



**CITY  
of  
LONDON**

# **CITY OF LONDON**

## **Summary Budget 2013/14**

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Committee(s): <b>Finance Committee</b>	Date(s): <b>19 February 2013</b>	Item No.
Subject: <b>Revenue and Capital Budgets 2012/13 and 2013/14</b>		
Report of: <b>The Chamberlain</b>	<b>Public</b>	
	<b>For Decision</b>	

### SUMMARY

- This report should be read in conjunction with the separate report to your Committee entitled 'City Fund – 2013 Budget' which sets the 2013/14 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 2013/14 remain unchanged.
- The 2012/13 and 2013/14 budgets for each of the City Corporation's three main funds are as follows and take account of the phased reductions required to most City Fund and City's Cash budgets due to significant cuts in Government grants and general economic factors:

<b>Budgets by Fund</b>			
	<b>2012/13 Original</b>	<b>2012/13 Latest Approved</b>	<b>2013/14 Original</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>City Fund</b>			
Gross Expenditure	319.4	336.1	312.9
Gross Income	(207.5)	(220.9)	(201.7)
Net Expenditure before Government Grants and Taxes	111.9	115.2	111.2
Government Grants and Taxes	(115.4)	(115.9)	(116.9)
<b>Surplus to Reserves</b>	<b>(3.5)</b>	<b>(0.7)</b>	<b>(5.7)</b>
<b>City's Cash</b>			
Gross Revenue Expenditure	144.5	154.8	142.4
Gross Revenue Income	(142.7)	(152.8)	(143.2)
<b>Revenue Deficit (Surplus)</b>	<b>1.8</b>	<b>2.0</b>	<b>(0.8)</b>
Gross Capital Expenditure	45.0	25.8	31.6
Gross Capital Income	(27.4)	(20.2)	(6.2)
<b>Net Capital Requirement</b>	<b>17.6</b>	<b>5.6</b>	<b>25.4</b>
<b>Total Net Requirement from Reserves</b>	<b>19.4</b>	<b>7.6</b>	<b>24.6</b>
<b>Bridge House Estates</b>			
Gross Expenditure	36.6	38.9	39.5
Gross Income	(38.6)	(39.7)	(38.6)
<b>Deficit (Surplus) from (to) Reserves</b>	<b>(2.0)</b>	<b>(0.8)</b>	<b>0.9</b>

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

3. The reduction in the contribution to City Fund reserves in the current year, from £3.5m to £0.7m, primarily arises from budgets carried forward from 2011/12 and an increase in professional fees, partly offset by higher interest earnings, savings and a reduction in contingencies. After allowing for the impact of savings from various efficiency and budget reviews, a surplus of £5.7m is indicated for 2013/14 which will be required to fund anticipated deficits towards the end of the five year planning period.
4. The variations in the use of City's Cash general reserves primarily relate to the latest phasing of capital expenditure and its financing.
5. The budgeted deficit for Bridge House Estates in 2013/14 is due to the impact of the 'Not in Employment, Education or Training' and 'Employability Partnership' schemes. Budgets totalling £5.2m have been agreed with the largest phasing of expenditure expected to be in 2013/14.
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. Summary details of the main movements in budgetary requirements are given with all variances complying with approved budget management arrangements.
8. The Summary Budget Book accompanies this report and provides Members with a single document containing the complete revenue and capital budgets for the City Corporation.

#### **Recommendations**

9. It is recommended that Members:
  - (i) note the latest approved revenue budgets for 2012/13;
  - (ii) agree the 2013/14 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**

10. The primary purpose of this report is to summarise the latest approved and proposed revenue budgets for 2012/13 and 2013/14 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.
11. 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 and economic pressures. With the exception of Bridge House Estates and the Guildhall School of Music and Drama, budget reports for Non-Police Services took account of:

- those elements of the previously required 12.5% budget reductions phased for 2013/14; and
  - the general planning framework for Chief Officers providing:
    - 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%).
12. 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.
13. As Bridge House Estates remains in a reasonably buoyant position, the allowances towards inflationary pressures are being applied but the 2% efficiency reductions will not be 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.
14. Accompanying this report is the Summary Budget Book in the format approved by the Finance Committee which 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.
15. 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

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

## CITY FUND

### Overall Budget Position

18. The overall budgets have been prepared in accordance with these strategies and the requirements for 2012/13 and 2013/14 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>2012/13 Original</b>	<b>2012/13 Latest Approved</b>	<b>2013/14 Original</b>
<i>Net Expenditure (Income) - Note 1</i>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Barbican Centre	22.5	23.4	23.3
Barbican Residential	(0.2)	0.4	0.2
Community and Children's Services	9.3	10.6	11.3
Culture Heritage and Libraries - Note 2	13.7	19.6	20.1
Finance - Note 2	(1.3)	(6.0)	(8.1)
Licensing	0.0	0.0	0.1
Markets	(0.9)	(0.8)	(0.8)
Open Spaces	1.4	1.5	1.4
Planning and Transportation	13.8	13.3	13.2
Police	62.6	62.6	62.9
Policy and Resources	4.4	4.5	4.2
Port Health and Environmental Services	14.8	15.0	14.0
Property Investment Board	(28.2)	(28.9)	(30.6)
<b>City Fund Requirement</b>	<b>111.9</b>	<b>115.2</b>	<b>111.2</b>

1. *Members are reminded that figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.*
2. *The large movements between the 2012/13 original and latest approved budgets reflect the transfer of the budgets for the Museum of London and City Arts Trust from the Finance Committee to the Culture, Heritage and Libraries Committee.*

19. 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 funding received from Government formula grants and from taxes (lines 7 to 10); and
  - the estimated surpluses to be transferred to reserves (line 11).

<b>City Fund Revenue Requirements 2012/13 and 2013/14</b>					
		<b>2012/13 Original</b>	<b>2012/13 Latest Approved</b>	<b>2013/14 Original</b>	<b>Para. No.</b>
		<b>£m</b>	<b>£m</b>	<b>£m</b>	
1	Net expenditure on services	146.9	153.0	149.2	21, 25
2	Supplementary revenue projects and capital expenditure financed from revenue	1.6	1.8	1.1	26
3	Requirement before investment income from the City's Assets	148.5	154.8	150.3	
4	Interest on balances	(4.1)	(6.4)	(4.4)	22, 27
5	Estate rent income	(32.5)	(33.2)	(34.7)	23, 28
6	<b>City Fund Requirement</b>	<b>111.9</b>	<b>115.2</b>	<b>111.2</b>	
	Financed by:				
7	Government formula grant	(93.5)	(93.5)	(94.3)	29
8	City offset	(10.3)	(10.3)	(10.5)	
9	Council tax	(5.6)	(5.6)	(5.6)	
10	NNDR premium	(6.0)	(6.5)	(6.5)	24
11	<b>Surplus transferred to reserves</b>	<b>(3.5)</b>	<b>(0.7)</b>	<b>(5.7)</b>	

20. The surplus in the current year is anticipated to reduce from £3.5m to £0.7m. For 2013/14 a surplus of £5.7m is indicated. This addition to reserves will be required to fund anticipated deficits towards the end of the five year planning period.

### **Revenue Budget 2012/13**

#### **Net Expenditure on Services**

21. Net expenditure on City Fund services in 2012/13 was originally budgeted at £146.9m, whereas the latest approved budget totals £153.0m, an increase of £6.1m. The main reasons for this increase are:
- approved budgets brought forward from 2011/12 of £4.5m;
  - fees of £2.3m payable in relation to the five year project to transform the City's procurement arrangements, such costs being more than offset by savings over the medium term;
  - an additional transfer to the Crossrail Reserve of 0.8m relating to interest earnings due to the limited opportunities for investment property purchases;



- expenditure of £0.4m relating to the rephasing of repairs and maintenance programmes;
- a reduction of £0.4m in costs chargeable to the HRA;
- a reduction of £1.2m in contingencies (£0.8m relating to the one-off costs of achieving savings and £0.4m for the possible loss of VAT partial exemption); and
- savings of £0.9m relating to efficiency and budget reviews.

#### Interest on Balances

22. The latest budget for 2012/13 anticipates an increase of £2.3m in interest earnings. This arises from the rephasing of the budgets for the purchase of Crossrail investment properties as indicated above together with the impact of other changes in cash flow, particularly business rate receipts, capital expenditure and higher reserves. The assumed average interest rate for the year is unchanged at 2%. The assumed interest rate is substantially higher than the present base rate of 0.5% as it includes the impact of income from longer term deposits which earn a higher rate of interest.

#### Investment Estate Rent Income

23. Rent income from investment properties is forecast to be £0.7m higher than in the original budget due to the retention of a number of tenants and the lettings achieved being better than anticipated.

#### NNDR Premium

24. The estimated proceeds from the National Non Domestic Rate Premium levied by the City Corporation has been increased by £0.5m to £6.5m to reflect the yield achieved in recent years.

### **Revenue Budget 2013/14**

#### Net Expenditure on Services

25. Net expenditure on City Fund services for 2013/14 is budgeted at £149.2m, an increase of £2.3m compared to the 2012/13 original budget. The main variations are:
- Specific Government Grants rolled in to Government Formula Grant resulting in a £2.6m loss of income within the 'net expenditure on services' line;
  - fees of £1.2m payable in relation to the five year project to transform the City's procurement arrangements, such costs being more than offset by savings over the medium term;
  - a 1% allowance towards inflationary pressures amounting to £0.9m;
  - expenditure of £0.7m relating to repairs and maintenance programmes;
  - an additional transfer to the Crossrail Reserve of 0.7m mainly relating to interest earnings on capital receipts from the sale of properties;
  - a reduction of £0.4m in costs chargeable to the HRA;
  - savings of £2.1m relating to efficiency and budget reviews; and

- a reduction in contingencies of £1.9m, (£1.0m relating to the one-off costs of achieving savings, a one-off provision in 2012/13 of £0.5m for pay awards, and £0.4m for the possible loss of VAT partial exemption).

#### Supplementary Revenue Projects

26. Expenditure on supplementary revenue projects is budgeted to be £0.5m lower than the 2012/13 original budget reflecting the incidence of one-off expenditure and the rephasing of various schemes

#### Interest on Balances

27. Income is anticipated to reduce to £4.4m from the £6.4m forecast in the current year due to a decrease in the assumed average interest rate for the year from 2% to 1.5% together with a less beneficial cashflow.

#### Investment Estate Rent Income

28. Based on assumptions for availability, occupancy and rent levels, the latest rental forecasts for 2013/14 assume an increase of £2.2m to £34.7m compared to the original budget for 2012/13. This increase primarily relates to lettings being higher than anticipated at Chronicle House and increased rents at properties in Bonhill Street. The development of Fleet House has been postponed which has also resulted in additional rent income being assumed.

#### Government Formula Grant

29. There is an increase of £0.8m in Government Formula (or General) Grant from £93.5m in the current year to £94.3m in 2013/14. However this includes the 'rolling in' of £2.6m which was previously specific grants and which is part of the reason for the increase in the net expenditure on services above. If the £2.6m is excluded from the formula grant, the resultant figure of £91.7m is a reduction of £1.8m compared to 2012/13 on a like for like basis.

### **CITY'S CASH**

#### **Overall Budget Position**

30. The budgets have been prepared in accordance with the budget policy set out in Annex 1 and the requirements for 2012/13 and 2013/14 are summarised by committee in the table below. Sufficient reserves are readily available to meet these total requirements. As City's Cash is a closed fund, it is necessary for the cost of capital expenditure to be met from within the available resources of the Fund.



<b>City's Cash Summary by Committee</b>	<b>2012/13 Original</b>	<b>2012/13 Latest Approved</b>	<b>2013/14 Original</b>
<b>Net Expenditure (Income)</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Culture, Heritage & Libraries	0.1	0.1	0.1
Finance *	5.5	(8.5)	9.5
G. P. Committee of Aldermen	3.4	3.8	3.4
Guildhall School of Music and Drama	7.3	7.5	7.4
Markets	5.2	6.8	5.7
Open Spaces :-			
Open Spaces Directorate	0.0	0.0	0.0
Epping Forest and Commons	7.7	7.3	7.1
Hampstead, Queen's Park and Highgate	6.9	6.8	6.9
Bunhill Fields	0.3	0.3	0.3
West Ham Park	1.1	1.0	1.1
Planning and Transportation	0.0	0.1	0.1
Policy and Resources	9.7	10.8	9.8
Port Health and Environmental Services	0.3	0.3	0.2
Property Investment Board	(33.3)	(33.9)	(31.7)
Schools :-			
City of London School #	1.3	1.4	1.4
City of London Freeman's School #	2.3	2.3	2.3
City of London School for Girls #	1.6	1.5	1.0
<b>Total net requirement to be met from reserves</b>	<b>19.4</b>	<b>7.6</b>	<b>24.6</b>

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

\* The large budget movements on Finance Committee reflect the latest phasings of capital expenditure and its financing.

31. 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 2 to 4 respectively); and
  - the net capital expenditure to be net from the fund (lines 6 to 11).

City's Cash Requirements 2012/13 and 2013/14					
		2012/13 Original £m	2012/13 Latest Approved £m	2013/14 Original £m	Para. No.
1	Net expenditure on services	65.5	67.6	62.6	32, 37
2	Estate rent income	(44.2)	(45.6)	(43.0)	33, 38
3	Investment income (1)	(18.2)	(18.8)	(19.7)	34, 39
4	Interest on balances	(1.3)	(1.2)	(0.7)	40
5	<b>Revenue deficit (surplus)</b>	<b>1.8</b>	<b>2.0</b>	<b>(0.8)</b>	
6	Capital expenditure (2)	44.0	25.0	29.3	35, 41
7	Supplementary revenue projects	1.0	0.8	2.3	41
8	Capital contributions - external	(9.5)	(9.9)	(2.5)	42
9	- other (3)	(0.6)	(1.2)	(0.9)	
10	Capital receipts	(17.3)	(9.1)	(2.8)	36, 43
11	<b>Net capital requirement</b>	<b>17.6</b>	<b>5.6</b>	<b>25.4</b>	
12	<b>Total net requirement to be met from reserves</b>	<b>19.4</b>	<b>7.6</b>	<b>24.6</b>	

(1) Includes income from the Hampstead Heath Trust Fund

(2) Includes capital programme, excludes projects financed from Designated Funds.

(3) Relates to reimbursement by the City Fund and Bridge House Estates for their shares of the capital costs of corporate projects, and repayment of loans.

### Revenue Budget 2012/13

#### Net Expenditure on Services

32. Net expenditure on City's Cash services for 2012/13 was originally budgeted at £65.5m. The latest approved budget of £67.6m is an increase of £2.1m which is primarily due to:

- approved budgets brought forward from 2011/12 of £3.2m;
- fees of £1.2m payable in relation to the five year project to transform the City's procurement arrangements, such costs being more than offset by savings over the medium term;
- expenditure of £0.6m relating to the rephasing of repairs and maintenance programmes;
- a reduction of £2.4m in contingencies (£2.0m for the possible loss of VAT partial exemption and £0.4m relating to the one-off costs of achieving savings); and
- savings of £0.4m relating to efficiency and budget reviews.

#### Investment Estate Rent Income

33. Rent income from investment properties is forecast to be £1.4m higher than in the original budget due to a number of backdated rent reviews in New Bond Street, retention of the retail tenant at 45 Conduit Street and higher occupancy than anticipated at London Fruit and Wool Exchange and 16-17 Blossom Street.

## Non-Property Investment Income

34. Income from non-property investments also remains resilient with fund managers' forecasts indicating an increase of £0.6m for the year.

## Capital Expenditure

35. Expenditure on capital projects to be met from general reserves is estimated to decrease by £19m to £25m mainly due to a reduction in planned investment in the Strategic Property Estate and slippage in the programme.

## Capital Receipts

36. Capital receipts are also forecast to reduce, from £17.3m to £9.1m mainly as a result of a delay in the disposal of an investment property.

