</b>	<b>1,625</b>
<b>719</b>	<b>City Surveyor Local Risk</b>		<b>1,049</b>	<b>986</b>	<b>1,491</b>
<b>4,108</b>	<b>TOTAL LOCAL RISK</b>	A	<b>4,260</b>	<b>2,541</b>	<b>3,116</b>
	<b>CENTRAL RISK</b>				
213	Premises Related Expenses		107	144	135
838	Supplies and Services		150	180	150
0	Capital Charges		0	291	220
<b>1,051</b>	<b>Total Expenditure</b>		<b>257</b>	<b>615</b>	<b>505</b>
(4,100)	Customer, Client Receipts		(4,083)	(3,112)	(3,213)
(6)	Transfer from Reserves		(20)	(165)	(271)
<b>(4,106)</b>	<b>Total Income</b>		<b>(4,103)</b>	<b>(3,277)</b>	<b>(3,484)</b>
<b>(3,055)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(3,846)</b>	<b>(2,662)</b>	<b>(2,979)</b>
	<b>RECHARGES</b>				
5,822	Central Recharges		1,323	1,390	1,396
(18)	Recharges Within Fund		(4)	(2)	(2)
(334)	Recharges Across Funds		(355)	(354)	(362)
<b>5,470</b>	<b>TOTAL RECHARGES</b>	C	<b>964</b>	<b>1,034</b>	<b>1,032</b>
<b>6,523</b>	<b>TOTAL NET EXPENDITURE / (INCOME)</b>	A+B+C	<b>1,378</b>	<b>913</b>	<b>1,169</b>

**MARKETS AND CONSUMER PROTECTION COMMITTEE - CITY'S CASH**

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>SERVICES MANAGED</b>	<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>Smithfield Market</b>			
6,731	Wholesale Market	2,176	0	0
0	Service Charge Account	0	1,755	1,785
0	Non-Service Charge Account	0	(507)	(210)
(24)	Other Services	(83)	4	28
<b>6,707</b>	<b>Total Smithfield Market</b>	<b>2,093</b>	<b>1,252</b>	<b>1,603</b>
	<b>Billingsgate Market</b>			
0	Service Charge Account	0	0	0
(184)	Non-Service Charge Account	(715)	(339)	(434)
0	Repainting and Special Works	0	0	0
<b>(184)</b>	<b>Total Billingsgate Market</b>	<b>(715)</b>	<b>(339)</b>	<b>(434)</b>
	<b>Markets Directorate</b>			
<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>6,523</b>	<b>TOTAL</b>	<b>1,378</b>	<b>913</b>	<b>1,169</b>

**OPEN SPACES AND CITY GARDENS COMMITTEE - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>OPEN SPACES AND CITY GARDENS COMMITTEE SUMMARY (DIRECTORATE)</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
420	Employees		336	336	338
2	Premises Related Expenses		4	4	4
2	Transport Related Expenses		2	2	2
30	Supplies and Services		28	28	28
<b>454</b>	<b>TOTAL Expenditure</b>		<b>370</b>	<b>370</b>	<b>372</b>
	<b>Income</b>				
(1)	Customer, Client Receipts		0	0	0
<b>(1)</b>	<b>TOTAL Income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>453</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>370</b>	<b>370</b>	<b>372</b>
<b>(2)</b>	<b>City Surveyor Local Risk</b>		<b>5</b>	<b>1</b>	<b>1</b>
<b>451</b>	<b>TOTAL LOCAL RISK</b>	A	<b>375</b>	<b>371</b>	<b>373</b>
	<b>RECHARGES</b>				
367	Central Recharges		373	376	375
(96)	Recharges to Finance Committee		(96)	(96)	(96)
<b>271</b>	<b>TOTAL RECHARGES</b>	B	<b>277</b>	<b>280</b>	<b>279</b>
<b>722</b>	<b>NET EXPENDITURE</b>	A+B	<b>652</b>	<b>651</b>	<b>652</b>
	<b>Recharges to other Open Spaces Committees*</b>				
(562)	Recharges Within Fund		(510)	(512)	(513)
(160)	Recharges Across Funds		(142)	(139)	(139)
<b>(722)</b>	<b>Total Recharges to other Open Spaces Committees</b>	C	<b>(652)</b>	<b>(651)</b>	<b>(652)</b>
<b>0</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>0</b>	<b>0</b>	<b>0</b>

<i>Actual</i> 2012-13 £'000	<b>*Recharges to other Open Spaces Committees</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
150	Epping Forest		153	156	157
27	Burnham Beeches		22	22	22
51	City Commons		46	46	46
27	Queens Park		23	23	23
17	Highgate Wood		16	15	15
41	West Ham Park		39	39	39
245	Hampstead Heath		207	207	207
4	Bunhill Fields		4	4	4
58	City Open Spaces		50	49	49
102	Cemetery		92	90	90
<b>722</b>	<b>TOTAL</b>		<b>652</b>	<b>651</b>	<b>652</b>

**EPPING FOREST AND COMMONS COMMITTEE - CITY'S CASH**

<i>Actual</i> <b>2012-13</b> <b>£'000</b>	<b>EPPING FOREST AND COMMONS COMMITTEE</b> <b>SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original</i> <b>Budget</b> <b>2013-14</b> <b>£'000</b>	<i>Latest Approved</i> <b>Budget</b> <b>2013-14</b> <b>£'000</b>	<i>Original</i> <b>Budget</b> <b>2014-15</b> <b>£'000</b>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
4,056	Employees		4,189	4,009	4,106
1,102	Premises Related Expenses		950	989	979
297	Transport Related Expenses		315	397	315
1,065	Supplies and Services		832	802	776
35	Third Party Payments		42	35	35
296	Transfer to Reserve		100	75	100
<b>6,851</b>	<b>TOTAL Expenditure</b>		<b>6,428</b>	<b>6,307</b>	<b>6,311</b>
	<b>Income</b>				
(530)	Government Grants		(483)	(479)	(479)
(434)	Other Grants, Reimbursements and Contributions		(481)	(386)	(575)
(883)	Customer, Client Receipts		(919)	(968)	(921)
(2)	Investment Income		0	0	0
(170)	Transfer from Reserve		0	0	0
<b>(2,019)</b>	<b>TOTAL Income</b>		<b>(1,883)</b>	<b>(1,833)</b>	<b>(1,975)</b>
<b>4,832</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>4,545</b>	<b>4,474</b>	<b>4,336</b>
<b>1,235</b>	<b>City Surveyor Local Risk</b>		<b>1,650</b>	<b>1,063</b>	<b>1,653</b>
<b>6,067</b>	<b>TOTAL LOCAL RISK</b>	A	<b>6,195</b>	<b>5,537</b>	<b>5,989</b>
	<b>CENTRAL RISK</b>				
0	Capital Charges		0	344	402
545	Transfer to Reserve		0	0	0
<b>545</b>	<b>Total Expenditure</b>		<b>0</b>	<b>344</b>	<b>402</b>
(910)	Other Grants, Reimbursements and Contributions		(366)	(366)	0
(16)	Investment Income		(18)	(18)	(18)
(161)	Transfer from Reserve		(270)	(344)	(402)
<b>(1,087)</b>	<b>Total Income</b>		<b>(654)</b>	<b>(728)</b>	<b>(420)</b>
<b>(542)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(654)</b>	<b>(384)</b>	<b>(18)</b>
	<b>RECHARGES</b>				
1,259	Central Recharges		1,364	1,103	1,080
171	Recharges Within Fund		165	168	169
11	Recharges Across Funds		13	14	14
<b>1,441</b>	<b>TOTAL RECHARGES</b>	C	<b>1,542</b>	<b>1,285</b>	<b>1,263</b>
<b>6,966</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>7,083</b>	<b>6,438</b>	<b>7,234</b>



**EPPING FOREST AND COMMONS COMMITTEE - CITY'S CASH**

<i>Actual</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
<b>2012-13 £'000</b>					
4,398	Epping Forest		4,523	4,138	4,670
0	Epping Forest - City Bridge Trust		0	0	0
3	Heritage Lottery Funding		7	7	7
16	Chingford Golf Course		(64)	(64)	(65)
179	Wanstead Flats		175	174	176
0	Woodredon and Warlies Park Estate		0	0	0
676	Burnham Beeches		683	624	676
20	Stoke Common		22	22	22
1,674	City Commons		1,737	1,537	1,748
<b>6,966</b>	<b>TOTAL</b>		<b>7,083</b>	<b>6,438</b>	<b>7,234</b>

**HAMPSTEAD HEATH, QUEENS PARK AND HIGHGATE WOOD COMMITTEE - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>HAMPSTEAD HEATH, QUEEN'S PARK AND HIGHGATE WOOD COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
5,539	Employees		5,799	5,844	5,804
870	Premises Related Expenses		421	457	433
311	Transport Related Expenses		152	152	152
1,118	Supplies and Services		726	696	666
1	Transfer to Reserve		0	0	0
<b>7,839</b>	<b>TOTAL Expenditure</b>		<b>7,098</b>	<b>7,149</b>	<b>7,055</b>
	<b>Income</b>				
(34)	Other Grants, Reimbursements and Contributions		0	0	(252)
(1,337)	Customer, Client Receipts		(1,025)	(1,085)	(1,085)
(39)	Transfer from Reserves		0	0	0
(39)	Capital Projects		(40)	(40)	(40)
<b>(1,449)</b>	<b>TOTAL Income</b>		<b>(1,065)</b>	<b>(1,125)</b>	<b>(1,377)</b>
<b>6,390</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>6,033</b>	<b>6,024</b>	<b>5,678</b>
<b>670</b>	<b>City Surveyor Local Risk</b>		<b>1,681</b>	<b>1,211</b>	<b>1,919</b>
<b>7,060</b>	<b>TOTAL LOCAL RISK</b>	A	<b>7,714</b>	<b>7,235</b>	<b>7,597</b>
	<b>CENTRAL RISK</b>				
0	Capital Charges		0	104	104
215	Transfer to Reserve		0	0	0
<b>215</b>	<b>Total Expenditure</b>		<b>0</b>	<b>104</b>	<b>104</b>
(775)	Other Grants, Reimbursements and Contributions		(560)	(545)	0
(1,239)	Investment Income		(1,199)	(1,193)	(1,193)
(104)	Transfer from Reserves		(104)	(104)	(104)
<b>(2,118)</b>	<b>Total Income</b>		<b>(1,863)</b>	<b>(1,842)</b>	<b>(1,297)</b>
<b>(1,903)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(1,863)</b>	<b>(1,738)</b>	<b>(1,193)</b>
	<b>RECHARGES</b>				
997	Central Recharges		899	898	864
194	Recharges Within Fund		151	150	150
<b>1,191</b>	<b>TOTAL RECHARGES</b>	C	<b>1,050</b>	<b>1,048</b>	<b>1,014</b>
<b>6,348</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>6,901</b>	<b>6,545</b>	<b>7,418</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
5,255	Hampstead Heath		5,618	5,384	6,062
0	Hampstead Heath - City Bridge Trust		0	0	0
657	Queens Park		673	648	729
0	Queens Park - City Bridge Trust		0	0	0
436	Highgate Wood		610	513	627
0	Highgate Wood - City Bridge Trust		0	0	0
<b>6,348</b>	<b>TOTAL</b>		<b>6,901</b>	<b>6,545</b>	<b>7,418</b>