## Revenue Budget 2013/14

### Net Expenditure on Services

37. Net expenditure on City's Cash services for 2013/14 is budgeted at £62.6m, a decrease of £2.9m compared to the original budget for 2012/13 of £65.5m. The main reasons for the reduced requirement are:
- a reduction in contingencies of £2.9m (£2.0m for the possible loss of VAT partial exemption, £0.5m relating to the one-off costs of achieving savings, and a one-off provision in 2012/13 of £0.4m for pay awards);
  - savings of £1.1m relating to efficiency and budget reviews;
  - fees of £0.6m payable in relation to the five year project to transform the City's procurement arrangements, such costs being more than offset by savings over the medium term; and
  - a 1% allowance towards inflationary pressures amounting to £0.5m.

### Investment Estate Rent Income

38. A decrease in rents of £1.2m is projected due mainly to the loss of rental income at 35-37 Alfred Place (Cavendish College) due to tenant default, the tenants giving notice on two floors at 6-8 Eastcheap and the expiry of the lease and subsequent redevelopment of Guildhall House (81-87 Gresham Street).

### Non-Property Investment Income

39. The estimates from fund managers indicate total income of £19.7m, an improvement of £1.5m on the original budget for the current year.

### Interest on Cash Balances

40. The combined impact of the reduction in the assumed average interest rate for the year from 2% to 1.5% and lower reserves due to the financing of capital expenditure are projected to reduce income to £0.7m. This compares to £1.2m in the latest forecast for the current year.

### Capital and Supplementary Revenue Projects

41. Budgets for capital and supplementary revenue projects of £29.3m and £2.3m respectively reflects the latest estimated phasings of expenditure. The budgets provide for schemes relating to investment properties, the Guildhall School of Music and Drama, Open Spaces and Markets, together with a provision of £3m for new schemes.

### Capital Contributions

42. Capital contributions from external parties have been revised to match the phasing of associated expenditure resulting in a reduction in income of £7.0m compared to the budget for the current year.

### Capital Receipts

43. The £2.8m relates mainly to anticipated capital receipts from the disposal of surplus operational properties.

## BRIDGE HOUSE ESTATES

### Overall Budget Position

44. The budgets have been prepared in accordance with the budget policy set out in Annex 1 and the requirements for 2012/13 and 2013/14 are summarised in the table below.

<b>Bridge House Estates Summary by Committee</b>	<b>2012/13 Original</b>	<b>2012/13 Latest Approved</b>	<b>2013/14 Original</b>
<b><i>Net Expenditure (Income)</i></b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
The City Bridge Trust	18.0	18.5	20.2
Culture, Heritage and Libraries	(0.3)	0.0	(0.3)
Finance	(9.3)	(9.6)	(9.2)
Planning and Transportation	3.5	3.6	3.6
Property Investment Board	(13.9)	(13.3)	(13.4)
<b>Deficit (Surplus) from (to) reserves</b>	<b>(2.0)</b>	<b>(0.8)</b>	<b>0.9</b>

45. 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 2012/13 and 2013/14					
		2012/13 Original £m	2012/13 Latest Approved £m	2013/14 Original £m	Para. No.
1	Net expenditure on services	10.1	11.7	10.6	46, 50
2	Bridges repairs, maintenance and major works fund contribution	0.9	1.0	1.0	47, 48
3	Estate rent income	(17.9)	(18.1)	(17.6)	
4	Investment income	(11.2)	(11.9)	(11.3)	49
5	Interest on balances	(1.0)	(1.0)	(1.0)	
6	<b>Revenue surplus</b>	<b>(19.1)</b>	<b>(18.3)</b>	<b>(18.3)</b>	
7	Charitable grants	17.1	17.5	19.2	51
8	<b>Deficit (Surplus) from (to) reserves</b>	<b>(2.0)</b>	<b>(0.8)</b>	<b>0.9</b>	

### Revenue Budget 2012/13

#### Net Expenditure on Services

46. The increase of £1.6m in 2012/13 is primarily approved budgets brought forward from 2011/12 together with agreed additional investment property operating costs.

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

47. 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.
48. 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 £990,000 in the current year and £1,020,000 in 2013/14. These contributions are a small increase when compared to the 2012/13 original budget of £937,000. 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

49. Income from non-property investments also remains resilient with fund managers' forecasts indicating an increase of £0.7m for the year.

### Revenue Budget 2013/14

#### Net Expenditure on Services

50. The estimate of £10.6m is an increase of £0.5m on the original budget for 2012/13. The increase comprises a number of small items, in particular agreed additional investment property operating costs, an allowance towards inflationary pressures and a provision for the CBT to manage the two new initiatives indicated below.

## Charitable Grants

51. The 2013/14 budget is £19.2m and comprises
- the £15m base budget for charitable grants;
  - provision of £3.2m for the ‘Not in Employment, Education or Training’ (NEETS) project; and
  - provision of £1.0m for the ‘Employability Partnership’ project with the other £1.0m included in the forecast for 2014/15.

## GUILDHALL ADMINISTRATION

52. 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>2012/13 Original</b>	<b>2012/13 Latest Approved</b>	<b>2013/14 Original</b>
<i>Net Expenditures</i>	<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	11.0	12.0	11.4
Finance - Chamberlain	28.7	29.4	28.9
Finance - City Surveyor, Remembrancer and Town Clerk	18.4	18.6	18.9
<b>Total Net Expenditure</b>	<b>59.0</b>	<b>60.9</b>	<b>60.1</b>
Recovery of Costs	(59.0)	(60.9)	(60.1)
<b>Total Guildhall Administration</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Revenue Budget 2012/13

53. The 2012/13 latest approved budget for net expenditure (before recovery of costs) is £60.9m, an increase of £1.9m compared to the original budget of £59.0m. The increase primarily relates to the following:
- approved budgets brought forward from 2011/12 of £1.2m;
  - expenditure of £0.5m relating to the rephasing of repairs and maintenance programmes;
  - a shortfall of £0.3m in the Comptroller and City Solicitor’s income from fee earning commercial property work; and
  - savings of £0.3m relating to efficiency and budget reviews.

### Revenue Budget 2013/14

54. Net expenditure for 2013/14 (before recovery of costs) is budgeted at £60.1m. This is an increase of £1.1m compared to the 2012/13 original budget of £59.0m. The main variations are as follows:



- expenditure of £1.2m relating to repairs and maintenance programmes;
- a 1% allowance towards inflationary pressures amounting to £0.3m;
- a shortfall of £0.3m in the Comptroller and City Solicitor's income from fee earning commercial property work;
- savings of £0.6m relating to efficiency and budget reviews; and
- deletion of a one-off provision of £0.4m in 2012/13 for office moves.

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

55. Summaries of the City Fund, City's Cash and Bridge House Estates approved capital and supplementary revenue project budgets for submission to the Court of Common Council in March are included in the Summary Budget Book.

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

56. The latest City Fund approved capital and supplementary revenue projects budgets total £34.4m for 2012/13 and £33.3m for 2013/14. The budgets for both years include significant property investments in relation to the City's Crossrail commitment and a number of schemes relating to affordable housing, the Barbican Centre and highway/streetscene schemes. After allowing for external contributions, the bulk of the City Fund capital budget is anticipated to be financed from capital receipts in line with budget policy.

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

57. The latest City's Cash capital and supplementary revenue projects budgets (including schemes financed from the Designated Funds) total £31.2m for 2012/13 and £28.6m for 2013/14. The budgets for 2012/13 include expenditures on property investments and the new Guildhall School facilities at Milton Court. The 2013/14 budgets include further expenditures on property investments and specialist equipment at Milton Court, together with the commencement of the main Master Plan works at the Freeman's School.

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

58. The latest Bridge House Estates approved capital and supplementary revenue projects budgets (including schemes financed from the Bridge House Estates Designated Sales Pool) total £2.1m for 2012/13 and £0.8m in 2013/14. Schemes include Tower Bridge lighting and other works to the Thames Bridges and some investment property development.

### **Financing Capital Expenditure**

59. 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:-

- to aim to achieve as a minimum over the medium term planning period the ‘golden rule’ of matching on-going revenue expenditures and incomes;
- to implement budget adjustments and measures that are sustainable, on-going and focused on improving efficiencies;
- as far as possible to protect existing repairs and maintenance provisions and budgets from 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);
- to set a general planning framework for Chief Officers providing:
  - 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%);
- 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;
- to achieve the existing targeted/selective budget reductions and savings programme and to identify further savings together with the potential financial benefits arising from corporate-wide procurement arrangements;
- 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 at the earliest in 2015/16;
- to continue to review critically all financing arrangements, criteria and provisions relating to existing and proposed capital and supplementary revenue project expenditures;
- to reduce the City Fund’s budget exposure to future interest rate changes by adopting a prudent earnings assumption in financial forecasts. If higher earnings are actually achieved, these should ordinarily only be available for non-recurring items of expenditure;



- 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;
- ordinarily to finance capital projects from capital rather than revenue resources and supplementary revenue projects from provisions set aside within the financial forecast; and
- to minimise the impact of rate/tax increases on City businesses and residents in view of the difficult economic conditions.

### **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.

As City's Cash is a closed fund, it is necessary for the cost of capital expenditure to be met from within the annual revenue surplus and/or the available resources of the Fund.

### **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	2012/13 Latest Approved Budget £'000	2013/14 Original Budget		
		Local Risk	Central Risk and Recharges	Total
		£'000	£'000	£'000
Chamberlain	(32,801)	19,346	(32,128)	(12,782)
City Surveyor	(67,063)	30,527	(98,504)	(67,977)
Commissioner of Police	62,063	58,718	3,763	62,481
Comptroller and City Solicitor	0	3,163	(3,163)	0
Director of the Built Environment	23,792	17,211	6,189	23,400
Director of Community and Children's Services *	10,957	5,531	5,918	11,449
Director of Culture, Heritage and Libraries	20,988	9,333	11,196	20,529
Director of Markets and Consumer Services	10,104	5,911	2,666	8,577
Director of Open Spaces	13,237	11,280	1,422	12,702
Headmaster, City of London School #	1,412	704	697	1,401
Headmaster, City of London Freeman's School #	2,292	273	2,014	2,287
Headmistress, City of London School for Girls #	1,524	503	508	1,011
Managing Director, Barbican Centre	23,395	15,539	7,746	23,285
Principal, Guildhall School of Music and Drama	7,468	5,223	2,146	7,369
Private Secretary and Chief of Staff to the Lord Mayor	5,701	2,734	852	3,586
Remembrancer	5,535	697	4,838	5,535
Town Clerk	33,332	15,561	18,291	33,852
<b>Total Fund Analysis</b>	<b>121,936</b>	<b>202,254</b>	<b>(65,549)</b>	<b>136,705</b>

( ) = Income

\* Includes the HRA

# Shows City Support rather than net expenditure by the schools



# CHAMBERLAIN

## SERVICE OVERVIEW

### FINANCE COMMITTEE SUMMARY

The Finance Committee undertakes 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;
- (i) developing and implementing IS strategies to support the business needs of the City of London Corporation;
- (j) overseeing the effective and sustainable management of the City of London Corporation's operational assets to help deliver strategic priorities and service needs; with the policy committee retaining responsibility for the overall strategy and the ability to decide how the Guildhall complex should be utilised.

The Finance Committee also directly oversees a number of services/activities 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 in cases where recovery of full cost is required. 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. The Chamberlain's Court budgets also include Freedom expenses.

## **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**

City's Cash services bear a charge for their capital expenditure calculated on the basis of a 4.69% annuity for 2012/13 and 2013/14. However, in order to avoid this accounting charge resulting in a real cost to City's Cash, the charge is reversed within the Corporate Financing account, and is replaced by the actual cost of financing City's Cash capital expenditure from revenue.

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'. Therefore, this account now includes a budget for approved supplementary revenue 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 division also includes capital receipts and other capital contributions.

## **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.

### **Chamberlain's Department – General**

This cost centre includes services provided by the Financial Services and Exchequer & Business Support Divisions:-

- revenue and capital budget preparation
- budget monitoring and financial advice
- accounting and final accounts
- business partnering
- financial investment and cash management
- financial planning and technical analysis
- VAT/tax planning
- banking
- capital project appraisal
- financial appraisal of organisations
- City's Business Information System (CBIS) Team
- City of London Procurement Service (CLPS)
- revenue collection
- support to corporate governance
- internal audit
- payroll and pension

### **Chamberlain's Department – Insurance**

Part of the Financial Services Division but included in a separate cost centre, the Insurance Section is responsible for undertaking risk assessments and securing the required insurance cover.

### **Chamberlain's Department – IS**

The Information Systems Division of the Chamberlain's Department provides a range of support and development services to computer and telephone users including:-

- implementation, support and development of central server and PC based systems;
- maintenance and support of the City's PC and data networks;
- training services;
- a Help Desk; and
- procurement support to departments.

**CHAMBERLAIN**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
2,328	Cost of Collection	2,391	(120)	2,271
183	Chamberlain's Court	199	(18)	181
9,694	General	9,597	(107)	9,490
161	Insurances	159	0	159
7,407	Information Systems	7,344	(100)	7,244
1	Chaplain - General Purposes Committee of Alderman	1	0	1
19,774	<b>Total Local Risk</b>	19,691	(345)	19,346
	<b>Fund Analysis</b>			
2,328	City Fund	2,391	(120)	2,271
184	City's Cash	200	(18)	182
2,512		2,591	(138)	2,453
17,262	Guildhall Admin	17,100	(207)	16,893
19,774	<b>Total Fund Analysis</b>	19,691	(345)	19,346
	<b>Central Risk and Recharges</b>			
8,132	Corporate Financing	38,478	(11,149)	27,329
(657)	External Audit, Investment Management Fees Etc.	7,315	(255)	7,060
(38,246)	Investment / Interest	0	(36,011)	(36,011)
(1,729)	Cost of Collection Allowance	0	(1,729)	(1,729)
1,060	Levies, Grants and Subscriptions	1,984	(687)	1,297
0	Museum of London	0	0	0
320	Collection Fund Transfer	320	0	320
2,641	Contingencies	2,980	0	2,980
77	City Moiety	579	(485)	94
10,118	Insurances	12,904	(2,719)	10,185
13,467	Transfer to Reserves	2,031	0	2,031
(4,817)	<b>Total Central Risk</b>	66,591	(53,035)	13,556
	<b>Recharges</b>			
15,703	Recharges from other services	15,686	0	15,686
(63,461)	Recharges to other services	0	(61,370)	(61,370)
(52,575)	<b>Total Central Risk and Recharges</b>	82,277	(114,405)	(32,128)
	<b>Fund Analysis</b>			
(12,539)	City Fund	19,772	(33,382)	(13,610)
(13,121)	City's Cash	44,456	(36,901)	7,555
(9,653)	Bridge House Estates	3,113	(12,293)	(9,180)
(35,313)		67,341	(82,576)	(15,235)
(17,262)	Guildhall Admin	14,936	(31,829)	(16,893)
(52,575)	<b>Total Fund Analysis</b>	82,277	(114,405)	(32,128)
(32,801)	<b>Grand Total</b>	101,968	(114,750)	(12,782)

**CHAMBERLAIN**

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk	Total
		£'000	& Recharges £'000	£'000
<b>Expenditure</b>	Employees	15,535	39	15,574
	Premises Related Expenses	1	13,212	13,213
	Transport	22	423	445
	Supplies and Services	2,344	10,156	12,500
	Third Party Expenses	1,789	557	2,346
	Transfer Payments	0	320	320
	Capital Expenditure	0	36,870	36,870
	Transfer to Reserves	0	2,031	2,031
	Contingencies	0	2,983	2,983
	Savings to be Applied	0	0	0
	Recharges	0	15,686	15,686
	<b>Total Expenditure</b>	<b>19,691</b>	<b>82,277</b>	<b>101,968</b>
<b>Income</b>	Government Grants	0	(2,416)	(2,416)
	Other Grants and Reimbursements	0	(2,952)	(2,952)
	Customer and Client Receipts	(345)	(6,248)	(6,593)
	Investments	0	(36,162)	(36,162)
	Transfer from Reserve	0	(5,257)	(5,257)
	Recharges	0	(61,370)	(61,370)
		<b>Total Income</b>	<b>(345)</b>	<b>(114,405)</b>
	<b>Net Expenditure / (Income)</b>	<b>19,346</b>	<b>(32,128)</b>	<b>(12,782)</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 leases 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 a number 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. A new strategy document will be presented to the Property Investment Board in February 2013.