**OPEN SPACES AND CITY GARDENS COMMITTEE - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>OPEN SPACES AND CITY GARDENS COMMITTEE SUMMARY (BUNHILL FIELDS)</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
101	Employees		98	101	101
5	Premises Related Expenses		5	4	5
1	Supplies and Services		4	2	2
1	Third Party Payments		0	0	0
<b>108</b>	<b>TOTAL Expenditure</b>		<b>107</b>	<b>107</b>	<b>108</b>
<b>108</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>107</b>	<b>107</b>	<b>108</b>
<b>37</b>	<b>City Surveyor Local Risk</b>		<b>146</b>	<b>183</b>	<b>173</b>
<b>145</b>	<b>TOTAL LOCAL RISK</b>	A	<b>253</b>	<b>290</b>	<b>281</b>
	<b>RECHARGES</b>				
61	Central Recharges		38	38	40
4	Recharges Within Fund		4	4	4
<b>65</b>	<b>TOTAL RECHARGES</b>	B	<b>42</b>	<b>42</b>	<b>44</b>
<b>210</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>295</b>	<b>332</b>	<b>325</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
210	Bunhill Fields		295	332	325
<b>210</b>	<b>TOTAL</b>		<b>295</b>	<b>332</b>	<b>325</b>

**WEST HAM PARK COMMITTEE - CITY'S CASH**

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>WEST HAM PARK COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
698	Employees		756	782	810
106	Premises Related Expenses		88	86	65
29	Transport Related Expenses		23	33	33
194	Supplies and Services		208	200	202
25	Third Party Payments		18	22	22
<b>1,052</b>	<b>TOTAL Expenditure</b>		<b>1,093</b>	<b>1,123</b>	<b>1,132</b>
	<b>Income</b>				
0	Other Grants, Reimbursements and Contributions		0	(43)	(67)
(431)	Customer, Client Receipts		(457)	(444)	(443)
<b>(431)</b>	<b>TOTAL Income</b>		<b>(457)</b>	<b>(487)</b>	<b>(510)</b>
<b>621</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>636</b>	<b>636</b>	<b>622</b>
<b>98</b>	<b>City Surveyor Local Risk</b>		<b>332</b>	<b>196</b>	<b>365</b>
<b>719</b>	<b>TOTAL LOCAL RISK</b>	A	<b>968</b>	<b>832</b>	<b>987</b>
	<b>CENTRAL RISK</b>				
4	Employee Expenses		0	0	0
0	Capital Charges		0	10	10
0	Transfer to Reserves		5	8	9
<b>4</b>	<b>TOTAL Expenditure</b>		<b>5</b>	<b>18</b>	<b>19</b>
(75)	Other Grants, Reimbursements and Contributions		(75)	(75)	0
0	Contributions from Other Local Authorities		0	0	0
(3)	Investment Income		(1)	(1)	(1)
9	Transfer from Reserves		(25)	(10)	(10)
<b>(69)</b>	<b>TOTAL Income</b>		<b>(101)</b>	<b>(86)</b>	<b>(11)</b>
<b>(65)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(96)</b>	<b>(68)</b>	<b>8</b>
	<b>RECHARGES</b>				
225	Central Recharges		249	207	199
34	Recharges Within Fund		32	32	32
<b>259</b>	<b>TOTAL RECHARGES</b>	C	<b>281</b>	<b>239</b>	<b>231</b>
<b>913</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>1,153</b>	<b>1,003</b>	<b>1,226</b>

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
913	West Ham Park		1,153	1,003	1,226
0	West Ham Park - City Bridge Trust		0	0	0
0	Nursery		0	0	0
<b>913</b>	<b>TOTAL</b>		<b>1,153</b>	<b>1,003</b>	<b>1,226</b>

**PLANNING AND TRANSPORTATION COMMITTEE - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>PLANNING AND TRANSPORTATION COMMITTEE</b> <i>SUMMARY</i> <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> 2013-14 £'000	<i>Latest Approved</i> <i>Budget</i> 2013-14 £'000	<i>Original</i> <i>Budget</i> 2014-15 £'000
	<b>RECHARGES</b>				
138	Recharges Across Funds		129	113	119
<b>138</b>	<b>TOTAL RECHARGES</b>	A	<b>129</b>	<b>113</b>	<b>119</b>
<b>138</b>	<b>TOTAL NET EXPENDITURE</b>	A	<b>129</b>	<b>113</b>	<b>119</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> 2013-14 £'000	<i>Latest Approved</i> <i>Budget</i> 2013-14 £'000	<i>Original</i> <i>Budget</i> 2014-15 £'000
138	Off-Street Parking		129	113	119
<b>138</b>	<b>TOTAL</b>		<b>129</b>	<b>113</b>	<b>119</b>

POLICY AND RESOURCES COMMITTEE - CITY'S CASH

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>POLICY AND RESOURCES COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
916	Employees		944	972	968
0	Premises Related Expenses		1	1	0
8	Transport Related Expenses		5	5	5
183	Supplies and Services		165	193	157
<b>1,107</b>	<b>TOTAL Expenditure</b>		<b>1,115</b>	<b>1,171</b>	<b>1,130</b>
	<b>Income</b>				
(91)	Customer, Client Receipts		(6)	(10)	(10)
<b>(91)</b>	<b>TOTAL Income</b>		<b>(6)</b>	<b>(10)</b>	<b>(10)</b>
<b>1,016</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>1,109</b>	<b>1,161</b>	<b>1,120</b>
<b>381</b>	<b>City Surveyor Local Risk</b>		<b>95</b>	<b>78</b>	<b>6</b>
<b>1,397</b>	<b>TOTAL LOCAL RISK</b>	A	<b>1,204</b>	<b>1,239</b>	<b>1,126</b>
	<b>CENTRAL RISK</b>				
136	Employee Expenses		149	149	149
2,958	Supplies and Services		1,492	2,834	1,841
0	Capital Charges		0	492	492
19	Transfer to Reserve		0	0	0
0	Contingencies		829	682	980
<b>3,113</b>	<b>Total Expenditure</b>		<b>2,470</b>	<b>4,157</b>	<b>3,462</b>
(415)	Other Grants, Reimbursements and Contributions		(175)	(289)	(175)
(27)	Transfer from Reserves		0	(19)	0
<b>(442)</b>	<b>Total Income</b>		<b>(175)</b>	<b>(308)</b>	<b>(175)</b>
<b>2,671</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>2,295</b>	<b>3,849</b>	<b>3,287</b>
	<b>RECHARGES</b>				
3,705	Central Recharges		3,955	3,935	3,926
(300)	Recharges Within Fund		(298)	(315)	(313)
2,823	Recharges Across Funds		2,588	2,532	2,525
<b>6,228</b>	<b>TOTAL RECHARGES</b>	C	<b>6,245</b>	<b>6,152</b>	<b>6,138</b>
<b>10,296</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>9,744</b>	<b>11,240</b>	<b>10,551</b>

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2014-15</i> <i>£'000</i>
5,013	Grants, Contingencies and Miscellaneous		4,551	5,608	5,006
5,283	Ceremonial		5,193	5,632	5,545
<b>10,296</b>	<b>TOTAL</b>		<b>9,744</b>	<b>11,240</b>	<b>10,551</b>

**PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
338	Employees		343	337	298
14	Premises Related Expenses		22	19	22
8	Transport Related Expenses		9	8	8
24	Supplies and Services		33	51	26
<b>384</b>	<b>TOTAL Expenditure</b>		<b>407</b>	<b>415</b>	<b>354</b>
	<b>Income</b>				
0	Government Grants		0	(28)	0
(50)	Customer, Client Receipts		(47)	(27)	(27)
<b>(50)</b>	<b>TOTAL Income</b>		<b>(47)</b>	<b>(55)</b>	<b>(27)</b>
<b>334</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>360</b>	<b>360</b>	<b>327</b>
<b>4</b>	<b>City Surveyor Local Risk</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>338</b>	<b>TOTAL LOCAL RISK</b>	A	<b>360</b>	<b>360</b>	<b>327</b>
	<b>CENTRAL RISK</b>				
0	Capital Charges		0	100	100
<b>0</b>	<b>Total Expenditure</b>		<b>0</b>	<b>100</b>	<b>100</b>
<b>0</b>	<b>TOTAL CENTRAL RISK</b>		<b>0</b>	<b>100</b>	<b>100</b>
	<b>RECHARGES</b>				
323	Central Recharges		77	79	78
(31)	Recharges Within Fund		(45)	(47)	(47)
(381)	Recharges Across Funds		(405)	(320)	(335)
<b>(89)</b>	<b>TOTAL RECHARGES</b>	B	<b>(373)</b>	<b>(288)</b>	<b>(304)</b>
<b>249</b>	<b>TOTAL NET EXPENDITURE / (INCOME)</b>	A+B	<b>(13)</b>	<b>172</b>	<b>123</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
249	Meat Inspector's Office		(13)	172	123
<b>249</b>	<b>TOTAL</b>		<b>(13)</b>	<b>172</b>	<b>123</b>

**PROPERTY INVESTMENT BOARD - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>PROPERTY INVESTMENT BOARD COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
8,783	Employees		8,965	9,214	8,992
7,501	Premises Related Expenses		5,892	6,434	5,721
31	Transport Related Expenses		26	15	15
2,170	Supplies and Services		2,004	2,104	2,159
0	Savings to be Applied		(700)	(700)	(700)
<b>18,485</b>	<b>TOTAL Expenditure</b>		<b>16,187</b>	<b>17,067</b>	<b>16,187</b>
	<b>Income</b>				
0	Other Grants, Reimbursements and Contributions		(314)	(818)	(477)
(4,110)	Customer, Client Receipts		(4,957)	(4,927)	(5,140)
(2)	Investment Income		0	0	0
(2,723)	Transfer from Reserves		0	0	0
<b>(6,835)</b>	<b>TOTAL Income</b>		<b>(5,271)</b>	<b>(5,745)</b>	<b>(5,617)</b>
<b>11,650</b>	<b>TOTAL LOCAL RISK</b>	A	<b>10,916</b>	<b>11,322</b>	<b>10,570</b>
	<b>CENTRAL RISK</b>				
21	Employee Expenses		0	0	0
667	Premises Related Expenses		942	971	1,015
651	Supplies and Services		330	330	330
4,644	Capital Charges		640	8,040	471
<b>5,983</b>	<b>Total Expenditure</b>		<b>1,912</b>	<b>9,341</b>	<b>1,816</b>
(48,036)	Customer, Client Receipts		(44,678)	(43,484)	(43,667)
(4,644)	Transfer from Reserves		(640)	(8,040)	(471)
(354)	Capital Projects		(500)	(450)	(450)
<b>(53,034)</b>	<b>Total Income</b>		<b>(45,818)</b>	<b>(51,974)</b>	<b>(44,588)</b>
<b>(47,051)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(43,906)</b>	<b>(42,633)</b>	<b>(42,772)</b>
	<b>RECHARGES</b>				
8,749	Central Recharges		6,138	6,247	6,258
34	Recharges Within Fund		58	34	33
(8,060)	Recharges Across Funds		(7,569)	(7,773)	(7,640)
<b>723</b>	<b>TOTAL RECHARGES</b>	C	<b>(1,373)</b>	<b>(1,492)</b>	<b>(1,349)</b>
<b>(34,678)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(34,363)</b>	<b>(32,803)</b>	<b>(33,551)</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
(34,678)	City's Estate		(34,363)	(32,803)	(33,551)
0	City Surveyor's Departmental		0	0	0
<b>(34,678)</b>	<b>TOTAL</b>		<b>(34,363)</b>	<b>(32,803)</b>	<b>(33,551)</b>



**BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
8,731	Employees		8,712	8,880	9,195
2,029	Premises Related Expenses		2,717	2,582	2,083
250	Transport Related Expenses		285	249	263
2,444	Supplies and Services		2,511	2,814	2,772
989	Transfer Payments		1,018	1,030	1,051
0	Transfer to Reserves		150	0	1
<b>14,443</b>	<b>TOTAL Expenditure</b>		<b>15,393</b>	<b>15,555</b>	<b>15,365</b>
	<b>Income</b>				
(703)	Other Grants, Reimbursements and Contributions		(733)	(733)	(798)
(13,166)	Customer, Client Receipts		(13,584)	(13,843)	(14,219)
(73)	Investment Income		(72)	(66)	(54)
(4)	Transfer from Reserves		(881)	(552)	(686)
<b>(13,946)</b>	<b>TOTAL Income</b>		<b>(15,270)</b>	<b>(15,194)</b>	<b>(15,757)</b>
<b>497</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>123</b>	<b>361</b>	<b>(392)</b>
<b>248</b>	<b>City Surveyor Local Risk</b>		<b>544</b>	<b>336</b>	<b>1,118</b>
<b>745</b>	<b>TOTAL LOCAL RISK</b>	A	<b>667</b>	<b>697</b>	<b>726</b>
	<b>RECHARGES</b>				
610	Central Recharges		661	670	668
66	Recharges Within Fund		73	57	54
<b>676</b>	<b>TOTAL RECHARGES</b>	B	<b>734</b>	<b>727</b>	<b>722</b>
<b>1,421</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>1,401</b>	<b>1,424</b>	<b>1,448</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
1,421	City of London School		1,401	1,424	1,448
0	Boys School Repairs Fund		0	0	0
<b>1,421</b>	<b>TOTAL</b>		<b>1,401</b>	<b>1,424</b>	<b>1,448</b>

**BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL - CITY'S CASH**

<i>Actual</i> 2012-13 £'000	<b>BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
7,565	Employees		7,743	7,776	7,979
1,699	Premises Related Expenses		1,749	1,685	1,610
78	Transport Related Expenses		79	79	83
3,398	Supplies and Services		3,365	3,371	3,391
765	Transfer Payments		770	782	748
14	Transfer to Reserves		36	75	130
<b>13,519</b>	<b>TOTAL Expenditure</b>		<b>13,742</b>	<b>13,768</b>	<b>13,941</b>
	<b>Income</b>				
(495)	Other Grants, Reimbursements and Contributions		(483)	(483)	(392)
(13,068)	Customer, Client Receipts		(13,246)	(13,264)	(13,531)
(90)	Investment Income		(95)	(77)	(68)
(8)	Transfer from Reserves		0	0	0
<b>(13,661)</b>	<b>TOTAL Income</b>		<b>(13,824)</b>	<b>(13,824)</b>	<b>(13,991)</b>
<b>(142)</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>(82)</b>	<b>(56)</b>	<b>(50)</b>
<b>386</b>	<b>City Surveyor Local Risk</b>		<b>331</b>	<b>331</b>	<b>313</b>
<b>244</b>	<b>TOTAL LOCAL RISK</b>	A	<b>249</b>	<b>275</b>	<b>263</b>
	<b>RECHARGES</b>				
2,005	Central Recharges		1,982	1,990	1,997
45	Recharges Within Fund		56	44	42
<b>2,050</b>	<b>TOTAL RECHARGES</b>	B	<b>2,038</b>	<b>2,034</b>	<b>2,039</b>
<b>2,294</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>2,287</b>	<b>2,309</b>	<b>2,302</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
2,294	City of London Freemen School		2,287	2,309	2,302
0	Freemens School Repairs Fund		0	0	0
<b>2,294</b>	<b>TOTAL</b>		<b>2,287</b>	<b>2,309</b>	<b>2,302</b>

**BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL FOR GIRLS - CITY'S CASH**

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL FOR GIRLS SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
6,934	Employees		7,032	7,274	7,617
1,200	Premises Related Expenses		1,502	1,437	1,084
12	Transport Related Expenses		14	14	14
2,145	Supplies and Services		2,387	1,953	1,891
701	Transfer Payments		720	703	725
148	Transfer to Reserves		20	20	210
<b>11,140</b>	<b>TOTAL Expenditure</b>		<b>11,675</b>	<b>11,401</b>	<b>11,541</b>
	<b>Income</b>				
(445)	Other Grants, Reimbursements and Contributions		(438)	(438)	(394)
(10,371)	Customer, Client Receipts		(10,655)	(10,444)	(10,787)
(45)	Investment Income		(58)	(51)	(47)
0	Transfer from Reserves		(290)	(233)	0
<b>(10,861)</b>	<b>TOTAL Income</b>		<b>(11,441)</b>	<b>(11,166)</b>	<b>(11,228)</b>
<b>279</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>234</b>	<b>235</b>	<b>313</b>
<b>137</b>	<b>City Surveyor Local Risk</b>		<b>252</b>	<b>253</b>	<b>222</b>
<b>416</b>	<b>TOTAL LOCAL RISK</b>	A	<b>486</b>	<b>488</b>	<b>535</b>
	<b>RECHARGES</b>				
1,077	Central Recharges		456	514	496
68	Recharges Within Fund		69	62	59
<b>1,145</b>	<b>TOTAL RECHARGES</b>	B	<b>525</b>	<b>576</b>	<b>555</b>
<b>1,561</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>1,011</b>	<b>1,064</b>	<b>1,090</b>

<i>Actual</i>  <i>2012-13</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
1,561	City of London School for Girls		1,011	1,064	1,090
0	Girls School Repairs Fund		0	0	0
<b>1,561</b>	<b>TOTAL</b>		<b>1,011</b>	<b>1,064</b>	<b>1,090</b>

**EXPLANATORY NOTES FOR CAPITAL & SUPPLEMENTARY REVENUE PROJECT BUDGET SCHEDULES**

**IMPLEMENTING DEPARTMENT**

The source codes shown below identify the officers responsible for the implementation of the capital project at the time the Budget was prepared.

BE =	Director of the Built Environment	DB =	Managing Director of the Barbican Centre
CH =	Chamberlain	DO =	Director of Open Spaces
CO =	Director of Community & Children's Services	HA =	Director of Culture, Heritage & Libraries, LMA
CP =	Commissioner of the City of London Police	MK =	Director of Markets & Consumer Protection
CS =	City Surveyor		

**COST APPROVED BY COURT OF COMMON COUNCIL**

The figures in this column are the most recent expenditure approvals.

**LATEST ESTIMATED COST**

The figures in this column are the simple aggregate of the phased estimated expenditure columns to its right.

**ESTIMATED EXPENDITURE**

The expenditure figures are generally at current prices.