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 2012 the City Fund achieved a total return of 6.4% as measured by the Investment Property Databank (IPD). The fund underperformed the 8.5% return achieved by its benchmark (offices in either the City or E1), but performed in line with the IPD Universe.

The IPD capital value of the Estate as at March 2012 was some £742.7m (excluding the strategic property estate). The IPD return for the Estate annualised over the last 5 years is 0.7% compared to its Benchmark of 0.1% and the IPD Universe benchmark of -1.1%. Over 10 years the average return of the Estate has been some 8.6%.

The current 2013/14 annual income for the City Fund Estate including the Strategic Property Estate is expected to be around £35.47m.

Significant current projects include:

- St Alphage 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 in July 2012 and who then exercised the option with some £22.25m being paid as part of the agreed site price for a new ground lease. Brookfield will require a pre-let to an office occupier of part of the scheme, before commencing the development, although demolition may start in April/May 2013. Brookfield have brought in Oxford Properties (Canadian Pension Fund) as a 50% funding partner.
- International House. Helical Bar obtained a revised Planning Permission for some 275,000 sq.ft. (net). Helical have an option to purchase a long lease and have recently asked to extend their option for two years and in return they will demolish the existing buildings to aid the search for a pre-let and funding partner.
- 12-14 New Fetter Lane. This is a proposed development by Great Portland Estates (GPE). They have Planning Permission for about 160,000 sq. ft. (net) of offices and can now be granted a long lease at a ground rent gearing, in order to commence the new development. GPE are only likely to proceed with the deal if a substantial pre-let can be achieved.
- 100 Cheapside: Demolition for this 100,000 sq.ft. scheme is underway by Keltbray, with the main contract being tendered with practical completion anticipated by Autumn 2014. City of London has retained a 25% interest in the project through a joint venture with the investment partners, CarVal and Orion, with the monies being provided by the Crossrail Fund. Quadrant Estates are the development managers. 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, 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 pedestrianised on weekdays between 10 am and 11 pm. 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 Food Festivals and very successful Spring and Autumn Fashion Shows.

The Market was also part of the men and women's Olympic Marathon Route which attracted worldwide coverage. A number of major corporate events have been held both for UK and international companies as well as the Market attracting interest for film location work such as for Harry Potter.

## **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 £45.6m and this forecast suggests that total rent will remain 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.

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 10 year strategy for the City's Estate was reviewed in March 2010, and an update provided in December 2011, which confirmed the continued implementation of 7 strategic objectives and 11 policies. A revised strategy is to be reported in early 2013. The general strategy 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 –	33
Directly managed properties let at rack rents –	41
Modern ground rents with regular reviews –	46
Older ground rents without review –	<u>16</u>
Total	136

Since 1993, the portfolio has been managed for performance as measured externally by IPD. In the year to March 2012 the portfolio achieved a total return of 16.3%, exceeding its benchmark (London properties including owner occupied) of 10.2% and the IPD Universe of 6.4%

Over a five year annualised period the Estate return was 3.3% compared to its benchmark of 1.1% and the IPD Universe return of -1.1%.

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. These have been excluded due to the nature of the properties and that they are held for strategic purposes.

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, funded from the City's Estate Designated Sales Pool. A major refurbishment of Boston House, 63 New Broad Street, comprising

10,677 sq.ft of offices is due to complete in January 2013. Another major refurbishment of Tallis House, 5 Carmelite St, an office building of circa 21,000 sq.ft. on six floors, has commenced, and practical completion is due in July 2013. A long leasehold interest in Audit House was recently sold to the fund refurbishment of Guildhall House. A further key strategic site includes the refurbishment of the former Cavendish College, Alfred Place.

### **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 is used to maintain a number of bridges 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 £0.5m in 2013/14, before rising to £21.8 million in 2015/16. The total return for the year ending March 2012 was 14.6% compared to its benchmark of commercial property in central London and SE1 of 11.6% and the IPD Universe benchmark of 6.4%. The fund has delivered annualised returns of 2.5% over a five year period compared to its benchmark of 1.6% and the Universe benchmark of -1.1%.

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 continues 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 2012 70% of the floorspace in the building remained tenanted. Colechurch House continues to be managed with the intention to redevelop the property in 2013/14. Negotiations are continuing with Southwark to include part of a site in their ownership, and once agreed and subject to member’s approval a ground lease and building agreement will be jointly marketed. The Estate’s highest performing asset in 2011/12 was its one asset in the West End, 24/25 New Bond Street, which benefited from a substantial uplift in capital value and income following the renewal of the retail lease, formerly at a low fixed rent, to a market rent.

### **City Surveyor’s Department**

The City Surveyor’s Department is responsible for the asset management of all City Corporation investment, strategic and operational properties. In accordance with best practice and Government policy, property asset management on the operational estate has been subject to a number of challenging Property Reviews undertaken by the Corporate Property Group within City Surveyors. This group has also developed the Asset Management Plan in relation to operational assets and provides advice and support for the corporate asset realisation programme. The Department



provides transactional and advisory property services to the City Corporation as a whole and to individual service committees and departments as part of comprehensive corporate property asset management function and property facilities management function. Other services provided by the Corporate Property Group include management of the City's historical and heritage assets.

The Cartographic and Research Team provides mapping assistance to the City Corporation and the external property industry, and maintains the City's property terrier of records.

An Operations Group team provides advice and guidance on property related Health & Safety, property maintenance plans and property related contract procurement and management including the corporate repairs and maintenance and lift contracts, and the increasingly important role of energy procurement and the delivery of energy and carbon reduction by Departments carried out by the Corporate Energy Manager.

In terms of Property Investment, Strategic and Fund Management, the department provides professional surveying services including valuation, property management, building and cartographic services and contract management of external consultants. It also provides services to meet the performance targets set by the Property Investment Board and to meet the service requirements of its tenants.

The City Property Advisory Team is a specialist team of advisors serving the City's business and its property industry as a facilitator and information advisor.

A key achievement of the team has been to devise and oversee the successful deployment of a City wide external Wi-Fi network, providing an additional service for workers and visitors. Following a pilot period of free usage of the network during the Olympics, Members have recently approved an extension of this free usage.

The team also co-ordinates the Cheapside Retail Initiative which provides support to the retail businesses in the New Change development.

The Projects Group within the Department is also responsible for the management of a wide range of construction and design services, including the management of major projects such as the Freeman School refurbishment and the Hampstead Heath Hydrology Project and the regular maintenance of the City Corporation's buildings and structures.

**CITY SURVEYOR**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
1,455	City Fund Estate	3,271	(1,792)	1,479
0	Crossrail	0	0	0
13	Lower Thames Street - Roman Bath	9	0	9
65	Mayor's and City of London Court	100	(77)	23
149	Leadenhall Market	636	(487)	149
494	City Property Advisory Team	684	(236)	448
3,579	City's Estate	8,214	(4,764)	3,450
93	Mayoralty and Shrievalty	88	0	88
6	GP Aldermen - Works	6	0	6
7,779	Surveyor's Department	8,010	(507)	7,503
2,575	Bridge House Estates	4,630	(2,505)	2,125
6,710	Guildhall Administration	6,759	(427)	6,332
9,550	Repairs and Maintenance Client Account	8,915	0	8,915
<b>32,468</b>	<b>Total Local Risk</b>	<b>41,322</b>	<b>(10,795)</b>	<b>30,527</b>
	<b>Fund Analysis</b>			
5,453	City Fund	7,737	(2,592)	5,145
16,930	City's Cash	20,736	(5,271)	15,465
2,575	Bridge House Estates	4,630	(2,505)	2,125
<b>24,958</b>		<b>33,103</b>	<b>(10,368)</b>	<b>22,735</b>
7,510	Guildhall Administration	8,219	(427)	7,792
<b>32,468</b>	<b>Total Fund Analysis</b>	<b>41,322</b>	<b>(10,795)</b>	<b>30,527</b>

	<b>Central Risk</b>			
(35,770)	City Fund Estate	1,036	(38,144)	(37,108)
(24)	Crossrail	1,138	(1,162)	(24)
(2,513)	Leadenhall Market	0	(2,670)	(2,670)
(45,992)	City's Estate	1,874	(45,318)	(43,444)
38	Surveyor's Department	38	0	38
(19,077)	Bridge House Estates	1,838	(20,447)	(18,609)
2,911	Guildhall Administration	2,985	0	2,985
<b>(100,427)</b>	<b>Total Central Risk</b>	<b>8,909</b>	<b>(107,741)</b>	<b>(98,832)</b>
	<b>Recharges</b>			
28,265	Recharges from other services	27,776	0	27,776
(27,369)	Recharges to other services	0	(27,448)	(27,448)
<b>(99,531)</b>	<b>Total Central Risk and Recharges</b>	<b>36,685</b>	<b>(135,189)</b>	<b>(98,504)</b>
	<b>Fund Analysis</b>			
(30,911)	City Fund	9,390	(41,976)	(32,586)
(45,197)	City's Cash	12,598	(55,173)	(42,575)
(19,077)	Bridge House Estates	1,838	(20,447)	(18,609)
<b>(95,185)</b>		<b>23,826</b>	<b>(117,596)</b>	<b>(93,770)</b>
(7,510)	Guildhall Administration	4,402	(17,593)	(13,191)
<b>(102,695)</b>	<b>Total Fund Analysis</b>	<b>28,228</b>	<b>(135,189)</b>	<b>(106,961)</b>
<b>(67,063)</b>	<b>Grand Total</b>	<b>78,007</b>	<b>(145,984)</b>	<b>(67,977)</b>

CITY SURVEYOR

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk £'000	Central Risk & Recharges £'000	Total £'000
<b>Expenditure</b>	Employees	13,552	76	13,628
	Premises Related Expenses	23,285	4,421	27,706
	Transport	60	0	60
	Supplies and Services	5,125	796	5,921
	Capital Expenditure	0	640	640
	Transfer to Reserves	0	2,976	2,976
	Recharges	0	27,776	27,776
	Unidentified Savings	0	0	0
	Savings to be Applied	(700)	0	(700)
	<b>Total Expenditure</b>	<b>41,322</b>	<b>36,685</b>	<b>78,007</b>
<b>Income</b>	Other Grants and Reimbursements	(426)	0	(426)
	Customer and Client Receipts	(10,369)	(107,101)	(117,470)
	Transfer from Reserves	0	(640)	(640)
	Recharges	0	(27,448)	(27,448)
	<b>Total Income</b>	<b>(10,795)</b>	<b>(135,189)</b>	<b>(145,984)</b>
	<b>Net Expenditure / (Income)</b>	<b>30,527</b>	<b>(98,504)</b>	<b>(67,977)</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 and are currently under review. 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 in Government Grants over the Comprehensive Spending Review period (2011/12 – 2014/15), the City of London Police has undertaken a major change programme entitled 'City First' with the aim of developing a City of London focused policing model based on a commitment to service delivery that provides value for money and is affordable given known financial constraints.

The Force is now starting to operate within its newly defined structure which 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** has been formed by merging the Territorial Policing and Specialist Support Directorates. Combining these two functional areas has brigaded the key public facing functions in one command structure, increasing flexibility and the ability to respond quickly and efficiently to changing demands.

Units have been re-aligned in order to deliver performance in a more efficient way without affecting the quality of service provided to our communities. The Directorate can prioritise resources dependent upon threat and risk, ensuring that it remains clearly focused on Force priorities.

The **Intelligence & Information Directorate** is a new Directorate within the City of London Police structure and will be the single co-ordinating hub responsible for all intelligence and information management. It will provide all contact management and will be the first point of contact for the

initial reporting, assessment, screening and allocation of crimes. The Directorate will also be responsible for command and control of deployable resources and coordinating all calls for service. The Intelligence function will be 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 will also ensure the delivery and update in relation to the Police National Databases and the Automatic Number Plate Recognition systems.

The centralised nature of the Directorate will ensure cohesive management of information and intelligence and will improve connectivity between the directorates and their resources. It will 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** have created a single area that will be responsible for the management and investigation of volume and serious crimes that have been confirmed following screening by the Intelligence and Information function. The Directorate's have worked together to create two new brigaded functions that will achieve efficiencies in both costs and service delivery. These are 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; this change provides greater resilience to an area of increasing demand.

Changes to tasking processes have also been implemented in consultation with the Force's new Information and Intelligence Directorate. These changes will deliver central oversight of resource use - including specialist areas such a covert policing. New processes will help to mitigate the impact of falling staff numbers, directing resources at the most significant threats and productive activities.

ECD has re-organised its National Fraud Intelligence Bureau (NFIB) function in order to absorb an expansion in posts funded by the Cabinet Office's Cyber Security Programme (improving the police service response to cyber related fraud). Reorganisation has also been necessary to prepare NFIB systems for the roll-out of the national *Action Fraud* service; this will be live in all forces by 31<sup>st</sup> March 2013 and significantly increase the unit's workload.

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 newly established shared Occupational Health service with the City of London), finance, technology, accommodation and facilities management, fleet and Shared Services.

The **ACPO Directorate** comprises Strategic Development and Professional Standards Departments. The Directorate co-ordinates the planning and development of strategic direction and change within the Force. Linked with this, departments assist Directorates with monitoring and supporting performance delivery and activity across the Force.

COMMISSIONER OF POLICE

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
8,250	Economic Crime Directorate	22,043	(14,992)	7,051
25,463	Specialist Support Directorate	22,449	(1,850)	20,599
10,440	Intelligence and Information	11,096	(212)	10,884
11,634	Crime Investigation Directorate	11,215	(617)	10,598
13,156	Corporate Services Directorate	13,456	(609)	12,847
(10,030)	Central	3,802	(7,663)	(3,861)
0	Recoverable	1,049	(1,049)	0
600	Pensions	11,945	(11,345)	600
59,513	<b>Total Local Risk</b>	97,055	(38,337)	58,718
	<b>Fund Analysis</b>			
59,513	City Fund	97,055	(38,337)	58,718
	City's Cash			0
59,513	<b>Total Fund Analysis</b>	97,055	(38,337)	58,718

	<b>Central Risk</b>			
75	Corporate Financing	1,393		1,393
75	<b>Total Central Risk</b>	1,393	0	1,393
	<b>Recharges</b>			
5,393	Recharges from other services	4,949		4,949
(2,918)	Recharges to other services		(2,579)	(2,579)
2,550	<b>Total Central Risk and Recharges</b>	6,342	(2,579)	3,763
	<b>Fund Analysis</b>			
2,550	City Fund	6,342	(2,579)	3,763
2,550	<b>Total Fund Analysis</b>	6,342	(2,579)	3,763

62,063	<b>Grand Total</b>	103,397	(40,916)	62,481
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**COMMISSIONER OF POLICE**

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk £'000	Central Risk & Recharges £'000	Total £'000
<b>Expenditure</b>	Employees	68,488		68,488
	Premises Related Expenses	4,364		4,364
	Transport	2,512		2,512
	Supplies and Services	20,501		20,501
	Third Party Expenses	890		890
	Contingencies	300		300
	Capital Charges		1,393	1,393
	Recharges		4,949	4,949
	Unidentified Savings			0
	<b>Total Expenditure</b>	<b>97,055</b>	<b>6,342</b>	<b>103,397</b>
<b>Income</b>	Government Grants	(24,811)		(24,811)
	Other Grants and Reimbursements	(9,045)		(9,045)
	Customer and Client Receipts	(1,870)		(1,870)
	Transfer from Reserves	(2,611)		(2,611)
	Recharges		(2,579)	(2,579)
	<b>Total Income</b>	<b>(38,337)</b>	<b>(2,579)</b>	<b>(40,916)</b>
	<b>Net Expenditure</b>	<b>58,718</b>	<b>3,763</b>	<b>62,481</b>



## 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 such as the litigation concerning the Occupy encampment at St Paul's Churchyard.