**CAPITAL EXPENDITURE SUMMARY**  
**CITY'S CASH**

COMMITTEE	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	ESTIMATED EXPENDITURE						
				2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs	
				£000	£000	£000	£000	£000	£000	
CITY OF LONDON FREEMEN'S SCHOOL	9,836	9,440	1,746	6,775	919	0	0	0	0	0
CITY OF LONDON SCHOOL	593	585	0	585	0	0	0	0	0	0
CITY OF LONDON SCHOOL FOR GIRLS	1,373	1,373	53	1,313	7	0	0	0	0	0
CULTURE, HERITAGE & LIBRARIES	574	560	26	288	229	17	0	0	0	0
EPHING FOREST AND COMMONS	6,651	6,559	3,642	1,084	1,833	0	0	0	0	0
FINANCE	2,616	2,677	543	1,978	115	41	0	0	0	0
GUILDHALL SCHOOL OF MUSIC & DRAMA	26,013	25,207	21,099	4,084	24	0	0	0	0	0
HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK	14,653	14,577	539	872	840	7,469	4,857	0	0	0
MARKETS - BILLINGSGATE	2,835	2,828	82	1,383	1,202	161	0	0	0	0
PROPERTY INVESTMENT BOARD	100,375	96,656	75,014	12,757	4,685	4,200	0	0	0	0
<b>TOTALS FOR CITY'S CASH</b>	<b>165,519</b>	<b>160,462</b>	<b>102,744</b>	<b>31,119</b>	<b>9,854</b>	<b>11,888</b>	<b>4,857</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
 City's Cash  
 City of London Freemen's School

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure									
<b><u>CITY OF LONDON FREEMEN'S SCHOOL</u></b>																					
4210002	GRAND PIANO	HF	89	89	0	89	0	0	0	0	0	0									
<b>Totals for CITY OF LONDON FREEMEN'S SCHOOL</b>																					
<b><u>CLFS MASTERPLAN</u></b>																					
4210001	MASTER PLAN MAIN WORKS PHASE 1	CS	9,747	9,351	1,746	6,686	919	0	0	0	0	0									
<b>Totals for CLFS MASTERPLAN</b>																					
<b>Totals for CITY OF LONDON FREEMEN'S SCHOOL</b>													<b>9,836</b>	<b>9,440</b>	<b>1,746</b>	<b>6,775</b>	<b>919</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
 City's Cash  
 City of London School

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/13	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		
			593	585	0	585	0	0	0	0	0	0
	3810003 UPPER PLAYGROUND IMPROVEMENTS	CS										
<b>Totals for GENERAL</b>			<b>593</b>	<b>585</b>	<b>0</b>	<b>585</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for CITY OF LONDON SCHOOL</b>			<b>593</b>	<b>585</b>	<b>0</b>	<b>585</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
**City's Cash**  
**City of London School for Girls**

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/13	Estimated Expenditure							
			App'd by CCC £000	Latest Est'd Cost £000		2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs		
			£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>GENERAL</b>													
40100002	CLSG - MAIN HALL EXTENSION	CS	1,047	1,047	53	987	7	0	0	0	0	0	0
40100004	IT - DESKTOPS/LAPTOPS PURCHASE	HG	233	233	0	233	0	0	0	0	0	0	0
40100005	GYMNASIUM ACCOMMODATION (POST EVN)	CS	93	93	0	93	0	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>1,373</b>	<b>1,373</b>	<b>53</b>	<b>1,313</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for CITY OF LONDON SCHOOL FOR GIRLS</b>			<b>1,373</b>	<b>1,373</b>	<b>53</b>	<b>1,313</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**CAPITAL BUDGET**  
 City's Cash  
 Culture, Heritage & Libraries

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	Estimated Expenditure					Later yrs £000	
						2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		
<b><u>GENERAL</u></b>												
55100032	ACCESS TO CULTURAL COLLECTIONS	CH	48	34	26	8	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>48</b>	<b>34</b>	<b>26</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>CEREMONIAL</u></b>												
45100002	G'HALL ART GALLERY HERITAGE GALLERY	CS	526	526	0	280	229	17	0	0	0	0
<b>Totals for CEREMONIAL</b>			<b>526</b>	<b>526</b>	<b>0</b>	<b>280</b>	<b>229</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for CULTURE, HERITAGE &amp; LIBRARIES</b>			<b>574</b>	<b>560</b>	<b>26</b>	<b>288</b>	<b>229</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
City's Cash  
Epping Forest and Commons

Project No.	Project Title	Implementing Department	Estimated Expenditure									
			Cost		Exp. pre 01/04/13	2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs	
			App'd by CCC	Latest Est'd								£000
<b><u>EPPING FOREST CAPITAL FUND</u></b>												
82100005	KENLEY REVIVAL	DO	67	67	0	0	67	0	0	0	0	0
<b>Totals for EPPING FOREST CAPITAL FUND</b>			<b>67</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>EPPING FOREST</u></b>												
48100006	BRANCHING OUT - COACH HOUSE	CS	1,707	1,632	1,628	4	0	0	0	0	0	0
48100007	BRANCHING OUT - BUTLERS RETREAT	CS	618	616	613	3	0	0	0	0	0	0
48100008	BRANCHING OUT - CAR PARKING/ACCESS	CH	36	36	0	36	0	0	0	0	0	0
48100008	BRANCHING OUT - CAR PARKING/ACCESS	DO	2,012	1,990	1,201	744	45	0	0	0	0	0
48100009	BRANCHING OUT - GRAZING STRATEGY	DO	328	335	200	135	0	0	0	0	0	0
82100003	HIGHAMS PARK LAKE	CS	1,865	1,865	0	144	1,721	0	0	0	0	0
<b>Totals for EPPING FOREST</b>			<b>6,566</b>	<b>6,474</b>	<b>3,642</b>	<b>1,066</b>	<b>1,766</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>GENERAL</u></b>												
82100004	GT GREGORIES FARM OUT WINTERING	DO	18	18	0	18	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>18</b>	<b>18</b>	<b>0</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for EPPING FOREST AND COMMONS</b>			<b>6,651</b>	<b>6,559</b>	<b>3,642</b>	<b>1,084</b>	<b>1,833</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
City's Cash  
Finance

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure		
												2014/15 £000	2015/16 £000	
<b>GUILDHALL</b>														
30100037	G'HALL LEVEL ACCESS TO GREAT HALL	CS	503	503	492	11	0	0	0	0	0			
33100005	MEMBERS' ACCOMMODATION	CS	1,233	1,375	0	1,373	2	0	0	0	0			
55100027	GUILDHALL FIRE ALARM PHASE 2 & 3	CS	63	70	7	37	26	0	0	0	0			
<b>Totals for GUILDHALL</b>			<b>1,799</b>	<b>1,948</b>	<b>499</b>	<b>1,421</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>INFORMATION TECHNOLOGY</b>														
32100005	HR & PAYROLL SYSTEM	CH	255	244	112	34	55	43	0	0	0			
32100011	DESKTOP UPGRADE/M'SOFT ENTERPRISE	CH	1,996	1,963	1,579	337	47	0	0	0	0			
32100013	MIDLAND TRENT SOFTWARE UPGRADE	CH	221	212	194	18	0	0	0	0	0			
32100015	TELECOMMUNICATIONS STRATEGY	CH	123	99	87	12	0	0	0	0	0			
32100016	WEBSITE DEVELOPMENT	CH	868	798	650	148	0	0	0	0	0			
32100021	CORPORATE DISASTER RECOVERY CENTRE	CH	220	205	145	60	0	0	0	0	0			
32100025	ORACLE ERP	CH	349	349	0	349	0	0	0	0	0			
<b>Totals for INFORMATION TECHNOLOGY</b>			<b>4,032</b>	<b>3,870</b>	<b>2,767</b>	<b>958</b>	<b>102</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>GUILDHALL IMPROVEMENT PROJECT</b>														
55100012	PROFESSIONAL TEAM FEES	CH	11,420	11,151	11,111	40	0	0	0	0	0			
55100013	PROJECT MANAGEMENT	CH	3,090	3,114	3,094	20	0	0	0	0	0			
55100018	GIP FINAL ACCOUNT	CH	663	663	623	40	0	0	0	0	0			
<b>Totals for GUILDHALL IMPROVEMENT PROJECT</b>			<b>15,173</b>	<b>14,928</b>	<b>14,828</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>REIMBURSEMENTS FROM OTHER FUNDS</b>														
32100003	CORPORATE CAPITAL PROJECTS (EX GIP)	CH	-18,589	-18,253	-17,725	-511	-15	-2	0	0	0			
<b>Totals for REIMBURSEMENTS FROM OTHER FUNDS</b>			<b>-18,589</b>	<b>-18,253</b>	<b>-17,725</b>	<b>-511</b>	<b>-15</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**CAPITAL BUDGET**  
City's Cash  
Finance

Estimated Expenditure											
Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000
<b><u>CEREMONIAL</u></b>											
30100022	BACK UP POWER SUPPLIES	CS	201	184	174	10	0	0	0	0	0
<b>Totals for CEREMONIAL</b>			<b>201</b>	<b>184</b>	<b>174</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for FINANCE</b>			<b>2,616</b>	<b>2,677</b>	<b>543</b>	<b>1,978</b>	<b>115</b>	<b>41</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
City's Cash  
Guildhall School of Music & Drama

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/13	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		
<b>CAP 2</b>												
44100001	GSMD CASH LIMIT BALANCE	CH	1,483	698	0	698	0	0	0	0	0	0
44100033	AV FACILITIES IMPROVEMENTS	DB	167	186	148	38	0	0	0	0	0	0
44100036	THEATRE LIGHTING IMPROVEMENTS	DB	251	251	2	249	0	0	0	0	0	0
44100038	MUSIC HALL ACCOUSTIC IMP/REFURB	DB	311	257	233	0	24	0	0	0	0	0
44100042	CAPITAL PROJECTS STAFF COSTS	DB	406	413	319	94	0	0	0	0	0	0
44100047	TEACHING/LEARNING PH3 - MUSIC 1	DB	164	164	102	62	0	0	0	0	0	0
44100048	TEACHING/LEARNING PH3 - MUSIC 2	DB	209	290	74	216	0	0	0	0	0	0
44100049	TECHNICAL THEATRE	DB	155	155	68	87	0	0	0	0	0	0
44100050	ENERGY SAVING PLANT	DB	79	79	0	79	0	0	0	0	0	0
<b>Totals for CAP 2</b>			<b>3,225</b>	<b>2,493</b>	<b>946</b>	<b>1,523</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MILTON COURT</b>												
30100007	MILTON COURT DEVELOPMENT	CH	10,550	10,551	9,917	634	0	0	0	0	0	0
30100007	MILTON COURT DEVELOPMENT	CS	1,195	1,195	875	320	0	0	0	0	0	0
30100021	MILTON CT SPECIALIST EQUIPMENT	CS	11,043	10,968	9,361	1,607	0	0	0	0	0	0
<b>Totals for MILTON COURT</b>			<b>22,788</b>	<b>22,714</b>	<b>20,153</b>	<b>2,561</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for GUILDHALL SCHOOL OF MUSIC &amp; DRAMA</b>			<b>26,013</b>	<b>25,207</b>	<b>21,099</b>	<b>4,084</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
 City's Cash  
 Hampstead Heath, Highgate Wood & Queen's Park

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure	
												840	7,469
50100003	HYDROLOGY IMPROVEMENTS (POST EVN)	CS	14,653	14,577	539	872	840	7,469	4,857	0	0		
<b>Totals for GENERAL</b>			<b>14,653</b>	<b>14,577</b>	<b>539</b>	<b>872</b>	<b>840</b>	<b>7,469</b>	<b>4,857</b>	<b>0</b>	<b>0</b>		
<b>Totals for H'EAD HEATH, H'GATE WOOD &amp; QU PK</b>			<b>14,653</b>	<b>14,577</b>	<b>539</b>	<b>872</b>	<b>840</b>	<b>7,469</b>	<b>4,857</b>	<b>0</b>	<b>0</b>		

**CAPITAL BUDGET**  
City's Cash  
Markets - Billingsgate

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	Estimated Expenditure						Later yrs £000
						2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		
<b>BILLINGSGATE MARKET</b>												
36100004	B'GATE MKT - VENTING & COOLING PH2	CS	611	604	82	0	361	161	0	0	0	0
36100010	SATELLITE UNIT 1 COMPENSATION	CH	1,346	1,346	0	1,346	0	0	0	0	0	0
36100011	FLAT ROOF & CEILING RENEWAL	CS	878	878	0	37	841	0	0	0	0	0
<b>Totals for BILLINGSGATE MARKET</b>			<b>2,835</b>	<b>2,828</b>	<b>82</b>	<b>1,383</b>	<b>1,202</b>	<b>161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for MARKETS - BILLINGSGATE</b>			<b>2,835</b>	<b>2,828</b>	<b>82</b>	<b>1,383</b>	<b>1,202</b>	<b>161</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
City's Cash  
Property Investment Board

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure		
												2013/14	2014/15	
<b>CITY'S ESTATE - GENERAL</b>														
30100025	LONDON FRUIT & WOOL EXCHANGE	CS	5,615	4,979	694	825	3,460	0	0	0	0			
<b>Totals for CITY'S ESTATE - GENERAL</b>			<b>5,615</b>	<b>4,979</b>	<b>694</b>	<b>825</b>	<b>3,460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>GENERAL</b>														
30100041	59½ SOUTHWARK ST	CS	1,784	1,754	1,630	124	0	0	0	0	0			
<b>Totals for GENERAL</b>			<b>1,784</b>	<b>1,754</b>	<b>1,630</b>	<b>124</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>DESIGNATED SALES POOL</b>														
30100020	6-8 EASTCHEAP FREEHOLD ACQ	CS	28,762	28,361	27,944	36	381	0	0	0	0			
30100036	BOSTON HOUSE	CS	1,980	1,888	1,875	13	0	0	0	0	0			
30100039	TALLIS HOUSE	CS	2,600	2,582	1,208	1,374	0	0	0	0	0			
30100045	GUILDHALL HOUSE, 81-87 GRESHAM ST	CS	6,890	6,888	404	6,414	70	0	0	0	0			
30100046	GLEN HOUSE VACANT OFFICE REFURB	CS	1,632	1,632	0	1,144	488	0	0	0	0			
30100047	35/37 ALFRED PLACE	CS	2,647	2,647	0	2,361	286	0	0	0	0			
30100049	53 NEW BROAD ST	CS	330	330	0	330	0	0	0	0	0			
30100051	42 NORTH ROAD	CS	136	136	0	136	0	0	0	0	0			
<b>Totals for DESIGNATED SALES POOL</b>			<b>44,977</b>	<b>44,464</b>	<b>31,431</b>	<b>11,808</b>	<b>1,225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>STRATEGIC PROPERTY ESTATE</b>														
30005068	SITE ONE	CS	47,999	45,459	41,259	0	0	4,200	0	0	0			
<b>Totals for STRATEGIC PROPERTY ESTATE</b>			<b>47,999</b>	<b>45,459</b>	<b>41,259</b>	<b>0</b>	<b>0</b>	<b>4,200</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>100,375</b>	<b>96,656</b>	<b>75,014</b>	<b>12,757</b>	<b>4,685</b>	<b>4,200</b>	<b>0</b>	<b>0</b>	<b>0</b>			



**SUPPLEMENTARY REVENUE EXPENDITURE SUMMARY**  
**CITY'S CASH**

COMMITTEE	ESTIMATED EXPENDITURE									
	Cost	Latest	Exp. pre	2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs	
	App'd by CCC £000	Est'd Cost £000	01/04/13 £000	£000	£000	£000	£000	£000	£000	£000
CITY OF LONDON SCHOOL FOR GIRLS	55	55	0	55	0	0	0	0	0	0
CULTURE, HERITAGE & LIBRARIES	303	311	134	5	132	40	0	0	0	0
EPHING FOREST AND COMMONS	31	31	0	0	31	0	0	0	0	0
FINANCE	710	710	129	581	0	0	0	0	0	0
GUILDHALL SCHOOL OF MUSIC & DRAMA	2,061	3,007	720	1,486	801	0	0	0	0	0
HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK	521	483	467	16	0	0	0	0	0	0
MARKETS - BILLINGSGATE	32	32	17	15	0	0	0	0	0	0
MARKETS - SMITHFIELD	25	25	0	25	0	0	0	0	0	0
PLANNING & TRANSPORTATION	25	25	0	22	3	0	0	0	0	0
PROPERTY INVESTMENT BOARD	3,724	3,705	786	1,408	1,008	84	236	24	159	
<b>TOTALS FOR CITY'S CASH</b>	<b>7,487</b>	<b>8,384</b>	<b>2,253</b>	<b>3,613</b>	<b>1,975</b>	<b>124</b>	<b>236</b>	<b>24</b>	<b>159</b>	

**SUPPLEMENTARY REVENUE BUDGET**  
 City's Cash  
 City of London School for Girls

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	Estimated Expenditure					Later yrs £000	
						2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		
40800005	GYMNASIUM ACCOMMODATION	CS	55	55	0	55	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>55</b>	<b>55</b>	<b>0</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for CITY OF LONDON SCHOOL FOR GIRLS</b>			<b>55</b>	<b>55</b>	<b>0</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET**  
 City's Cash  
 Culture, Heritage & Libraries

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure
<b>MONUMENT</b>												
30800009	MONUMENT ADDITIONAL WORKS	CS	105	105	0	0	105	0	0	0	0	0
<b>Totals for MONUMENT</b>			<b>105</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>MANSION HOUSE</b>												
30100006	HISTORIC CARRIAGES	CS	198	206	134	5	27	40	0	0	0	0
<b>Totals for MANSION HOUSE</b>			<b>198</b>	<b>206</b>	<b>134</b>	<b>5</b>	<b>27</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for CULTURE, HERITAGE &amp; LIBRARIES</b>			<b>303</b>	<b>311</b>	<b>134</b>	<b>5</b>	<b>132</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET**  
 City's Cash  
 Epping Forest and Commons

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure		
<b>EPPING FOREST</b>														
8210006	BALDWINS & DEER SANCTUARY PONDS	CS	31	31	0	0	31	0	0	0	0			
<b>Totals for EPPING FOREST</b>			<b>31</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Totals for EPPING FOREST AND COMMONS</b>			<b>31</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**SUPPLEMENTARY REVENUE BUDGET**  
City's Cash  
Finance

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs
						£000	£000	£000	£000	£000	£000
<b><u>GUILDHALL AREA STRATEGY</u></b>											
33100004	GUILDHALL AREA STRATEGY PH 1	BE	60	60	48	12	0	0	0	0	0
<b>Totals for FINANCE</b>			<b>60</b>	<b>60</b>	<b>48</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>GUILDHALL</u></b>											
55100035	GUILDHALL ACCOMMODATION REVIEW	CS	600	600	81	519	0	0	0	0	0
<b>Totals for GUILDHALL</b>			<b>600</b>	<b>600</b>	<b>81</b>	<b>519</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>INFORMATION TECHNOLOGY</u></b>											
32800025	ORACLE ERP PILOT SCHEME	CH	50	50	0	50	0	0	0	0	0
<b>Totals for INFORMATION TECHNOLOGY</b>			<b>50</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for FINANCE</b>			<b>710</b>	<b>710</b>	<b>129</b>	<b>581</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET**  
 City's Cash  
 Guildhall School of Music & Drama