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 repossessions 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 which it is continuing to develop through its membership of a pan-London benchmarking club. 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 2011 survey were very positive and 94% of Chairmen who responded to the survey thought that overall, the legal service was either 'Very Good' or 'Good'. Departmentally, 100% 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 93% across 9 different factors. A further survey will be conducted in early December 2012.

### Review of Performance Indicators 2011/2012

PI1	Responses of chairmen of committee (who respond) to the client care survey give a 'high overall service' rating – annual survey	Target 97% <b>Achieved 94%</b> - Dec 2011 <i>(3% below target)</i>
PI2	Responses of departments (who respond) to the client care survey give a 'high quality service' rating – annual survey	Target 98% <b>Achieved 100%</b> - Dec 2011 <i>(2% above target)</i>
PI3	Responses of departments (who respond) to the client care survey give a 'staff keep you well informed' rating – annual survey	Target 90% <b>Achieved 86%</b> - Dec 2011 <i>(4% below target)</i>
PI4	Responses of departments (who respond) to the client care survey give a 'staff provide advice within required timescales' rating – annual survey	Target 90% <b>Achieved 86%</b> - Dec 2011 <i>(4% below target)</i>
PI5	Service Response Standards – monitored quarterly	Target - Full compliance <b>Achieved (at 31 Dec)</b>
PI6	% justified complaints against total caseload - monitored quarterly	Target - Less than <b>2%</b> <b>Achieved</b> <i>(2% above target)</i>
PI7	% justified judicial reviews against total caseload - monitored quarterly	Target - Less than <b>0.5%</b> <b>Achieved</b>
PI8	Maintain LEXCEL accreditation – annual	Target – Accreditation <b>Achieved May 2011</b>
PI9	File reviews completed in a timely fashion – monitored 4 monthly	Target - 90% within one month <b>Achieved 75%</b> <i>(15% below target)</i>
PI10	Inactivity of files in 6 months – monitored quarterly	Target 15% <b>Achieved 13%</b> <i>(2% above target)</i>
PI11	Inactivity of files in 3 months – monitored quarterly	Target 20% <b>Achieved 21%</b> <i>(1% below target)</i>
PI12	Individual chargeable hours target - monitored quarterly	<b>Target 100%</b> <b>Achieved 100%</b>
PI13	Effectively managing sickness absence - monitored quarterly (for period 01/04/11 – 31/03/12)	Target – Below City average <b>Short term – above average</b> <i>(C&amp;CS 3.75 / City 3.13) (0.62 days above City avg.)</i> <b>Long term - above average</b> <i>(C&amp;CS 6.11 / City 3.84) (2.27 days above City average)</i>
PI14	Staff feel their PDR's are of value – annual survey	Target 85% <b>Achieved 84%</b> <i>(1% below target)</i>

PI15	Pay invoices equal or better than City average – monitored monthly	<b>Target - Within 30 days - City target 98%</b> <b>Achieved 99%</b> ( <i>1% above City target</i> ) Small Business – within 10 days <b>Achieved 68%</b> ( <i>2% above City target</i> )
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**COMPTROLLER AND CITY SOLICITOR**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
3,265	Comptroller and City Solicitor	3,628	(465)	3,163
3,265	<b>Total Local Risk</b>	3,628	(465)	3,163
	<b>Fund Analysis</b>			
3,265	Guildhall Admin	3,628	(465)	3,163
3,265	<b>Total Fund Analysis</b>	3,628	(465)	3,163

	<b>Central Risk</b>			
(200)	Comptroller and City Solicitor		(200)	(200)
(200)	<b>Total Central Risk</b>	0	(200)	(200)
	<b>Recharges</b>			
495	Recharges from other services	496		496
(3,560)	Recharges to other services		(3,459)	(3,459)
(3,265)	<b>Total Central Risk and Recharges</b>	496	(3,659)	(3,163)
	<b>Fund Analysis</b>			
(3,265)	Guildhall Admin	496	(3,659)	(3,163)
(3,265)	<b>Total Fund Analysis</b>	496	(3,659)	(3,163)

0	<b>Grand Total</b>	4,124	(4,124)	0
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	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	3,363		3,363
	Transport	2		2
	Supplies and Services	262		262
	Contingencies	1		1
	Recharges		496	496
	Savings to be Applied			0
	<b>Total Expenditure</b>	3,628	496	4,124
<b>Income</b>	Customer and Client Receipts	(465)	(200)	(665)
	Recharges		(3,459)	(3,459)
	<b>Total Income</b>	(465)	(3,659)	(4,124)
	<b>Net Expenditure</b>	3,163	(3,163)	0

# DIRECTOR OF THE BUILT ENVIRONMENT

## SERVICE OVERVIEW

A brief overview for each division of service is provided below:

### 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**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
849	Public Conveniences	1,244	(552)	692
155	Waste Collection	973	(816)	157
3,969	Street Cleansing	4,293	(372)	3,921
692	Waste Disposal	1,347	(655)	692
352	Cleansing Services General Management	368	0	368
140	Transport Organisation	174	(39)	135
755	Walbrook Wharf	849	(109)	740
644	Built Environment Directorate	573	0	573
2,373	Town Planning	2,866	(522)	2,344
297	Transportation Planning	2,042	(1,810)	232
0	Section 106 Monitoring	0	0	0
49	Planning Obligations	160	(110)	50
242	Road Safety	220	(10)	210
0	Street Scene	0	0	0
195	Building Control	1,457	(1,244)	213
3,390	Highways	3,651	(507)	3,144
0	Rechargeable Works	800	(800)	0
(543)	Traffic Management	882	(1,412)	(530)
44	Off Street Parking	2,484	(2,400)	84
3,678	On Street Parking	3,747	(32)	3,715
352	Drains & Sewers	612	(284)	328
129	Contingency	(85)	(147)	(232)
145	City Open Spaces	145	0	145
230	Other Bridges	230	0	230
18,137	<b>Total Local Risk</b>	29,032	(11,821)	17,211
	<b>Fund Analysis</b>			
17,907	City Fund	28,802	(11,821)	16,981
230	Bridge House Estates	230	0	230
18,137	<b>Total Fund Analysis</b>	29,032	(11,821)	17,211

**DIRECTOR OF THE BUILT ENVIRONMENT**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Central Risk</b>			
698	Walbrook Wharf	698	0	698
1,043	Bridges	1,073	0	1,073
(364)	Town Planning	0	(364)	(364)
0	Street Scene	2,000	(2,000)	0
(1,199)	Highways	95	(1,431)	(1,336)
(764)	Off Street Parking	30	(652)	(622)
(3,944)	On Street Parking	3,876	(7,851)	(3,975)
15	Contingency	15	0	15
(4,515)	<b>Total Central Risk</b>	7,787	(12,298)	(4,511)
	<b>Recharges</b>			
15,631	Recharges from other services	16,018	0	16,018
(5,461)	Recharges to other services	0	(5,318)	(5,318)
5,655	<b>Total Central Risk and Recharges</b>	23,805	(17,616)	6,189
	<b>Fund Analysis</b>			
14,326	City Fund	21,764	(17,612)	4,152
122	City's Cash	129	0	129
1,788	Bridge House Estates	1,783	(4)	1,779
16,236	<b>Total Fund Analysis</b>	23,676	(17,616)	6,060
23,792	<b>Grand Total</b>	52,837	(29,437)	23,400

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	11,657	0	11,657
	Premises Related Expenses	5,418	1,748	7,166
	Transport	97	0	97
	Supplies and Services	2,073	2,148	4,221
	Third Party Expenses	9,865	0	9,865
	Transfer to Reserves	5	3,876	3,881
	Contingencies	9	15	24
	Savings to be Applied	(92)	0	(92)
	Recharges	0	16,018	16,018
	<b>Total Expenditure</b>	29,032	23,805	52,837
<b>Income</b>	Government Grants	0	0	0
	Other Grants and Reimbursements	(182)	(2,000)	(2,182)
	Customer and Client Receipts	(9,115)	(8,239)	(17,354)
	Transfer from Reserve	(300)	(2,059)	(2,359)
	Recharges to Capital Projects	(2,224)	0	(2,224)
	Recharges	0	(5,318)	(5,318)
	<b>Total Income</b>	(11,821)	(17,616)	(29,437)
<b>Net Expenditure</b>	17,211	6,189	23,400	

## **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)

The services provided by the Department are overseen by the Community and Children's Services Committee with the exception of the Barbican Estate which is overseen by the Barbican Residential Committee.

#### **1. SERVICE OBJECTIVES**

The Department's strategic aims are:

1. Improving the Health and Wellbeing of communities and individuals
2. Protecting and safeguarding vulnerable people through better prevention and early intervention.
3. Promoting independence choice and control.
4. Supporting and empowering our communities and enabling people to make a positive contribution.
5. 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 (e.g. reviews of housing needs both in terms of the demand for accommodation and the quality of the housing stock, housing strategy documents, 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.

### **Occupational Therapy - Holding Account**

Occupational therapists advise on managing the tasks of daily life at home or in the community. They may supply equipment, offer advice, or support housing adaptations that helps to support independent living. Occupational therapists also assess and then provide telecare to residents within the City. Their costs are recharged to 'Services to Adults', 'Services to Older People' and 'Services to Children' based on time spent on the various client groups.

### **Child Social Care**

The main strategic objective for children's social care 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 in residential homes or within a foster family are necessary options.

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.

### **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

### **Asylum Seekers Service**

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.

## **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.

## **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.

## **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.

### **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. 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.

### **Student Support**

This relates to rent income received from Calcutta House. This property is managed by the City Surveyor however as it is rented out for educational purposes, the rent income is shown here.

### **Public Health**

From April 2013 public health functions and related funding will transfer from primary care trusts (PCTs) to upper and single tier local authorities. As a result the City Of London will have a duty to take the lead in improving the health of its population and reducing health inequalities, funded through a ring-fenced grant.



## **HOUSING SERVICES**

### **Spitalfields Residential**

There are 32 properties that were not built under Housing Act powers and have not been appropriated to the HRA.

### **General Housing Advice**

The City has a responsibility to provide advice on housing to the public in general and not solely to its tenants.

### **Enabling Activities**

In 2006, the City of London agreed an Affordable Housing Strategy. The City will receive nomination rights to a small number of homes as part of the East London sub regional partnership arrangements and 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.

### **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.

### **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 Supporting People service includes funding for seven schemes, four 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).

## **BARBICAN ESTATE**

As at 1 September 2012 the Barbican Residential Committee was responsible for 1,990 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 94% 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**

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 the youth hostel 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**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
	<b>Barbican Residential</b>			
510	Supervision & Management Holding Account	503	0	503
94	Service Charge Account	6,970	(6,876)	94
(1,445)	Landlords Services	512	(1,979)	(1,467)
(222)	Car Parking	1,155	(1,362)	(207)
(344)	Stores	6	(360)	(354)
(983)	Trade Centre	62	(1,087)	(1,025)
82	Other Non-Housing	87	(5)	82
	<b>Adult Services</b>			
2,319	Services to Adults	2,353	(41)	2,312
1,308	Services to Older People	1,607	(293)	1,314
0	Home Care Service - Holding Account	0	0	0
163	Occupational Therapy - Holding Account	193	(40)	153
566	Commissioning	2,034	(1,440)	594
38	Adult & Community Learning	1,297	(1,262)	35
132	Recreation Facilities and Sports Development	52	0	52
119	Service Strategy - Adult Services	0	0	0
	<b>Family &amp; Young People's Services</b>			
402	Services to Children	402	0	402
136	Early Years & Childcare	1,367	(83)	1,284
317	Other Schools Related Activities	352	(75)	277
403	Youth Service	267	(25)	242
	<b>Housing Services</b>			
590	Homelessness Administration	928	(338)	590
78	Benefits Administration	252	(158)	94
484	Supporting People	618	(128)	490
(3)	Other Housing Services	83	(96)	(13)
18	Service Strategy - Housing Services	18	0	18
1,507	<b>Supervision and Management - Holding Account</b>	1,429	(17)	1,412
(1,466)	<b>HRA</b>	12,830	(14,181)	(1,351)
4,803	<b>Total Local Risk</b>	35,377	(29,846)	5,531
	<b>Fund Analysis</b>			
6,269	City Fund	22,547	(15,665)	6,882
(1,466)	HRA	12,830	(14,181)	(1,351)
4,803	<b>Total Fund Analysis</b>	35,377	(29,846)	5,531

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

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Central Risk</b>			
	<b>Barbican Residential</b>			
(792)	Service Charge Account	0	(779)	(779)
(206)	Landlords Services	0	(206)	(206)
(35)	Trade Centre	0	(35)	(35)
117	Other Non-Housing	0	(19)	(19)
	<b>Adult Services</b>			
(140)	Commissioning	526	(666)	(140)
	<b>Family &amp; Young People's Services</b>			
480	Services to Children	494	0	494
228	Early Years & Childcare	228	0	228
360	Asylum Seekers	474	(131)	343
(24)	Delegated Budget	1,672	(1,696)	(24)
(262)	Other Schools Related Activities	599	(971)	(372)
(1,043)	Student Support	0	(1,043)	(1,043)
	<b>Housing Services</b>			
110	Benefits Administration	6,200	(5,812)	388
51	Gresham Almshouses	43	0	43
(1,156)	<b>Total Central Risk</b>	10,236	(11,358)	(1,122)
	<b>Recharges</b>			
14,018	Recharges from other services	13,508	0	13,508
(6,708)	Recharges to other services	0	(6,468)	(6,468)
6,154	<b>Total Central Risk and Recharges</b>	23,744	(17,826)	5,918
	<b>Fund Analysis</b>			
6,100	City Fund	23,701	(17,826)	5,875
54	City's Cash	43	0	43
0	HRA	0	0	0
6,154	<b>Total Fund Analysis</b>	23,744	(17,826)	5,918
10,957	<b>Grand Total</b>	59,121	(47,672)	11,449

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

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk £'000	Central Risk & Recharges £'000	Total £'000
<b>Expenditure</b>	Employees	11,359	558	11,917
	Premises Related Expenses	11,453	18	11,471
	Transport Related Expenses	14	14	28
	Supplies & Services	4,498	418	4,916
	Third Party Payments	4,691	2,490	7,181
	Transfer Payments	106	6,738	6,844
	Transfer to Reserves	3,096	0	3,096
	Contingencies	160	0	160
	Unidentified Savings	0	0	0
	Savings to be Applied	0	0	0
	Recharges		13,508	13,508
<b>Total Expenditure</b>	<b>35,377</b>	<b>23,744</b>	<b>59,121</b>	
<b>Income</b>	Government Grants	(2,817)	(8,382)	(11,199)
	Other Grants, Reimbursements and Contributions	(216)	(298)	(514)
	Customer and Client Receipts	(26,566)	(2,140)	(28,706)
	Investment Income	(118)	0	(118)
	Transfer from Reserves	(129)	(538)	(667)
	Recharges		(6,468)	(6,468)
	<b>Total Income</b>	<b>(29,846)</b>	<b>(17,826)</b>	<b>(47,672)</b>
<b>Net Expenditure</b>	<b>5,531</b>	<b>5,918</b>	<b>11,449</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 3 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.

To achieve that vision we developed 29 key objectives and 30 key performance indicators which were approved by the Culture Heritage & Libraries Committee in March 2012.

#### **Areas of Responsibility**

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:

- The Heritage Division, with responsibility for all archive and manuscript services and collections, Guildhall Art Gallery, the prints and maps collection, and Keats House;
- The Barbican & Community Libraries Division, responsible for the Barbican, Shoe Lane lending libraries, the mobile library, and in partnership with Community & Children's Services Department the (under construction) 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, and Bibliographic Services; and
- Visitor Development & Services Division with responsibility for Tower Bridge (Operation/Exhibition/Marketing/Corporate Hospitality), the Monument, the City Information Centre, Prince Henry's Room, and developing a City-wide Visitor Services Strategy.

Additionally the Committee's budget includes the grants to the Museum of London, City Arts Trust and Thames Festival. The activities of these organisations are reviewed to ensure an appropriate level of synergy with the City's Cultural Strategy.