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs
						£000	£000	£000	£000	£000	£000
<b>CAP 2</b>											
44100022	REDECS/MINOR WORKS (PH2 MILTON CT)	DB	66	66	0	61	5	0	0	0	0
44100046	MUSIC HALL IMPROVEMENTS PH2	DB	397	279	100	179	0	0	0	0	0
44100052	SILK ST ACCOMMODATION	DB	607	590	0	574	16	0	0	0	0
44800000	GSMD SRP CASH LIMIT BALANCE	CH	0	1,107	0	329	778	0	0	0	0
44800027	SECURITY SYSTEM UPGRADE PH1	DB	46	46	36	10	0	0	0	0	0
44800030	THEATRE SOUND SYSTEM COMPLETION	DB	6	4	0	4	0	0	0	0	0
44800032	PLANT REPLACEMENT	DB	166	168	165	3	0	0	0	0	0
44800034	REDECS/MINOR WORKS PHASE 1	DB	321	321	161	160	0	0	0	0	0
44800035	SUNDIAL BASEMENT WATERPROOFING	DB	15	6	5	1	0	0	0	0	0
44800036	LIGHTING & SMALL POWER PH1	DB	247	238	222	16	0	0	0	0	0
44800037	LIGHTING & SMALL POWER PHASE 2	DB	29	20	2	16	2	0	0	0	0
44800038	MUSIC THERAPY ACCOMMODATION	DB	47	48	29	19	0	0	0	0	0
44800053	UPGRADE SECURITY SYSTEM PH2	DB	114	114	0	114	0	0	0	0	0
<b>Totals for CAP 2</b>			<b>2,061</b>	<b>3,007</b>	<b>720</b>	<b>1,486</b>	<b>801</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for GUILDHALL SCHOOL OF MUSIC &amp; DRAMA</b>			<b>2,061</b>	<b>3,007</b>	<b>720</b>	<b>1,486</b>	<b>801</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**SUPPLEMENTARY REVENUE BUDGET**  
**City's Cash**  
**Markets - Billingsgate**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure
36100006	FISH HANDLING FACILITIES PRE-EVN	CS	32	32	17	15	0	0	0	0	0	
<b>Totals for BILLINGSGATE MARKET</b>												
			<b>32</b>	<b>32</b>	<b>17</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Totals for MARKETS - BILLINGSGATE</b>												
			<b>32</b>	<b>32</b>	<b>17</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



**SUPPLEMENTARY REVENUE BUDGET**  
 City's Cash  
 Markets - Smithfield

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	Estimated Expenditure					Later yrs £000	
						2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		
<b><u>SMITHFIELD MARKET</u></b>												
3480004	POULTRY MARKET	CS	25	25	0	25	0	0	0	0	0	0
<b>Totals for SMITHFIELD MARKET</b>			<b>25</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for MARKETS - SMITHFIELD</b>			<b>25</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET**  
 City's Cash  
 Planning & Transportation

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost		2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs
			App'd by CCC £000	Latest Est'd Cost £000						
51800003	ST PAUL'S EXTERNAL LIGHTING OPTIONS	BE	25	25	0	22	3	0	0	0
<b>Totals for OTHER ITEMS</b>			<b>25</b>	<b>25</b>	<b>0</b>	<b>22</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PLANNING &amp; TRANSPORTATION</b>			<b>25</b>	<b>25</b>	<b>0</b>	<b>22</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET**  
 City's Cash  
 Property Investment Board

Estimated Expenditure

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs
						£000	£000	£000	£000	£000	£000
<b>DESIGNATED SALES POOL</b>											
30700036	BOSTON HOUSE VOIDS	CS	284	284	182	75	27	0	0	0	0
30700039	TALLIS HOUSE - VOID COSTS	CS	929	929	324	333	272	0	0	0	0
30700045	GUILDHALL HOUSE VOIDS	CS	1,145	1,145	161	484	500	0	0	0	0
30800003	THAMESLINK TUNNEL LIDS	CS	326	306	26	24	24	24	25	24	159
30800007	GLEN HOUSE-VACANT OFFICE REFURB	CS	57	58	7	51	0	0	0	0	0
30800008	35/37 ALFRED PLACE	CS	203	203	26	67	110	0	0	0	0
30800050	123/124 NEW BOND ST	CS	48	48	0	25	23	0	0	0	0
<b>Totals for DESIGNATED SALES POOL</b>			<b>2,992</b>	<b>2,973</b>	<b>726</b>	<b>1,059</b>	<b>956</b>	<b>24</b>	<b>25</b>	<b>24</b>	<b>159</b>

**STRATEGIC PROPERTY ESTATE**

30800006	STRATEGIC ESTATE SITE ONE	CS	732	732	60	349	52	60	211	0	0
<b>Totals for STRATEGIC PROPERTY ESTATE</b>			<b>732</b>	<b>732</b>	<b>60</b>	<b>349</b>	<b>52</b>	<b>60</b>	<b>211</b>	<b>0</b>	<b>0</b>
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>3,724</b>	<b>3,705</b>	<b>786</b>	<b>1,408</b>	<b>1,008</b>	<b>84</b>	<b>236</b>	<b>24</b>	<b>159</b>

# **Bridge House Estates Summary Budget**



**BRIDGE HOUSE ESTATES SUMMARY BY COMMITTEE**

<i>Actual</i>	<b>BRIDGE HOUSE ESTATES SUMMARY</b>	<i>Original Budget</i>	<i>Latest Approved Budget</i>	<i>Original Budget</i>
<i>2012-13 £'000</i>		<i>2013-14 £'000</i>	<i>2013-14 £'000</i>	<i>2014-15 £'000</i>
15,583	The City Bridge Trust	20,199	23,404	16,878
(565)	Culture, Heritage and Libraries	(322)	42	(301)
(10,234)	Finance	(9,180)	(9,556)	(10,625)
3,744	Planning and Transportation	3,588	3,793	3,714
(14,360)	Property Investment Board	(13,426)	(13,742)	(12,499)
<b>(5,832)</b>	<b>Total Bridge House Estates</b>	<b>859</b>	<b>3,941</b>	<b>(2,833)</b>



**THE CITY BRIDGE TRUST COMMITTEE - BRIDGE HOUSE ESTATES**

<i>Actual</i> 2012-13 £'000	<b>THE CITY BRIDGE TRUST COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
721	Employees		753	810	722
3	Transport Related Expenses		4	4	4
215	Supplies and Services		297	264	205
<b>939</b>	<b>TOTAL Expenditure</b>		<b>1,054</b>	<b>1,078</b>	<b>931</b>
	<b>Income</b>				
(39)	Customer, Client Receipts		(75)	(75)	(77)
<b>(39)</b>	<b>TOTAL Income</b>		<b>(75)</b>	<b>(75)</b>	<b>(77)</b>
<b>900</b>	<b>TOTAL LOCAL RISK</b>	A	<b>979</b>	<b>1,003</b>	<b>854</b>
	<b>CENTRAL RISK</b>				
14,606	Supplies and Services		19,150	22,322	15,950
34	Capital Charges		33	33	32
<b>14,640</b>	<b>Total Expenditure</b>		<b>19,183</b>	<b>22,355</b>	<b>15,982</b>
<b>14,640</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>19,183</b>	<b>22,355</b>	<b>15,982</b>
	<b>RECHARGES</b>				
207	Central Recharges		201	210	206
(164)	Recharges Within Fund		(164)	(164)	(164)
<b>43</b>	<b>TOTAL RECHARGES</b>	C	<b>37</b>	<b>46</b>	<b>42</b>
<b>15,583</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>20,199</b>	<b>23,404</b>	<b>16,878</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
15,583	The City Bridge Trust		20,199	23,404	16,878
<b>15,583</b>	<b>TOTAL</b>		<b>20,199</b>	<b>23,404</b>	<b>16,878</b>



**CULTURE, HERITAGE AND LIBRARIES COMMITTEE - BRIDGE HOUSE ESTATES**

<i>Actual</i> 2012-13 £'000	<b>CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
1,329	Employees		1,225	1,227	1,404
732	Premises Related Expenses		725	1,254	735
21	Transport Related Expenses		16	9	3
760	Supplies and Services		782	877	873
<b>2,842</b>	<b>TOTAL Expenditure</b>		<b>2,748</b>	<b>3,367</b>	<b>3,015</b>
	<b>Income</b>				
(3,657)	Customer, Client Receipts		(3,298)	(3,657)	(3,637)
<b>(3,657)</b>	<b>TOTAL Income</b>		<b>(3,298)</b>	<b>(3,657)</b>	<b>(3,637)</b>
<b>(815)</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>(550)</b>	<b>(290)</b>	<b>(622)</b>
<b>0</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>0</b>	<b>81</b>	<b>100</b>
<b>(815)</b>	<b>TOTAL LOCAL RISK</b>	A	<b>(550)</b>	<b>(209)</b>	<b>(522)</b>
	<b>CENTRAL RISK</b>				
44	Capital Charges		37	36	7
<b>44</b>	<b>Total Expenditure</b>		<b>37</b>	<b>36</b>	<b>7</b>
<b>44</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>37</b>	<b>36</b>	<b>7</b>
	<b>RECHARGES</b>				
216	Central Recharges		201	225	224
(10)	Recharges Within Fund		(10)	(10)	(10)
<b>206</b>	<b>TOTAL RECHARGES</b>	C	<b>191</b>	<b>215</b>	<b>214</b>
<b>(565)</b>	<b>TOTAL NET EXPENDITURE / (INCOME)</b>	A+B+C	<b>(322)</b>	<b>42</b>	<b>(301)</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
(565)	Tower Bridge Tourism		(322)	42	(301)
<b>(565)</b>	<b>TOTAL</b>		<b>(322)</b>	<b>42</b>	<b>(301)</b>

**FINANCE COMMITTEE - BRIDGE HOUSE ESTATES**

<i>Actual</i>	<b>FINANCE COMMITTEE SUMMARY</b>		<i>Original Budget</i>	<i>Latest Approved Budget</i>	<i>Original Budget</i>
<i>2012-13</i>	<i>Analysis of Service Expenditure</i>		<i>2013-14</i>	<i>2013-14</i>	<i>2014-15</i>
<i>£'000</i>			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<b>CENTRAL RISK</b>				
2,529	Supplies and Services		2,161	2,469	2,569
72	Capital Charges		72	493	479
0	Contingencies		70	70	70
<b>2,601</b>	<b>Total Expenditure</b>		<b>2,303</b>	<b>3,032</b>	<b>3,118</b>
(13,563)	Investment Income		(12,293)	(13,600)	(14,700)
<b>(13,563)</b>	<b>Total Income</b>		<b>(12,293)</b>	<b>(13,600)</b>	<b>(14,700)</b>
<b>(10,962)</b>	<b>TOTAL CENTRAL RISK</b>	A	<b>(9,990)</b>	<b>(10,568)</b>	<b>(11,582)</b>
	<b>RECHARGES</b>				
545	Central Recharges		627	628	662
178	Recharges Within Fund		178	178	178
5	Recharges Across Funds		5	206	117
<b>728</b>	<b>TOTAL RECHARGES</b>	B	<b>810</b>	<b>1,012</b>	<b>957</b>
<b>(10,234)</b>	<b>TOTAL NET INCOME</b>	A+B	<b>(9,180)</b>	<b>(9,556)</b>	<b>(10,625)</b>