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 Bibliographical Services Section (BSS) supports the work of all the libraries. BSS 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 (currently under construction) - offer collections of 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 will be 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 will maintain 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.

A mobile library which is fully accessible began operating in Autumn 2011 after the closure of Camomile Street Library, and ended on 31 October 2012. It has proved to be popular with both residents and workers. After a short transition period, the new Artizan Street Library and Community Centre will take over the mobile library customers and provide a wider service for the whole community in the east of the City, previously supplied by Camomile Street Library.

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.

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 the 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 for over 50 years which is based at St.Paul's Churchyard. The Centre provided a focal point for visitors in the City during the high profile events over the summer.

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.

**DIRECTOR OF CULTURE, HERITAGE AND LIBRARIES**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
884	Guildhall Library	906	(33)	873
940	City Business Library	934	(40)	894
218	Artizan Street Community Centre and Library	338	(117)	221
1,658	Barbican and Community Libraries	1,795	(223)	1,572
581	Guildhall Art Gallery	538	(61)	477
468	Central Management of CHL	494	(9)	485
1,765	London Metropolitan Archives	2,020	(186)	1,834
1,232	City Records Services	1,198	(37)	1,161
625	Visitor Services and City Information Centre	812	(94)	718
262	Keats House	315	(69)	246
(98)	Monument	327	(442)	(115)
1,507	Tower Bridge Operational	1,504	0	1,504
(188)	Tower Bridge Tourism	2,761	(3,298)	(537)
9,854	<b>Total Local Risk</b>	13,942	(4,609)	9,333
	<b>Fund Analysis</b>			
8,633	City Fund	9,350	(869)	8,481
(98)	City's Cash	327	(442)	(115)
1,319	Bridge House Estates	4,265	(3,298)	967
9,854	<b>Total Fund Analysis</b>	13,942	(4,609)	9,333

	<b>Central Risk</b>			
0	Guildhall Library	0	0	0
0	City Business Library	0	0	0
0	Artizan Street Community Centre and Library	0	0	0
261	Barbican and Community Libraries	261	0	261
0	Guildhall Art Gallery	0	0	0
5,639	Central Management of CHL	5,691	0	5,691
436	London Metropolitan Archives	506	(70)	436
122	City Records Services	122	0	122
0	Visitor Services and City Information Centre	0	0	0
2	Keats House	2	0	2
6,460	<b>Total Central Risk</b>	6,582	(70)	6,512
	<b>Recharges</b>			
6,059	Recharges from other services	6,059	0	6,059
(1,385)	Recharges to other services	0	(1,375)	(1,375)
11,134	<b>Total Central Risk and Recharges</b>	12,641	(1,445)	11,196
	<b>Fund Analysis</b>			
10,580	City Fund	12,094	(1,435)	10,659
16	City's Cash	17	0	17
538	Bridge House Estates	530	(10)	520
0	Guildhall Administration	0	0	0
11,134	<b>Total Fund Analysis</b>	12,641	(1,445)	11,196
20,988	<b>Grand Total</b>	26,583	(6,054)	20,529

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk £'000	Central Risk & Recharges £'000	Total £'000
<b>Expenditure</b>	Employees	10,262	0	10,262
	Premises Related Expenses	1,355	891	2,246
	Transport	43	399	442
	Supplies and Services	2,282	5,292	7,574
	Savings to be Applied	0	0	0
	Unidentified Savings	0	0	0
	Recharges		6,059	6,059
	<b>Total Expenditure</b>	<b>13,942</b>	<b>12,641</b>	<b>26,583</b>
<b>Income</b>	Other Grants and Reimbursements	(3)	0	(3)
	Customer and Client Receipts	(4,606)	(70)	(4,676)
	Recharges	0	(1,375)	(1,375)
	<b>Total Income</b>	<b>(4,609)</b>	<b>(1,445)</b>	<b>(6,054)</b>
<b>Net Expenditure</b>	<b>9,333</b>	<b>11,196</b>	<b>20,529</b>	

## **DIRECTOR OF MARKETS & 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) at all times have priority.
- 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 41, most of whom 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, 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.

The Market is presently situated on the site at which it has been since the Middle Ages. The once ideal site has now become less so since traffic problems increase here, just as they do elsewhere in Central London, and the area itself has become popular as a residential and social area. The Market, with its night-time noise and activity and its production of refuse, requires sensitive management to avoid conflicting with the interests of residents.

Lease renewal negotiations are underway with the market tenants and, as a result of a High Court case heard in June 2012, future leases will include a rent and separate variable service charge.

## **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, wholly funded by the tenants' service charges, 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**

### **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 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 150 kilometres along the River Thames from Teddington to the outer Estuary and includes the ports of Tilbury, Thamesport, 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.

### **DIRECTORATE**

The Directorate has a strategic role, with the Director taking on tasks formerly undertaken by an Assistant Town Clerk and the corporate responsibilities formerly held by the Superintendents, to allow them more time to manage the day-to-day operational activities of the markets and develop a closer relationship with the tenants. The Directorate has a staff of 5.4, who are responsible for co-ordinating overall strategic direction, business planning, communications, health & safety, security, and promotion of the markets. Finance and HR have been re-brigaded into the corporate centre.

The Director is responsible for Markets & Consumer Protection and, as such, reports to three separate Committees: Markets, Port Health & Environmental Service, and Licensing to cover his responsibilities for the London Port Health Authority, Licensing, Environmental Health, and Trading Standards.

The Directorate provides a central voice for the Markets which is particularly important in the context of relationships with external agencies with whom the City needs to have contact about market matters; for example, the London Food Board, for the implementation of the London Food Strategy, and, at a national level, with the National Association of British Market Authorities (NABMA) and internationally with the World Union of Wholesale Markets (WUWM).

**DIRECTOR OF MARKETS AND CONSUMER PROTECTION**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
44	Coroner	44	0	44
1,816	City Environmental Health	1,574	(14)	1,560
80	Pest Control	160	(88)	72
(326)	Animal Health Services	2,015	(2,466)	(451)
241	Trading Standards	280	(1)	279
1,003	Port & Launches	2,562	(1,755)	807
25	Spitalfields Service Charge Account	4,005	(3,980)	25
23	Spitalfields City Account	63	(40)	23
0	Spitalfields Repainting and Repairs Fund	141	(141)	0
(126)	Licensing	414	(518)	(104)
363	Meat Inspector's Office	407	(47)	360
2,835	Smithfield Wholesale Market	4,054	(1,262)	2,792
(106)	Smithfield Other Services	552	(651)	(99)
0	Billingsgate Service Charge Account	2,196	(2,196)	0
164	Billingsgate Non Service Charge Account	269	(106)	163
0	Billingsgate Repainting and Special Works Account	204	(204)	0
417	Markets Directorate	440	0	440
6,453	<b>Total Local Risk</b>	19,380	(13,469)	5,911
	<b>Fund Analysis</b>			
2,780	City Fund	11,258	(9,003)	2,255
3,673	City's Cash	8,122	(4,466)	3,656
6,453	<b>Total Fund Analysis</b>	19,380	(13,469)	5,911
	<b>Central Risk</b>			
8	Coroner	8	0	8
(380)	Spitalfields Service Charge Account	0	(386)	(386)
(1,359)	Spitalfields City Account	0	(1,359)	(1,359)
(17)	Spitalfields Repainting and Repairs Fund	0	(22)	(22)
(1,763)	Smithfield Wholesale Market	150	(2,635)	(2,485)
(45)	Smithfield Other Services	0	(45)	(45)
(197)	Billingsgate Service Charge Account	0	(183)	(183)
(1,054)	Billingsgate Non Service Charge Account	107	(1,211)	(1,104)
(17)	Billingsgate Repainting and Special Works Account	0	(20)	(20)
(4,824)	<b>Total Central Risk</b>	265	(5,861)	(5,596)
	<b>Recharges</b>			
9,654	Recharges from other services	9,076	0	9,076
(1,179)	Recharges to other services	0	(814)	(814)
3,651	<b>Total Central Risk and Recharges</b>	9,341	(6,675)	2,666
	<b>Fund Analysis</b>			
1,447	City Fund	3,105	(1,755)	1,350
2,204	City's Cash	6,086	(4,920)	1,166
3,651	<b>Total Fund Analysis</b>	9,191	(6,675)	2,516
10,104	<b>Grand Total</b>	28,721	(20,144)	8,577

**DIRECTOR OF MARKETS AND CONSUMER PROTECTION**

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk	Total
		£'000	& Recharges £'000	£'000
<b>Expenditure</b>	Employees	11,067	8	11,075
	Premises Related Expenses	4,873	107	4,980
	Transport	275	0	275
	Supplies and Services	1,645	150	1,795
	Third Party Expenses	1,799	0	1,799
	Transfer to Reserves	4	0	4
	Contingencies	3	0	3
	Recharges	0	8,913	8,913
	Savings to be Applied	(286)	163	(123)
	<b>Total Expenditure</b>	<b>19,380</b>	<b>9,341</b>	<b>28,721</b>
<b>Income</b>	Other Grants, Reimbursements and Contributions	(367)	0	(367)
	Customer and Client Receipts	(13,032)	(5,819)	(18,851)
	Investment Income	(20)	0	(20)
	Transfer from Reserves	(50)	(42)	(92)
	Contribution from Repairs Funds	0	0	0
	Recharges	0	(814)	(814)
	<b>Total Income</b>	<b>(13,469)</b>	<b>(6,675)</b>	<b>(20,144)</b>
<b>Net Expenditure</b>	<b>5,911</b>	<b>2,666</b>	<b>8,577</b>	

## **DIRECTOR OF OPEN SPACES**

### **SERVICE OVERVIEW**

#### **THE DIRECTORATE**

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

- Co-ordinating the management of the Department and providing advice and support to the Superintendents and their staff.
- Working in co-operation with other Departments of the City Corporation, on cross service projects and corporate initiatives.
- Links with London, regional and national Open Space influencing campaigns.

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. The Directorate is also responsible for co-ordinating responses to corporate policy initiatives and produces the departmental Business Plan and a detailed Open Spaces Annual Report. All departmental Committee reports on strategic and departmental issues that concern the Open Spaces are produced by Directorate staff, while the individual Open Spaces Superintendents are responsible for reporting on all activities in their areas. Local risk budgets are monitored closely and a financial progress report is produced for Members every quarter.

The Directorate responds to cross departmental issues and has completely updated the Open Spaces intranet pages to provide more relevant information to all staff. The Department has also played a leading role in the redevelopment of the corporate web site. The Directorate is also contributing to other corporate initiatives including new Boards and review groups looking at the future provision of Procurement and IT services. It is also working closely with the Business Partners from the HR and Finance divisions that have been established following the strategic reviews, to ensure that corporate targets are achieved.

The Directorate has also taken on a greater role in responding to open spaces aspects of planning applications and several projects have been developed with planning officers, to improve the appearance of the Street Scene in the City, for local residents and workers. The Directorate has also created new play areas in the City and refurbished other gardens. Staff in the Directorate also provide support for conferences and respond to Freedom of Information and other internal and external requests for information.

#### **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.

In 2012 work on a new visitor hub was completed at Chingford. '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. Refurbishment of Butlers Retreat, a 19<sup>th</sup> century barn is also complete and it is now open daily selling high quality refreshments. These both sit alongside Queen Elizabeth's Hunting Lodge, built for Henry VIII in 1543 as a Tudor grandstand for viewing the deer chase. Together these three buildings form the Chingford Gateway.

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 staff of the Epping Forest Field Centre. 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, Asstead 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 Ashtead Common and the West Wickham & Coulsdon Commons. The City Commons comprise the following Open Spaces:-

- Ashtead 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, Ashtead 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 Ashtead 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**

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 protecting 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 grassland and woodland management have also been prepared. Good management practices have resulted in the Heath receiving a Green Flag Park Award for the last fourteen years, together with retaining the a Green Heritage Award for 2011/12.

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 was run until recently in partnership with the RSPB, the City is continuing to look at ways in which funding can be sought to extend this partnership.

A programme of music, children's entertainment, tennis and soccer coaching is arranged along with fairs at Easter, Spring and Summer Bank holidays.

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 18 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 now achieved Green Heritage status along with retaining 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 project to bring a Roman Kiln back to the site of its discovery is on-going. Sourcing the funding in order to establish suitable housing for the artefact is in progress.

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 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.

## **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. 2012 saw the creation of a Queen Elizabeth II Field; The Queen's Diamond Jubilee Garden on the former coach park of St Paul's Cathedral. 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 completion of the City Gardens Management Plan which provides the vision and objectives for the team for the next 5 years. City Gardens has 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**

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 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 successfully tendered for a contract to supply seasonal bedding to The Royal Parks, which has proved helpful in securing additional income. The Park and the nursery are maintained by a permanent team of 22 staff.

This year the management team reviewed its challenging management plan, which sets out the vision and goals for the park for the next 5 years. 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 Cemetery and Crematorium is owned and managed by the City of London Corporation in its role as a Burial Authority. The site at Little Ilford was opened in 1856, covers 200 acres and has now received over 500,000 burials. A crematorium was added in 1904 and over 250,000 cremations have now taken place there.

The cemetery and crematorium provides burial and cremation for the surrounding local boroughs, carries out 1000 burials and 2500 cremations each year and produces income in the region of £4,000,000 per year. The service operates as a not-for profit organisation and is in direct competition with several private sector companies who offer similar service within a 10 mile radius.

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 as a site of exceptional interest.

**DIRECTOR OF OPEN SPACES**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
433	Open Spaces Directorate	378	0	378
2,647	Epping Forest	3,298	(681)	2,617
366	Epping Forest CBT	366	0	366
3	Heritage Lottery Funding	353	(350)	3
(91)	Chingford Golf Course	229	(322)	(93)
134	Wanstead Flats	210	(88)	122
(25)	Woodredon and Warlies	76	(104)	(28)
485	Burnham Beeches	584	(142)	442
22	Stoke Common	53	(31)	22
1,164	City Commons	1,314	(165)	1,149
4,751	Hampstead Heath	5,541	(924)	4,617
480	Hampstead Heath CBT	480	0	480
557	Queens Park	624	(93)	531
30	Queens Park CBT	30	0	30
337	Highgate Wood	395	(48)	347
50	Highgate Wood CBT	50	0	50
633	West Ham Park	740	(113)	627
75	West Ham Park CBT	75	0	75
(60)	The Nursery	283	(344)	(61)
107	Bunhill Fields	107	0	107
(1,390)	Cemetery and Crematorium	2,606	(4,100)	(1,494)
1,084	City Open Spaces	1,283	(290)	993
11,792	<b>Total Local Risk</b>	19,075	(7,795)	11,280
	<b>Fund Analysis</b>			
(306)	City Fund	3,889	(4,390)	(501)
12,098	City's Cash	15,186	(3,405)	11,781
11,792	<b>Total Fund Analysis</b>	19,075	(7,795)	11,280

	<b>Central Risk</b>			
(133)	Epping forest	0	(260)	(260)
(366)	Epping Forest CBT	0	(366)	(366)
(28)	Wanstead Flats	0	(28)	(28)
(1,293)	Hampstead Heath	0	(1,282)	(1,282)
(480)	Hampstead Heath CBT	0	(480)	(480)
(16)	Queens Park	0	(16)	(16)
(30)	Queens Park CBT	0	(30)	(30)
(5)	Highgate Wood	0	(5)	(5)
(50)	Highgate Wood CBT	0	(50)	(50)
(11)	West Ham Park	0	(26)	(26)
(75)	West Ham Park CBT	0	(75)	(75)
1	The Nursery	5	0	5
(2,486)	<b>Total Central Risk</b>	5	(2,618)	(2,613)
	<b>Recharges</b>			
4,900	Recharges from other services	4,952	0	4,952
(969)	Recharges to other services	0	(917)	(917)
1,445	<b>Total Central Risk and Recharges</b>	4,957	(3,535)	1,422
	<b>Fund Analysis</b>			
1,499	City Fund	1,503	(5)	1,498
(81)	City's Cash	3,435	(3,530)	(95)
1,418	<b>Total Fund Analysis</b>	4,938	(3,535)	1,403

13,237	<b>Grand Total</b>	24,032	(11,330)	12,702
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**DIRECTOR OF OPEN SPACES**

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk £'000	Central Risk & Recharges £'000	Total £'000
<b>Expenditure</b>	Employees	14,103		14,103
	Premises Related Expenses	1,896		1,896
	Transport	607		607
	Supplies and Services	2,288		2,288
	Third Party Expenses	81		81
	Transfer to Reserves	100	5	105
	Recharges		4,952	4,952
	<b>Total Expenditure</b>	<b>19,075</b>	<b>4,957</b>	<b>24,032</b>
<b>Income</b>	Government Grants	(483)		(483)
	Other Grants and Reimbursements	(481)	(1,001)	(1,482)
	Customer and Client Receipts	(6,791)		(6,791)
	Investments		(1,218)	(1,218)
	Transfer from Reserves		(399)	(399)
	Recharge to Capital Projects	(40)		(40)
	Recharges		(917)	(917)
	<b>Total Income</b>	<b>(7,795)</b>	<b>(3,535)</b>	<b>(11,330)</b>
<b>Net Expenditure</b>	<b>11,280</b>	<b>1,422</b>	<b>12,702</b>	

## 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 922 boys in the School (2011: 915), including 273 in the 6<sup>th</sup> Form (2011: 266). 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 15 boys who joined the School on full-fee sponsored awards in September 2012 bringing the total number of full fee scholarships awarded since the launch of the scholarship campaign in November 2002, to 177.

In addition a further 14 boys are in receipt of 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.

The City reimburses the costs of central support services and provides limited additional support 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 2012/13 are £13,401 per annum (2011/12: £13,050).

## HEADMASTER, CITY OF LONDON SCHOOL

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
744	City of London School	14,328	(13,624)	704
744	<b>Total Local Risk</b>	14,328	(13,624)	704
	<b>Fund Analysis</b>			
744	City's Cash	14,328	(13,624)	704
744	<b>Total Fund Analysis</b>	14,328	(13,624)	704

	<b>Recharges</b>			
681	Recharges from other services	710	0	710
(13)	Recharges to other services	0	(13)	(13)
668	<b>Total Recharges</b>	710	(13)	697
	<b>Fund Analysis</b>			
668	City's Cash	710	(13)	697
668	<b>Total Fund Analysis</b>	710	(13)	697

1,412	<b>Grand Total</b>	15,038	(13,637)	1,401
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	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	8,712	0	8,712
	Premises Related Expenses	1,615	0	1,615
	Transport	285	0	285
	Supplies and Services	2,548	0	2,548
	Transfer Payments	1,018	0	1,018
	Transfer to Reserve	150	0	150
	Recharges	0	710	710
	<b>Total Expenditure</b>	14,328	710	15,038
<b>Income</b>	Customer and Client Receipts	(13,584)	0	(13,584)
	Investment Income	(40)	0	(40)
	Transfer from Reserves	0	0	0
	Recharges	0	(13)	(13)
	<b>Total Income</b>	(13,624)	(13)	(13,637)
	<b>Net Expenditure</b>	704	697	1,401

## 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 2012 was 889 (2011/12: 885), comprising of 231 Junior pupils, 160 pupils in years 7 & 8, and 498 Senior pupils. Of these pupils 51 are boarders (2011/12: 50).

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.

The City of London Freemen's School Bursary Fund has awarded no bursaries for the 2012/13 financial year to date (2011/12: £7,497).

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.

Foundationers (children of deceased Freemen) are provided with free or subsidised education and there is currently one Foundation Scholar at the school (2011/12 - two Foundation Scholars).

**HEADMASTER, CITY OF LONDON FREEMEN'S SCHOOL**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
254	City of London Freemen's school	13,569	(13,296)	273
254	<b>Total Local Risk</b>	13,569	(13,296)	273
	<b>Fund Analysis</b>			
254	City's Cash	13,569	(13,296)	273
254	<b>Total Fund Analysis</b>	13,569	(13,296)	273

	<b>Recharges</b>			
2,052	Recharges from other services	2,028	0	2,028
(14)	Recharges to other services	0	(14)	(14)
2,038	<b>Total Recharges</b>	2,028	(14)	2,014
	<b>Fund Analysis</b>			
2,038	City's Cash	2,028	(14)	2,014
2,038	<b>Total Fund Analysis</b>	2,028	(14)	2,014

2,292	<b>Grand Total</b>	15,597	(13,310)	2,287
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	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	7,743	0	7,743
	Premises Related Expenses	1,573	0	1,573
	Transport	79	0	79
	Supplies and Services	3,389	0	3,389
	Transfer Payments	770	0	770
	Transfer to Reserve	15	0	15
	Recharges	0	2,028	2,028
	<b>Total Expenditure</b>	13,569	2,028	15,597
<b>Income</b>	Customer and Client Receipts	(13,246)	0	(13,246)
	Investment Income	(50)	0	(50)
	Transfer from Reserve	0	0	0
	Recharges	0	(14)	(14)
	<b>Total Income</b>	(13,296)	(14)	(13,310)
	<b>Net Expenditure</b>	273	2,014	2,287

# THE 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 2012 was 708 (714 in 2011). This was comprised of 617 pupils in the Main School (including 161 in the Sixth Form) and 91 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 other 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.



## HEADMISTRESS, CITY OF LONDON SCHOOL FOR GIRLS

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
410	City of London School for Girls	11,198	(10,695)	503
410	<b>Total Local Risk</b>	11,198	(10,695)	503
	<b>Fund Analysis</b>			
410	City's Cash	11,198	(10,695)	503
410	<b>Total Fund Analysis</b>	11,198	(10,695)	503

	<b>Recharges</b>			
1,126	Recharges from other services	520	0	520
(12)	Recharges to other services	0	(12)	(12)
1,114	<b>Total Recharges</b>	520	(12)	508
	<b>Fund Analysis</b>			
1,114	City's Cash	520	(12)	508
1,114	<b>Total Fund Analysis</b>	520	(12)	508
1,524	<b>Grand Total</b>	11,718	(10,707)	1,011

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	7,028	0	7,028
	Premises Related Expenses	1,008	0	1,008
	Transport	14	0	14
	Supplies and Services	2,408	0	2,408
	Transfer Payments	720	0	720
	Transfer to Reserve	20	0	20
	Recharges	0	520	520
	<b>Total Expenditure</b>	11,198	520	11,718
<b>Income</b>	Customer and Client Receipts	(10,655)	0	(10,655)
	Investment Income	(40)	0	(40)
	Transfer from Reserve	0	0	0
	Recharges	0	(12)	(12)
	<b>Total Income</b>	(10,695)	(12)	(10,707)
	<b>Net Expenditure</b>	503	508	1,011

## 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 2012/13</b>	<b>Revised Budget 2012/13</b>	<b>Original Budget 2013/14</b>
Music	351,428	327,949	334,237
Cinema	176,039	132,709	201,015
Theatres	129,016	155,542	111,020
Art Galleries	155,398	218,938	158,350
Education	25,700	27,941	25,700
Commercial Events	107,268	122,433	150,388
	<b>944,849</b>	<b>985,512</b>	<b>980,710</b>

**MANAGING DIRECTOR, BARBICAN CENTRE**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
15,529	Barbican Centre	32,285	(16,746)	15,539
15,529	<b>Total Local Risk</b>	32,285	(16,746)	15,539
	<b>Fund Analysis</b>			
15,529	City Fund	32,285	(16,746)	15,539
15,529	<b>Total Fund Analysis</b>	32,285	(16,746)	15,539

3,679	<b>Central Risk</b>			
	Barbican Centre	3,677	(530)	3,147
3,679	<b>Total Central Risk</b>	3,677	(530)	3,147
	<b>Recharges</b>			
4,583	Recharges from other services	4,995		4,995
(396)	Recharges to other services		(396)	(396)
7,866	<b>Total Central Risk and Recharges</b>	8,672	(926)	7,746
	<b>Fund Analysis</b>			
7,866	City Fund	8,672	(926)	7,746
7,866	<b>Total Fund Analysis</b>	8,672	(926)	7,746

23,395	<b>Grand Total</b>	40,957	(17,672)	23,285
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	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	13,888		13,888
	Premises Related Expenses	3,520	1,642	5,162
	Transport	141		141
	Supplies and Services	15,943	1,975	17,918
	Contingencies		60	60
	Capital Charges	220		220
	Transfer to Reserve	4		4
	Savings to be Applied	(1,431)		(1,431)
	Recharges		4,995	4,995
	<b>Total Expenditure</b>	32,285	8,672	40,957
<b>Income</b>	Government Grants	(907)		(907)
	Other Grants and Reimbursements	(474)	(500)	(974)
	Customer and Client Receipts	(15,365)	(30)	(15,395)
	Recharges		(396)	(396)
	<b>Total Income</b>	(16,746)	(926)	(17,672)
	<b>Net Expenditure</b>	15,539	7,746	23,285

# **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 27<sup>th</sup> 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. The new building is being developed in a partnership between the City of London Corporation and Heron International and will give the School much-needed additional premises. The planned completion date is May 2013 for the new building is 2013.

### **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 820 students on its roll, approximately 650 of whom are undergraduate and postgraduate music students. At the present time, approximately 170 are studying on the Acting, Stage Management and Technical Theatre programmes.

Last academic year, 55 countries were represented in the student body, with 290 students (37.3%) from outside the UK, of which 110 (14.2%) 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 current academic year (2012/13) the teaching grant is being phased out as the new fee regime starts.

The basic tuition fee for new EU undergraduates in 2012/13 is £9,000. The basic tuition fee for EU postgraduates is approximately £8,030, whilst for all overseas students (undergraduate or postgraduate) it is £18,250.

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 207 academic, technical, financial and administrative employees, with approximately a further 453 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**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
5,202	<b>Services Managed (Local Risk)</b>			
	School	19,131	(13,908)	5,223
	Drama			0
	Infrastructure			0
	Corporate			0
	Centre for Young Musicians			0
	Creative Learning			0
5,202	<b>Total Local Risk</b>	19,131	(13,908)	5,223
	<b>Fund Analysis</b>			
5,202	City's Cash	19,131	(13,908)	5,223
5,202	<b>Total Fund Analysis</b>	19,131	(13,908)	5,223

	<b>Central Risk</b>			
89	Centre for Young Musicians	0	0	0
89	<b>Total Central Risk</b>	0	0	0
	<b>Recharges</b>			
2,227	Recharges from other services	2,196		2,196
(50)	Recharges to other services		(50)	(50)
2,266	<b>Total Central Risk and Recharges</b>	2,196	(50)	2,146
	<b>Fund Analysis</b>			
2,266	City's Cash	2,196	(50)	2,146
2,266	<b>Total Fund Analysis</b>	2,196	(50)	2,146
<b>7,468</b>	<b>Grand Total</b>	<b>21,327</b>	<b>(13,958)</b>	<b>7,369</b>

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	11,983		11,983
	Premises Related Expenses	2,457		2,457
	Transport	125		125
	Supplies and Services	5,173		5,173
	Third Party Payments	93		93
	Transfer Payments	376		376
	Contingencies	(55)		(55)
	Unidentified Savings	(1,021)		(1,021)
	Transfer to Reserve			0
	Recharges		2,196	2,196
	<b>Total Expenditure</b>	<b>19,131</b>	<b>2,196</b>	<b>21,327</b>
<b>Income</b>	Government Grants	(2,122)		(2,122)
	Other Grants and Reimbursements	(1,077)		(1,077)
	Customer and Client Receipts	(10,709)		(10,709)
	Recharges		(50)	(50)
	<b>Total Income</b>	<b>(13,908)</b>	<b>(50)</b>	<b>(13,958)</b>
	<b>Net Expenditure</b>	<b>5,223</b>	<b>2,146</b>	<b>7,369</b>

## **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, some cleaning and Catering is undertaken by external contractors.

The Samuel collection of 84 paintings by 17<sup>th</sup> century Dutch and Flemish masters was bequeathed to the City of London by Lord Samuel of Wychcross in 1987, and is valued at £100m.

#### **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**

This budget includes the maintenance and running expenses of the Mansion House which is a Grade One listed building incorporating working offices, function rooms, Mayoral accommodation and staff accommodation. The budget is used for the fabric of the building both internal and external.

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

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
2,363	Mansion House	2,331	(280)	2,051
291	Mansion House - Premises	283	0	283
400	Mayoral	400	0	400
3,054	<b>Total Local Risk</b>	3,014	(280)	2,734
	<b>Fund Analysis</b>			
3,054	City's Cash	3,014	(280)	2,734
3,054	<b>Total Fund Analysis</b>	3,014	(280)	2,734

	<b>Central Risk</b>			
69	Mansion House - Premises	33	0	33
285	Mayoral	285	0	285
354	<b>Total Central Risk</b>	318	0	318
	<b>Recharges</b>			
2,293	Recharges from other services	534	0	534
2,647	<b>Total Central Risk and Recharges</b>	852	0	852
	<b>Fund Analysis</b>			
2,647	City's Cash	852	0	852
2,647	<b>Total Fund Analysis</b>	852	0	852

5,701	<b>Grand Total</b>	3,866	(280)	3,586
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	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	1,890	0	1,890
	Premises Related Expenses	283	0	283
	Transport	39	0	39
	Supplies and Services	802	318	1,120
	Savings to be Applied	0	0	0
	Recharges	0	534	534
	<b>Total Expenditure</b>	3,014	852	3,866
<b>Income</b>	Customer and Client Receipts	(280)	0	(280)
	<b>Total Income</b>	(280)	0	(280)
	<b>Net Expenditure</b>	2,734	852	3,586

## **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 Art Gallery, 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 currently are the Great Hall (subject to the concurrence of the Common Council), the Old Library, the Livery Hall, the Crypts, the Print Room, the Chief Commoner's Parlour, Guildhall Art Gallery, the Basinghall Suite and occasionally, Guildhall Yard.

As the Guildhall is a Grade 1 Listed Building, such use is quite limited and subject to strict terms and conditions. Permission to hire is granted following Officer recommendation and Member approval. Applications are considered directly by this Committee for the hire of Great Hall and by the Chief Commoner and Deputy Chairman for other areas. The Guildhall complex hosts approximately 300 private events per annum and charges are reviewed annually by committee.

#### **There are four levels of charges –**

- Commercial Users; includes charities who are also trade organisations and charities whose events are sponsored.
- Other Charities and City Organisations;
- Livery companies, ward clubs and organisations or charities with very close city connections; and
- Free Use for lettings relating to internal departments or City events. In addition the chosen charity of the Lord Mayor receives two free uses.



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 who 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**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
979	Ceremonial	1,004	0	1,004
26	Show and Banquet	16	0	16
(316)	Guildhall Administration	897	(1,220)	(323)
689	<b>Total Local Risk</b>	1,917	(1,220)	697
	<b>Fund Analysis</b>			
1,005	City's Cash	1,020	0	1,020
(316)	Guildhall Admin	897	(1,220)	(323)
689	<b>Total Fund Analysis</b>	1,917	(1,220)	697

	<b>Central Risk</b>			
630	Ceremonial	630	0	630
316	Corporate Services	316	0	316
115	Show and Banquet	112	0	112
(204)	Guildhall Administration	0	(204)	(204)
857	<b>Total Central Risk</b>	1,058	(204)	854
	<b>Recharges</b>			
4,518	Recharges from other services	4,523	0	4,523
(529)	Recharges to other services	0	(539)	(539)
4,846	<b>Total Central Risk and Recharges</b>	5,581	(743)	4,838
	<b>Fund Analysis</b>			
4,846	City's Cash	5,581	(743)	4,838
0	Guildhall Admin	0	0	0
4,846	<b>Total Fund Analysis</b>	5,581	(743)	4,838
5,535	<b>Grand Total</b>	7,498	(1,963)	5,535

	Analysis By Type of Expenditure / Income	2013/14 Original Budget		
		Local Risk	Central Risk & Recharges	Total
		£'000	£'000	£'000
<b>Expenditure</b>	Employees	1,560	38	1,598
	Premises Related Expenses	1	0	1
	Transport	60	9	69
	Supplies and Services	296	1,007	1,303
	Savings to be Applied	0	0	0
	Contingencies	0	4	4
	Recharges	0	4,523	4,523
	<b>Total Expenditure</b>	1,917	5,581	7,498
<b>Income</b>	Customer and Client Receipts	(1,220)	(204)	(1,424)
	Recharges	0	(539)	(539)
	<b>Total Income</b>	(1,220)	(743)	(1,963)
	<b>Net Expenditure</b>	697	4,838	5,535

## **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 Safer City Partnership Support Team, located within Security and Contingency Planning, facilitates the work of the Safer City Partnership, including administrative support and project implementation. The Safer City Partnership brings together representation from across the City, including the statutory members (City Corporation, City Police, LFB, PCT Probation) and non-statutory members including Her Majesty's Court Service. It also has representatives from City residents and businesses. The overriding aim of the Safer City Partnership is to reduce the level of crime, disorder, anti-social behaviour and substance misuse in the City of London.