<i>Actual</i>	<b>SERVICES MANAGED</b>		<i>Original Budget</i>	<i>Latest Approved Budget</i>	<i>Original Budget</i>
<i>2011-12</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
<i>£'000</i>			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
(10,234)	Corporate and Democratic Core		(9,180)	(9,556)	(10,625)
<b>(10,234)</b>	<b>TOTAL</b>		<b>(9,180)</b>	<b>(9,556)</b>	<b>(10,625)</b>

**PLANNING AND TRANSPORTATION COMMITTEE - BRIDGE HOUSE ESTATES**

<i>Actual</i> 2012-13 £'000	<b>PLANNING AND TRANSPORTATION COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
1,222	Employees		1,216	1,286	1,195
528	Premises Related Expenses		416	431	444
3	Transport Related Expenses		4	4	4
19	Supplies and Services		91	91	91
<b>1,772</b>	<b>TOTAL Expenditure</b>		<b>1,727</b>	<b>1,812</b>	<b>1,734</b>
<b>1,772</b>	<b>TOTAL LOCAL RISK</b>	A	<b>1,727</b>	<b>1,812</b>	<b>1,734</b>
	<b>CENTRAL RISK</b>				
1,035	Premises Related Expenses		1,020	1,020	1,056
7	Supplies and Services		53	55	55
24	Capital Charges		23	22	21
<b>1,066</b>	<b>Total Expenditure</b>		<b>1,096</b>	<b>1,097</b>	<b>1,132</b>
<b>1,066</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>1,096</b>	<b>1,097</b>	<b>1,132</b>
	<b>RECHARGES</b>				
910	Central Recharges		769	888	852
(4)	Recharges Within Fund		(4)	(4)	(4)
<b>906</b>	<b>TOTAL RECHARGES</b>	C	<b>765</b>	<b>884</b>	<b>848</b>
<b>3,744</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>3,588</b>	<b>3,793</b>	<b>3,714</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
1,889	Bridges		1,779	1,899	1,906
1,855	Tower Bridges Operational		1,809	1,894	1,808
<b>3,744</b>	<b>TOTAL</b>		<b>3,588</b>	<b>3,793</b>	<b>3,714</b>

**PROPERTY INVESTMENT BOARD - BRIDGE HOUSE ESTATES**

<i>Actual</i> 2012-13 £'000	<b>PROPERTY INVESTMENT BOARD COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
570	Employees		850	849	846
2,583	Premises Related Expenses		2,836	3,257	2,793
873	Supplies and Services		929	981	942
<b>4,026</b>	<b>TOTAL Expenditure</b>		<b>4,615</b>	<b>5,087</b>	<b>4,581</b>
	<b>Income</b>				
(1,805)	Customer, Client Receipts		(2,505)	(2,613)	(2,426)
(65)	Transfer from Reserves		0	0	0
<b>(1,870)</b>	<b>TOTAL Income</b>		<b>(2,505)</b>	<b>(2,613)</b>	<b>(2,426)</b>
<b>2,156</b>	<b>TOTAL LOCAL RISK</b>	A	<b>2,110</b>	<b>2,474</b>	<b>2,155</b>
	<b>CENTRAL RISK</b>				
(107)	Supplies and Services		0	0	0
96	Capital Charges		95	94	93
1,427	Transfer to Reserve		1,838	1,014	715
<b>1,416</b>	<b>Total Expenditure</b>		<b>1,933</b>	<b>1,108</b>	<b>808</b>
(21,096)	Customer, Client Receipts		(20,447)	(20,395)	(18,420)
<b>(21,096)</b>	<b>Total Income</b>		<b>(20,447)</b>	<b>(20,395)</b>	<b>(18,420)</b>
<b>(19,680)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(18,514)</b>	<b>(19,287)</b>	<b>(17,612)</b>
	<b>RECHARGES</b>				
2,011	Central Recharges		1,990	2,020	1,987
1,153	Recharges Across Funds		988	1,051	971
<b>3,164</b>	<b>TOTAL RECHARGES</b>	C	<b>2,978</b>	<b>3,071</b>	<b>2,958</b>
<b>(14,360)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(13,426)</b>	<b>(13,742)</b>	<b>(12,499)</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
(14,360)	Bridge House Estates		(13,426)	(13,742)	(12,499)
<b>(14,360)</b>	<b>TOTAL</b>		<b>(13,426)</b>	<b>(13,742)</b>	<b>(12,499)</b>

**EXPLANATORY NOTES FOR CAPITAL & SUPPLEMENTARY REVENUE PROJECT BUDGET SCHEDULES**

**IMPLEMENTING DEPARTMENT**

The source codes shown below identify the officers responsible for the implementation of the capital project at the time the Budget was prepared.

BE =	Director of the Built Environment	DB =	Managing Director of the Barbican Centre
CH =	Chamberlain	DO =	Director of Open Spaces
CO =	Director of Community & Children's Services	HA =	Director of Culture, Heritage & Libraries, LMA
CP =	Commissioner of the City of London Police	MK =	Director of Markets & Consumer Protection
CS =	City Surveyor		

**COST APPROVED BY COURT OF COMMON COUNCIL**

The figures in this column are the most recent expenditure approvals.

**LATEST ESTIMATED COST**

The figures in this column are the simple aggregate of the phased estimated expenditure columns to its right.

**ESTIMATED EXPENDITURE**

The expenditure figures are generally at current prices.

**CAPITAL EXPENDITURE SUMMARY  
BRIDGE HOUSE ESTATES**

COMMITTEE	ESTIMATED EXPENDITURE									
	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14	2014/15	2015/16	2016/17	2017/18	Later yrs	
				£000	£000	£000	£000	£000	£000	£000
CULTURE, HERITAGE & LIBRARIES	135	125	0	60	65	0	0	0	0	0
FINANCE	799	802	778	20	2	2	0	0	0	0
PROPERTY INVESTMENT BOARD	7,202	7,202	644	2,619	3,914	25	0	0	0	0
<b>TOTALS FOR BRIDGE HOUSE ESTATES</b>	<b>8,136</b>	<b>8,129</b>	<b>1,422</b>	<b>2,699</b>	<b>3,981</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
**Bridge House Estates**  
**Finance**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	Estimated Expenditure					Later yrs £000
						2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	
<b>REIMBURSEMENTS TO CITY'S CASH</b>											
70100002	CORPORATE CAPITAL PROJECTS (EX GIP)	CH	799	802	778	20	2	2	0	0	0
<b>Totals for REIMBURSEMENTS TO CITY'S CASH</b>			<b>799</b>	<b>802</b>	<b>778</b>	<b>20</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for FINANCE</b>			<b>799</b>	<b>802</b>	<b>778</b>	<b>20</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET**  
**Bridge House Estates**  
**Culture, Heritage & Libraries**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	Estimated Expenditure					Later yrs £000
						2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	
69100001	TWR BR. GLASS VIEWING PANELS	CS	135	125	0	60	65	0	0	0	0
<b>Totals for TOWER BRIDGE</b>			<b>135</b>	<b>125</b>	<b>0</b>	<b>60</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for CULTURE, HERITAGE &amp; LIBRARIES</b>			<b>135</b>	<b>125</b>	<b>0</b>	<b>60</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**CAPITAL BUDGET**  
**Bridge House Estates**  
**Property Investment Board**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	Estimated Expenditure					Later yrs £000
						2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	
<b>DESIGNATED SALES POOL</b>											
68100009	BRIDGE MASTER'S CAR PARK	CS	2,302	2,302	529	679	1,094	0	0	0	0
68100011	BRIDGE MASTER'S HOUSE PH2 POST EVN	CS	563	563	115	295	151	2	0	0	0
68100012	1/5 LONDON WALL BLDGS REFURBISHMENT	CS	3,962	3,962	0	1,393	2,569	0	0	0	0
68100013	181 QUEEN VICTORIA. ST. REFURB	CS	375	375	0	252	100	23	0	0	0
<b>Totals for DESIGNATED SALES POOL</b>			<b>7,202</b>	<b>7,202</b>	<b>644</b>	<b>2,619</b>	<b>3,914</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>7,202</b>	<b>7,202</b>	<b>644</b>	<b>2,619</b>	<b>3,914</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE EXPENDITURE SUMMARY**  
**BRIDGE HOUSE ESTATES**

COMMITTEE	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	ESTIMATED EXPENDITURE	
										2013/14 £000	2014/15 £000
PLANNING AND TRANSPORTATION	3,620	3,000	3,045	-45	0	0	0	0	0		
PROPERTY INVESTMENT BOARD	910	899	83	409	407	0	0	0	0		
<b>TOTALS FOR BRIDGE HOUSE ESTATES</b>	<b>4,530</b>	<b>3,899</b>	<b>3,128</b>	<b>364</b>	<b>407</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

**SUPPLEMENTARY REVENUE BUDGET**  
 Bridge House Estates  
 Planning and Transportation

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	Estimated Expenditure					Later yrs £000
						2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	
<b>BRIDGE REPAIRS/MAINT/MAJOR WKS FUND</b>											
72800002	LONDON BR. JOINT REPLACEMENT	CS	858	433	430	3	0	0	0	0	0
72800004	MILLENNIUM BRIDGE INCLINATOR	CS	762	734	713	21	0	0	0	0	0
72800006	TOWER BR. RELIGHTING FOR 2012	CS	2,000	1,833	1,902	-69	0	0	0	0	0
<b>Totals for BRIDGE REPAIRS/MAINT/MAJOR WKS FUND</b>			<b>3,620</b>	<b>3,000</b>	<b>3,045</b>	<b>-45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PLANNING AND TRANSPORTATION</b>			<b>3,620</b>	<b>3,000</b>	<b>3,045</b>	<b>-45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET**  
 Bridge House Estates  
 Property Investment Board