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.

The 2013/14 budget provides for 16.5 (FTE) City staff within this area of service and 3 police officers within the group.

#### **Public Relations**

The Public Relations Office budget for 2013/14 provides for 29 full time equivalents who are included within this Committee's budgets. 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 2013/14 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 certain central risk 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 2012/13 budgets provide for 1 (FTE) City staff within this area of service.

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

### **Central Criminal Court**

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

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.

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

The Town Clerk's Department provides a wide range of services and activities reporting to a number of spending committees:

#### **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 45.2 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 unit**

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 has been a comprehensive review of the way HR services are delivered across the organisation and a restructuring has been conducted with three new business units formed from the combined staff of the corporate HR unit and those originally based within departments. There are 55.2 full time equivalent staff employed in the Unit; 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 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 miscellaneous 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 6.2 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, "Working with Londoners" and "Growing Localities", under priorities agreed by The City Bridge Trust Committee, under delegated authority from the Court of Common Council.



TOWN CLERK

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Services Managed (Local Risk)</b>			
44	Ward Expenses	44	0	44
712	Security and Contingency Planning	1,024	(369)	655
2,415	Public Relations	2,339	(17)	2,322
10	City Fund - Grants etc	10	0	10
113	City's Cash - Grants etc	111	(6)	105
4,216	Economic Development	3,903	(7)	3,896
974	Bridge House Grants Administration	1,055	(75)	980
21	GP Alderman	21	0	21
603	Central Criminal Court	3,659	(3,131)	528
527	Secondary's office	484	(1)	483
3,421	Policy and Democratic Services	3,347	(25)	3,322
2,542	Corporate HR	2,710	(298)	2,412
0	Printing & Stationery	608	(608)	0
861	Central Training, Corporate Printing, Occ. Health etc	972	(189)	783
16,459	<b>Total Local Risk</b>	20,287	(4,726)	15,561
	<b>Fund Analysis</b>			
7,801	City Fund	10,780	(3,524)	7,256
860	City's Cash	815	(7)	808
974	Bridge House Estates	1,055	(75)	980
9,635		12,650	(3,606)	9,044
6,824	Guildhall Admin	7,637	(1,120)	6,517
16,459	<b>Total Fund Analysis</b>	20,287	(4,726)	15,561

**TOWN CLERK**

2012/13 Latest Approved Budget £'000		2013/14 Original Budget		
		Expenditure	Income	Total
		£'000	£'000	£'000
	<b>Central Risk</b>			
178	Corporate and Democratic Core	187	(9)	178
50	Security and Contingency Planning	50	0	50
2,912	Other Services - Contingencies & Grants	2,594	(175)	2,419
25	Economic Development	0	0	0
431	Committee Catering, members expenditure	431	0	431
17,498	Bridge House Grants	19,150	0	19,150
19	GP Alderman	24	0	24
645	Central Criminal Court	2,019	(1,374)	645
0	Recorder and Sergeant	0	0	0
(20)	Printing & Stationery	0	(6)	(6)
454	Staff Professional Fees, relocation expenses.	297	0	297
22,192	<b>Total Central Risk</b>	24,752	(1,564)	23,188
	<b>Recharges</b>			
10,180	Recharges from other services	9,767	0	9,767
(15,499)	Recharges to other services	0	(14,664)	(14,664)
16,873	<b>Total Central Risk and Recharges</b>	34,519	(16,228)	18,291
	<b>Fund Analysis</b>			
143	City Fund	4,901	(4,595)	306
5,980	City's Cash	5,458	(175)	5,283
17,574	Bridge House Estates	19,383	0	19,383
23,697		29,742	(4,770)	24,972
(6,824)	Guildhall Admin	3,394	(9,911)	(6,517)
16,873	<b>Total Fund Analysis</b>	33,136	(14,681)	18,455
33,332	<b>Grand Total</b>	54,806	(20,954)	33,852

	Analysis By Type of Expenditure / Income	2013-14 Original Budget		
		Local Risk	Central Risk	Total
		£'000	& Recharges £'000	£'000
<b>Expenditure</b>	Employees	14,692	1,013	15,705
	Premises Related Expenses	881	1,447	2,328
	Transport	193	0	193
	Supplies and Services	4,065	20,816	24,881
	Third Party Expenses	455	20	475
	Contingencies	1	1,456	1,457
	Recharges	0	9,767	9,767
	Savings to be Applied	0	0	0
	<b>Total Expenditure</b>	20,287	34,519	54,806
<b>Income</b>	Government Grants	(369)	0	(369)
	Reimbursements and Contributions	(3,104)	(1,549)	(4,653)
	Customer and Client Receipts	(1,253)	(15)	(1,268)
	Recharges	0	(14,664)	(14,664)
	<b>Total Income</b>	(4,726)	(16,228)	(20,954)
	<b>Net Expenditure</b>	15,561	18,291	33,852

# **City Fund Summary Budget**



**CITY FUND SUMMARY BY COMMITTEE**

<i>Actual</i>	<b>CITY FUND SUMMARY</b>	<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>		<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
		<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
25,189	Barbican Centre	22,486	23,395	23,285
(166)	Barbican Residential	(156)	369	176
10,221	Community and Children's Services - City Fund	9,334	10,584	11,279
0	Community and Children's Services - HRA	0	0	0
14,844	Culture Heritage and Libraries	13,698	19,639	20,072
(9,166)	Finance	(1,344)	(6,043)	(8,112)
(57)	Licensing	15	37	59
(717)	Markets	(890)	(765)	(767)
1,484	Open Spaces	1,412	1,537	1,433
12,882	Planning and Transportation	13,800	13,293	13,216
66,393	Police	62,597	62,597	62,937
4,397	Policy and Resources	4,441	4,509	4,222
16,009	Port Health and Environmental Services	14,806	14,973	14,049
(29,049)	Property Investment Board	(28,270)	(28,950)	(30,647)
<b>112,264</b>	<b>Total City Fund</b>	<b>111,929</b>	<b>115,175</b>	<b>111,202</b>





**BARBICAN CENTRE COMMITTEE - CITY FUND**

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>BARBICAN CENTRE COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
12,817	Employees		12,662	13,089	13,888
3,376	Premises Related Expenses		3,071	3,299	3,520
163	Transport Related Expenses		201	221	141
15,050	Supplies and Services		18,172	18,702	15,943
134	Capital Charges		0	135	220
4	Transfer to Reserve		0	0	4
0	Unidentified Savings		(380)	(35)	(1,431)
<b>31,544</b>	<b>TOTAL Expenditure</b>		<b>33,726</b>	<b>35,411</b>	<b>32,285</b>
	<b>Income</b>				
(157)	Government Grants		(50)	(1,318)	(907)
(739)	Other Grants, Reimbursements and Contributions		(2,956)	(963)	(474)
(13,816)	Customer, Client Receipts		(15,801)	(17,601)	(15,365)
<b>(14,712)</b>	<b>TOTAL Income</b>		<b>(18,807)</b>	<b>(19,882)</b>	<b>(16,746)</b>
<b>16,832</b>	<b>TOTAL LOCAL RISK</b>	A	<b>14,919</b>	<b>15,529</b>	<b>15,539</b>
	<b>CENTRAL RISK</b>				
251	Employee Expenses		0	32	0
1,631	Premises Related Expenses		1,642	1,642	1,642
2	Transport Related Expenses		0	0	0
2,189	Supplies and Services		1,973	1,975	1,975
0	Contingencies		60	60	60
<b>4,073</b>	<b>Total Expenditure</b>		<b>3,675</b>	<b>3,709</b>	<b>3,677</b>
0	Other Grants, Reimbursements and Contributions		0	0	(500)
(40)	Customer, Client Receipts		(28)	(30)	(30)
<b>(40)</b>	<b>Total Income</b>		<b>(28)</b>	<b>(30)</b>	<b>(530)</b>
<b>4,033</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>3,647</b>	<b>3,679</b>	<b>3,147</b>
	<b>RECHARGES</b>				
4,671	Central Recharges		4,316	4,583	4,995
(314)	Recharges Within Fund		(337)	(337)	(337)
(33)	Recharges Across Funds		(59)	(59)	(59)
<b>4,324</b>	<b>TOTAL RECHARGES</b>	C	<b>3,920</b>	<b>4,187</b>	<b>4,599</b>
<b>25,189</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>22,486</b>	<b>23,395</b>	<b>23,285</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
25,189	Barbican Centre		22,486	23,395	23,285
<b>25,189</b>	<b>TOTAL</b>		<b>22,486</b>	<b>23,395</b>	<b>23,285</b>

**BARBICAN RESIDENTIAL COMMITTEE - CITY FUND**

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>BARBICAN RESIDENTIAL COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
3,214	Employees		3,478	3,422	3,459
4,856	Premises Related Expenses		5,459	5,378	5,646
0	Transport Related Expenses		1	1	1
138	Supplies and Services		249	213	188
0	Third Party Payments		1	1	1
<b>8,208</b>	<b>TOTAL Expenditure</b>		<b>9,188</b>	<b>9,015</b>	<b>9,295</b>
	<b>Income</b>				
(35)	Other Grants, Reimbursements and Contributions		(10)	(12)	(15)
(10,440)	Customer, Client Receipts		(11,566)	(11,311)	(11,654)
(136)	Transfer from Reserves		0	0	0
<b>(10,611)</b>	<b>TOTAL Income</b>		<b>(11,576)</b>	<b>(11,323)</b>	<b>(11,669)</b>
<b>(2,403)</b>	<b>TOTAL LOCAL RISK</b>	A	<b>(2,388)</b>	<b>(2,308)</b>	<b>(2,374)</b>
	<b>CENTRAL RISK</b>				
0	Supplies and Services		0	136	0
(1,154)	Customer, Client Receipts		(1,043)	(1,052)	(1,039)
<b>(1,154)</b>	<b>Total Income</b>		<b>(1,043)</b>	<b>(916)</b>	<b>(1,039)</b>
<b>(1,154)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(1,043)</b>	<b>(916)</b>	<b>(1,039)</b>
	<b>RECHARGES</b>				
2,937	Central Recharges		2,831	3,170	3,165
454	Recharges Within Fund		444	423	424
<b>3,391</b>	<b>TOTAL RECHARGES</b>	C	<b>3,275</b>	<b>3,593</b>	<b>3,589</b>
<b>(166)</b>	<b>TOTAL NET (INCOME) / EXPENDITURE</b>	A+B+C	<b>(156)</b>	<b>369</b>	<b>176</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
0	Supervision and Mangement - General		0	0	0
21	Service Charge Account		16	58	49
85	Landlords Services		149	407	359
163	Car Parking		172	218	229
(144)	Stores		(179)	(148)	(170)
(418)	Trade Centre		(459)	(461)	(450)
127	Other Non - Housing		145	295	159
<b>(166)</b>	<b>TOTAL</b>		<b>(156)</b>	<b>369</b>	<b>176</b>

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

<i>Actual</i> 2011-12 £'000	<b>COMMUNITY &amp; CHILDREN'S SERVICES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>	<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>			
	<b>Expenditure</b>			
5,103	Employees	4,265	4,176	4,205
437	Premises Related Expenses	90	386	325
22	Transport Related Expenses	21	18	6
3,535	Supplies and Services	3,045	2,968	3,828
4,502	Third Party Payments	4,492	4,623	4,690
45	Transfer Payments	214	48	38
400	Transfer to Reserve	0	25	0
7	Contingencies	97	225	160
0	Savings to be Applied	(221)	0	0
<b>14,051</b>	<b>TOTAL Expenditure</b>	<b>12,003</b>	<b>12,469</b>	<b>13,252</b>
	<b>Income</b>			
(2,544)	Government Grants	(2,368)	(2,655)	(2,817)
(296)	Other Grants, Reimbursements and Contributions	(342)	(201)	(201)
(1,034)	Customer, Client Receipts	(681)	(845)	(849)
(361)	Transfer from Reserves	0	(191)	(129)
<b>(4,235)</b>	<b>TOTAL Income</b>	<b>(3,391)</b>	<b>(3,892)</b>	<b>(3,996)</b>
<b>9,816</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>	<b>8,612</b>	<b>8,577</b>	<b>9,256</b>
<b>50</b>	<b>Repairs and Maintenance (City Surveyor)</b>	<b>55</b>	<b>50</b>	<b>52</b>
<b>9,866</b>	<b>TOTAL LOCAL RISK</b>	<b>8,667</b>	<b>8,627</b>	<b>9,308</b>
	<b>CENTRAL RISK</b>			
600	Employee Expenses	658	529	543
1	Premises Related Expenses	9	1	1
33	Transport Related Expenses	14	14	14
308	Supplies and Services	387	416	416
2,270	Third Party Payments	1,960	2,490	2,490
6,376	Transfer Payments	6,708	6,729	6,729
0	Contingencies	(50)	0	0
<b>9,588</b>	<b>Total Expenditure</b>	<b>9,686</b>	<b>10,179</b>	<b>10,193</b>
(8,104)	Government Grants	(8,146)	(8,533)	(8,382)
(223)	Other Grants, Reimbursements and Contributions	(222)	(244)	(244)
(1,099)	Customer, Client Receipts	(1,097)	(1,155)	(1,155)
(512)	Transfer from Reserves	(515)	(538)	(538)
<b>(9,938)</b>	<b>Total Income</b>	<b>(9,980)</b>	<b>(10,470)</b>	<b>(10,319)</b>
<b>(350)</b>	<b>TOTAL CENTRAL RISK</b>	<b>(294)</b>	<b>(291)</b>	<b>(126)</b>
	<b>RECHARGES</b>			
2,239	Central Recharges	2,682	3,577	3,376
(1,534)	Recharges Within Fund	(1,721)	(1,329)	(1,279)
<b>705</b>	<b>TOTAL RECHARGES</b>	<b>961</b>	<b>2,248</b>	<b>2,097</b>
<b>10,221</b>	<b>TOTAL NET EXPENDITURE</b>	<b>9,334</b>	<b>10,584</b>	<b>11,279</b>

A

B

C

A+B+C

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

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>	<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
0	<b>Supervision And Management - Holding Account</b>	0	0	0
	<b>Adult Services</b>			
3,136	Services To Adults	2,864	2,829	2,785
2,430	Services To Older People	2,037	1,604	1,595
0	Home Care Service - Holding Account	0	0	0
0	Occupational Therapy - Holding Account	0	0	0
3	Barts Team	0	0	0
	Voluntary Sector Service Commissioning,			
129	Concessionary Fares and Miscellaneous	245	978	905
219	Adult And Community Learning	88	94	80
835	Recreation Facilities And Sports Development	733	297	226
201	Service Strategy - Adult Services	40	581	453
	<b>Family &amp; Young People's Services</b>			
1,208	Child Social Care	1,046	937	949
596	Early Years & Childcare	468	486	1,626
0	Sir John Cass School Delegated Budget	0	0	0
235	Other Schools Related Activities	328	136	(31)
496	Asylum Seekers Service	649	452	435
570	Youth Service	300	557	376
(400)	Student Support	(849)	(367)	(367)
227	Strategic Management - Family & Young People	192	549	520
	<b>Housing Services</b>			
(1,043)	Other Housing Services	14	43	25
581	Homelessness	439	634	632
219	Benefits Administration	257	216	508
569	Supporting People	465	539	543
10	Service Strategy - Housing Services	18	19	19
<b>10,221</b>	<b>TOTAL</b>	<b>9,334</b>	<b>10,584</b>	<b>11,279</b>