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later yrs £000	Estimated Expenditure
<b>DESIGNATED SALES POOL</b>												
68100008	COLECHURCH HOUSE	CS	706	699	53	239	407	0	0	0	0	
68800002	15/17 ELDON ST REFURB	CS	204	200	30	170	0	0	0	0	0	
<b>Totals for DESIGNATED SALES POOL</b>			<b>910</b>	<b>899</b>	<b>83</b>	<b>409</b>	<b>407</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>910</b>	<b>899</b>	<b>83</b>	<b>409</b>	<b>407</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



# **Guildhall Administration Summary Budget**



**GUILDHALL ADMINISTRATION SUMMARY BY COMMITTEE**

<i>Actual</i> 2012-13 £'000	<b>GUILDHALL ADMINISTRATION SUMMARY</b>	<i>Original Budget</i> 2013-14 £'000	<i>Latest Approved Budget</i> 2013-14 £'000	<i>Original Budget</i> 2014-15 £'000
	<b>Gross Expenditure</b>			
913	Culture, Heritage and Libraries	913	913	913
11,523	Establishment	11,435	11,978	11,540
47,502	Finance	49,688	50,946	51,218
<b>59,938</b>		<b>62,036</b>	<b>63,837</b>	<b>63,671</b>
<b>(59,938)</b>	Recovery of Central Support Costs	<b>(62,036)</b>	<b>(63,837)</b>	<b>(63,671)</b>
<b>0</b>	<b>Total Guildhall Administration</b>	<b>0</b>	<b>0</b>	<b>0</b>

Guildhall Administration encompasses the central support services for the City, and is fully recharged to the three main City funds, the Housing Revenue Account, Museum of London and other external bodies in accordance with the level of support provided. Consequently, after recharges, the net expenditure on Guildhall Administration is nil.





**CULTURE, HERITAGE AND LIBRARIES COMMITTEE - GUILDHALL ADMINISTRATION**

<i>Actual</i> 2012-13 £'000	<b>CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>RECHARGES</b>				
913	Recharges Across Funds		913	913	913
<b>913</b>	<b>TOTAL RECHARGES</b>	A	<b>913</b>	<b>913</b>	<b>913</b>
(913)	RECOVERY OF CENTRAL SUPPORT COSTS	B	(913)	(913)	(913)
<b>0</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>0</b>	<b>0</b>	<b>0</b>

<i>Actual</i> 2012-13 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
913	London Metropolitan Archives		913	913	913
(913)	Recovery of Central Support Costs		(913)	(913)	(913)
<b>0</b>	<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>

**ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION**

<i>Actual</i> 2012-13 £'000	<b>ESTABLISHMENT COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
9,663	Employees		9,673	10,103	9,931
5	Premises Related Expenses		0	6	0
7	Transport Related Expenses		12	12	12
1,416	Supplies and Services		1,431	1,614	1,444
130	Third Party Payments		134	132	132
0	Contingencies		2	2	2
<b>11,221</b>	<b>TOTAL Expenditure</b>		<b>11,252</b>	<b>11,869</b>	<b>11,521</b>
	<b>Income</b>				
(40)	Other Grants, Reimbursements and Contributions		(34)	(42)	(42)
(1,503)	Customer, Client Receipts		(1,551)	(1,807)	(1,799)
(7)	Capital Projects		0	0	0
<b>(1,550)</b>	<b>TOTAL Income</b>		<b>(1,585)</b>	<b>(1,849)</b>	<b>(1,841)</b>
<b>9,671</b>	<b>TOTAL LOCAL RISK</b>	A	<b>9,667</b>	<b>10,020</b>	<b>9,680</b>
	<b>CENTRAL RISK</b>				
341	Employee Expenses		232	333	252
3	Premises Related Expenses		0	0	0
33	Supplies and Services		29	29	29
17	Third Party Payments		20	20	20
0	Contingencies		16	16	16
<b>394</b>	<b>Total Expenditure</b>		<b>297</b>	<b>398</b>	<b>317</b>
(212)	Customer, Client Receipts		(206)	(211)	(210)
<b>(212)</b>	<b>Total Income</b>		<b>(206)</b>	<b>(211)</b>	<b>(210)</b>
<b>182</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>91</b>	<b>187</b>	<b>107</b>
	<b>RECHARGES</b>				
1,785	Central Recharges		1,792	1,886	1,868
(26)	Recharges Within Fund		(26)	(26)	(26)
(89)	Recharges Across Funds		(89)	(89)	(89)
<b>1,670</b>	<b>TOTAL RECHARGES</b>	C	<b>1,677</b>	<b>1,771</b>	<b>1,753</b>
<b>(11,523)</b>	<b>RECOVERY OF CENTRAL SUPPORT COSTS</b>	D	<b>(11,435)</b>	<b>(11,978)</b>	<b>(11,540)</b>
<b>0</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C+D	<b>0</b>	<b>0</b>	<b>0</b>

**ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION**

<i>Actual</i> <b>2012-13</b> <b>£'000</b>	<b>SERVICES MANAGED</b>	<i>Original</i> <b>Budget</b> <b>2013-14</b> <b>£'000</b>	<i>Latest Approved</i> <b>Budget</b> <b>2013-14</b> <b>£'000</b>	<i>Original</i> <b>Budget</b> <b>2014-15</b> <b>£'000</b>
7,084	Town Clerk's Office	6,899	7,301	7,029
0	Printing and Stationery Section	0	0	0
1,031	Corporate Services	1,077	1,079	1,079
3,408	Comptroller and City Solicitor	3,459	3,598	3,432
11,523		11,435	11,978	11,540
(11,523)	Recovery of Central Support Costs	(11,435)	(11,978)	(11,540)
<b>0</b>	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FINANCE COMMITTEE - GUILDHALL ADMINISTRATION**

<i>Actual</i>  2012-13 £'000	<b>FINANCE COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original Budget 2013-14 £'000</i>	<i>Latest Approved Budget 2013-14 £'000</i>	<i>Original Budget 2014-15 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
19,586	Employees		19,292	18,364	17,573
3,319	Premises Related Expenses		2,926	3,037	2,887
47	Transport Related Expenses		67	67	67
3,121	Supplies and Services		2,787	5,226	6,024
157	Transfer to Reserve		0	0	0
<b>26,230</b>	<b>TOTAL Expenditure</b>		<b>25,072</b>	<b>26,694</b>	<b>26,551</b>
	<b>Income</b>				
(2,204)	Customer, Client Receipts		(1,854)	(1,854)	(1,854)
(441)	Transfer from Reserves		0	0	0
<b>(2,645)</b>	<b>TOTAL Income</b>		<b>(1,854)</b>	<b>(1,854)</b>	<b>(1,854)</b>
<b>23,585</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>23,218</b>	<b>24,840</b>	<b>24,697</b>
<b>511</b>	<b>City Surveyor Local Risk</b>		<b>1,460</b>	<b>769</b>	<b>1,624</b>
<b>24,096</b>	<b>TOTAL LOCAL RISK</b>	A	<b>24,678</b>	<b>25,609</b>	<b>26,321</b>
	<b>CENTRAL RISK</b>				
95	Employee Expenses		0	0	0
13,520	Premises Related Expenses		13,659	13,633	13,657
187	Transport Related Expenses		423	52	54
2,022	Supplies and Services		1,807	3,759	2,816
<b>15,824</b>	<b>Total Expenditure</b>		<b>15,889</b>	<b>17,444</b>	<b>16,527</b>
(3,228)	Customer, Client Receipts		(3,181)	(2,741)	(3,194)
<b>(3,228)</b>	<b>Total Income</b>		<b>(3,181)</b>	<b>(2,741)</b>	<b>(3,194)</b>
<b>12,596</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>12,708</b>	<b>14,703</b>	<b>13,333</b>
	<b>RECHARGES</b>				
3,060	Central Recharges		4,010	4,117	4,075
26	Recharges Within Fund		26	26	26
7,724	Recharges Across Funds		8,266	6,491	7,463
<b>10,810</b>	<b>TOTAL RECHARGES</b>	C	<b>12,302</b>	<b>10,634</b>	<b>11,564</b>
<b>(47,502)</b>	<b>RECOVERY OF CENTRAL SUPPORT COSTS</b>	D	<b>(49,688)</b>	<b>(50,946)</b>	<b>(51,218)</b>
<b>0</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C+D	<b>0</b>	<b>0</b>	<b>0</b>

**FINANCE COMMITTEE - GUILDHALL ADMINISTRATION**

<i>Actual</i>  <b>2012-13</b> <b>£'000</b>	<b>SERVICES MANAGED</b>	<i>Original</i> <i>Budget</i> <b>2013-14</b> <b>£'000</b>	<i>Latest Approved</i> <i>Budget</i> <b>2013-14</b> <b>£'000</b>	<i>Original</i> <i>Budget</i> <b>2014-15</b> <b>£'000</b>
10,525	Chamberlain's Department - General	10,419	10,583	10,367
606	Chamberlain's Department - CLPS	1,599	1,724	2,224
9,899	Chamberlain's Department - Insurances	10,360	10,471	9,993
8,293	Chamberlain's Department - IS	7,823	9,057	8,727
10,891	Guildhall Administration - City Surveyor	11,648	11,038	11,751
0	Guildhall Administration - Remembrancer	0	0	0
1,797	Public Relations - Town Clerk	1,814	1,912	1,929
5,491	City Surveyors Department	6,025	6,161	6,227
<b>47,502</b>		<b>49,688</b>	<b>50,946</b>	<b>51,218</b>
<b>(47,502)</b>	Recovery of Central Support Costs	<b>(49,688)</b>	<b>(50,946)</b>	<b>(51,218)</b>
<b>0</b>	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>