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

<i>Actual</i>	<b>HRA SUMMARY</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>	<i>Analysis of Service Expenditure</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
3,647	Employees		3,273	3,641	3,695
4,840	Premises Related Expenses		6,341	5,284	5,482
9	Transport Related Expenses		7	8	7
487	Supplies and Services		361	492	482
503	Transfer Payments		46	54	68
2,029	Transfer to Reserve		2,132	2,781	3,096
<b>11,515</b>	<b>TOTAL Expenditure</b>		<b>12,160</b>	<b>12,260</b>	<b>12,830</b>
	<b>Income</b>				
(13,107)	Customer, Client Receipts		(13,574)	(13,606)	(14,063)
(318)	Investment Income		(249)	(120)	(118)
(38)	Transfer from Reserves		(116)	0	0
<b>(13,463)</b>	<b>TOTAL Income</b>		<b>(13,939)</b>	<b>(13,726)</b>	<b>(14,181)</b>
<b>(1,948)</b>	<b>TOTAL LOCAL RISK</b>	A	<b>(1,779)</b>	<b>(1,466)</b>	<b>(1,351)</b>
	<b>RECHARGES</b>				
1,009	Central Recharges		924	979	940
1,041	Recharges Within Fund		1,241	870	819
(2)	Recharges Across Funds		(4)	(3)	(3)
(100)	Capital Projects		(382)	(380)	(405)
<b>1,948</b>	<b>TOTAL RECHARGES</b>	B	<b>1,779</b>	<b>1,466</b>	<b>1,351</b>
<b>0</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>0</b>	<b>0</b>	<b>0</b>

<i>Actual</i>	<b>SERVICE MANAGED</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>			<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
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> 2011-12 £'000	<b>CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
7,975	Employees		7,561	7,542	7,564
305	Premises Related Expenses		246	260	350
31	Transport Related Expenses		17	18	23
2,410	Supplies and Services		1,956	1,575	1,422
134	Transfer to Reserve		0	0	0
0	Unidentified Savings		(231)	(12)	0
<b>10,855</b>	<b>TOTAL Expenditure</b>		<b>9,549</b>	<b>9,383</b>	<b>9,359</b>
	<b>Income</b>				
(294)	Other Grants, Reimbursements and Contributions		(3)	(3)	(3)
(950)	Customer, Client Receipts		(663)	(714)	(866)
(228)	Transfer from Reserves		0	(20)	0
<b>(1,472)</b>	<b>TOTAL Income</b>		<b>(666)</b>	<b>(737)</b>	<b>(869)</b>
<b>9,383</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>8,883</b>	<b>8,646</b>	<b>8,490</b>
<b>598</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>342</b>	<b>301</b>	<b>811</b>
<b>9,981</b>	<b>TOTAL LOCAL RISK</b>	A	<b>9,225</b>	<b>8,947</b>	<b>9,301</b>
	<b>CENTRAL RISK</b>				
431	Employee Expenses		0	0	0
812	Premises Related Expenses		936	891	891
99	Supplies and Services		102	399	399
0	Third Party Payments		0	5,240	5,292
<b>1,342</b>	<b>Total Expenditure</b>		<b>1,038</b>	<b>6,530</b>	<b>6,582</b>
(63)	Customer, Client Receipts		(70)	(70)	(70)
<b>(63)</b>	<b>Total Income</b>		<b>(70)</b>	<b>(70)</b>	<b>(70)</b>
<b>1,279</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>968</b>	<b>6,460</b>	<b>6,512</b>
	<b>RECHARGES</b>				
4,767	Central Recharges		4,676	5,376	5,393
59	Recharges Within Fund		72	72	72
(1,242)	Recharges Across Funds		(1,243)	(1,216)	(1,206)
<b>3,584</b>	<b>TOTAL RECHARGES</b>	C	<b>3,505</b>	<b>4,232</b>	<b>4,259</b>
<b>14,844</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>13,698</b>	<b>19,639</b>	<b>20,072</b>



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

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
1,145	Guildhall Library		983	981	967
1,129	City Business Library		1,092	1,104	1,055
0	Artizan Street Community Centre & Library		0	230	233
2,772	Barbican and Community Libraries		2,728	2,593	2,544
1,654	Guildhall Art Gallery		1,680	1,754	1,808
3,708	Central Management of CHL		3,045	8,793	8,997
3,003	London Metropolitan Archives		2,596	2,636	2,941
619	City Records Services		557	580	507
0	Keats House		0	0	0
676	Visitor Services and City Information Centre		827	762	841
40	Lower Thames Street (Roman Bath House)		92	108	81
98	Roman Remains and Guildhall Complex Land		98	98	98
<b>14,844</b>	<b>TOTAL</b>		<b>13,698</b>	<b>19,639</b>	<b>20,072</b>

**FINANCE COMMITTEE - CITY FUND**

<i>Actual</i>	<b>FINANCE COMMITTEE SUMMARY</b>		<i>Original Budget</i>	<i>Latest Approved Budget</i>	<i>Original Budget</i>
<i>2011-12</i>	<i>Analysis of Service Expenditure</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>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
3,301	Employees		3,642	3,358	3,203
430	Premises Related Expenses		790	812	777
0	Transport Related Expenses		4	3	3
333	Supplies and Services		494	268	223
1,750	Third Party Payments		1,680	1,789	1,789
<b>5,814</b>	<b>TOTAL Expenditure</b>		<b>6,610</b>	<b>6,230</b>	<b>5,995</b>
	<b>Income</b>				
(2)	Government Grants		0	0	0
(2,907)	Other Grants, Reimbursements and Contributions		(3,678)	(3,229)	(3,140)
(184)	Customer, Client Receipts		(158)	(160)	(188)
(41)	Transfer from Reserves		0	0	0
<b>(3,134)</b>	<b>TOTAL Income</b>		<b>(3,836)</b>	<b>(3,389)</b>	<b>(3,328)</b>
<b>2,680</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>2,774</b>	<b>2,841</b>	<b>2,667</b>
<b>563</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>713</b>	<b>643</b>	<b>(161)</b>
<b>3,243</b>	<b>TOTAL LOCAL RISK</b>	A	<b>3,487</b>	<b>3,484</b>	<b>2,506</b>
	<b>CENTRAL RISK</b>				
289	Employee Expenses		315	310	310
368	Premises Related Expenses		12,642	5,791	3,674
2,822	Supplies and Services		926	2,844	1,651
5,929	Third Party Payments		5,745	566	557
393	Transfer Payments		250	320	320
892	Capital Charges		4,545	3,173	5,257
2,711	Transfer to Reserve		1,300	6,587	2,031
0	Contingencies		3,150	1,601	1,250
<b>13,404</b>	<b>Total Expenditure</b>		<b>28,873</b>	<b>21,192</b>	<b>15,039</b>
(2,824)	Government Grants		(2,886)	(2,840)	(2,416)
(124)	Other Grants, Reimbursements and Contributions		(7,451)	(3,072)	(1,855)
(3,763)	Customer, Client Receipts		(14)	(4,228)	(14)
(6,643)	Investment Income		(4,125)	(6,526)	(4,468)
(1,015)	Transfer from Reserves		(7,533)	(3,405)	(5,257)
(134)	Capital Contras		0	0	0
<b>(14,503)</b>	<b>Total Income</b>		<b>(22,009)</b>	<b>(20,071)</b>	<b>(14,010)</b>
<b>(1,099)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>6,864</b>	<b>1,121</b>	<b>1,040</b>
	<b>RECHARGES</b>				
(11,490)	Central Recharges		(11,898)	(10,832)	(11,842)
427	Recharges Within Fund		435	435	435
(247)	Recharges Across Funds		(232)	(251)	(251)
<b>(11,310)</b>	<b>TOTAL RECHARGES</b>	C	<b>(11,695)</b>	<b>(10,648)</b>	<b>(11,658)</b>
<b>(9,166)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(1,344)</b>	<b>(6,043)</b>	<b>(8,112)</b>

**FINANCE COMMITTEE - CITY FUND**

<i>Actual</i>	<b>SERVICES MANAGED</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>			<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
978	Cost of Collection		1,117	1,051	990
(1,090)	Corporate and Democratic Core		648	1,353	1,414
5,291	Levies, Grants & Subscriptions		5,205	(172)	202
72	Registration of Births, Deaths and Marriages		51	51	51
1,180	Contingencies and Miscellaneous		6,258	5,343	4,657
(19,503)	Corporate Financing		(18,755)	(17,837)	(19,472)
279	Corporate and Democratic Core - Town Clerk		262	262	262
3,553	Central Criminal Court - Town Clerk		3,772	3,783	3,689
74	Mayors and City of London Court - City Surveyor		98	123	95
<b>(9,166)</b>	<b>TOTAL</b>		<b>(1,344)</b>	<b>(6,043)</b>	<b>(8,112)</b>

LICENSING COMMITTEE - CITY FUND

<i>Actual</i>	<b>LICENSING COMMITTEE SUMMARY</b>		<i>Original Budget</i>	<i>Latest Approved Budget</i>	<i>Original Budget</i>
<i>2011-12</i>	<i>Analysis of Service Expenditure</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>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
254	Employees		265	294	353
46	Premises Related Expenses		45	53	49
0	Transport Related Expenses		1	0	0
4	Supplies and Services		21	17	10
0	Contingencies		2	2	2
<b>304</b>	<b>TOTAL Expenditure</b>		<b>334</b>	<b>366</b>	<b>414</b>
	<b>Income</b>				
(534)	Customer, Client Receipts		(495)	(492)	(518)
<b>(534)</b>	<b>TOTAL Income</b>		<b>(495)</b>	<b>(492)</b>	<b>(518)</b>
	<b>TOTAL LOCAL RISK</b>	A	<b>(161)</b>	<b>(126)</b>	<b>(104)</b>
	<b>RECHARGES</b>				
49	Central Recharges		49	39	37
111	Recharges Within Fund		114	110	111
13	Recharges Across Funds		13	14	15
<b>173</b>	<b>TOTAL RECHARGES</b>	B	<b>176</b>	<b>163</b>	<b>163</b>
<b>(57)</b>	<b>TOTAL NET EXPENDITURE / (INCOME)</b>	A+B	<b>15</b>	<b>37</b>	<b>59</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>
(57)	Licensing		15	37	59
<b>(57)</b>	<b>TOTAL</b>		<b>15</b>	<b>37</b>	<b>59</b>

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

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>MARKETS AND CONSUMER PROTECTION COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original Budget</i> <i>2013-14</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
1,155	Employees		1,335	1,284	1,283
958	Premises Related Expenses		1,106	931	992
3	Transport Related Expenses		10	10	6
152	Supplies and Services		138	151	148
1,648	Third Party Payments		1,734	1,732	1,780
236	Transfer to Reserve		0	0	0
<b>4,152</b>	<b>TOTAL Expenditure</b>		<b>4,323</b>	<b>4,108</b>	<b>4,209</b>
	<b>Income</b>				
(236)	Other Grants, Reimbursements and Contributions		(125)	(75)	(75)
(3,870)	Customer, Client Receipts		(4,092)	(3,964)	(4,020)
(20)	Investment Income		(17)	(17)	(16)
0	Transfer from Reserves		(41)	(4)	(50)
<b>(4,126)</b>	<b>TOTAL Income</b>		<b>(4,275)</b>	<b>(4,060)</b>	<b>(4,161)</b>
<b>26</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>48</b>	<b>48</b>	<b>48</b>
<b>24</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>22</b>	<b>53</b>	<b>63</b>
<b>50</b>	<b>TOTAL LOCAL RISK</b>	A	<b>70</b>	<b>101</b>	<b>111</b>
	<b>CENTRAL RISK</b>				
(1,547)	Customer, Client Receipts		(1,706)	(1,739)	(1,745)
(15)	Transfer from Reserves		(42)	(17)	(22)
<b>(1,562)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(1,748)</b>	<b>(1,756)</b>	<b>(1,767)</b>
	<b>RECHARGES</b>				
760	Central Recharges		755	842	838
(28)	Recharges Within Fund		(28)	(28)	(28)
63	Recharges Across Funds		61	76	79
<b>795</b>	<b>TOTAL RECHARGES</b>	C	<b>788</b>	<b>890</b>	<b>889</b>
<b>(717)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(890)</b>	<b>(765)</b>	<b>(767)</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original Budget</i> <i>2013-14</i> <i>£'000</i>
15	Spitalfields Market Service Charge Account		25	25	25
(732)	City Account		(915)	(790)	(792)
0	Repainting and Repairs Fund		0	0	0
<b>(717)</b>	<b>TOTAL</b>		<b>(890)</b>	<b>(765)</b>	<b>(767)</b>

**OPEN SPACES, CITY GARDENS AND WEST HAM PARK COMMITTEE - CITY FUND**

<i>Actual</i>	<b>OPEN SPACES COMMITTEE SUMMARY</b>		<i>Original Budget</i>	<i>Latest Approved Budget</i>	<i>Original Budget</i>
<i>2011-12</i>	<i>Analysis of Service Expenditure</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>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
965	Employees		955	949	951
259	Premises Related Expenses		196	203	197
59	Transport Related Expenses		44	55	50
361	Supplies and Services		219	250	209
81	Third Party Payments		21	68	21
<b>1,725</b>	<b>TOTAL Expenditure</b>		<b>1,435</b>	<b>1,525</b>	<b>1,428</b>
	<b>Income</b>				
(130)	Other Grants, Reimbursements and Contributions		0	0	0
(333)	Customer, Client Receipts		(290)	(290)	(290)
(13)	Transfer from Reserves		0	(6)	0
<b>(476)</b>	<b>TOTAL Income</b>		<b>(290)</b>	<b>(296)</b>	<b>(290)</b>
<b>1,249</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>1,145</b>	<b>1,229</b>	<b>1,138</b>
<b>21</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>81</b>	<b>71</b>	<b>66</b>
<b>1,270</b>	<b>TOTAL LOCAL RISK</b>	A	<b>1,226</b>	<b>1,300</b>	<b>1,204</b>
	<b>RECHARGES</b>				
169	Central Recharges		135	189	184
(5)	Recharges Within Fund		(5)	(5)	(5)
50	Recharges Across Funds		56	53	50
<b>214</b>	<b>TOTAL RECHARGES</b>	B	<b>186</b>	<b>237</b>	<b>229</b>
<b>1,484</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>1,412</b>	<b>1,537</b>	<b>1,433</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>
1,313	City Open Spaces - Director of Open Spaces		1,262	1,392	1,288
171	City Open Spaces - Director of the Built Environment		150	145	145
<b>1,484</b>	<b>TOTAL</b>		<b>1,412</b>	<b>1,537</b>	<b>1,433</b>



**PLANNING AND TRANSPORTATION COMMITTEE - CITY FUND**

<i>Actual</i>  <b>2011-12</b> <i>£'000</i>	<b>PLANNING AND TRANSPORTATION COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> <b>2012-13</b> <i>£'000</i>	<i>Latest Approved Budget</i> <b>2012-13</b> <i>£'000</i>	<i>Original Budget</i> <b>2013-14</b> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
8,378	Employees		8,598	8,462	8,728
6,760	Premises Related Expenses		5,359	5,103	4,501
50	Transport Related Expenses		16	19	15
2,143	Supplies and Services		1,496	1,736	1,262
4,408	Third Party Payments		4,522	4,374	4,415
3	Transfer to Reserve		0	1	0
0	Contingencies		7	7	7
0	Unidentified Savings		(354)	122	(92)
<b>21,742</b>	<b>TOTAL Expenditure</b>		<b>19,644</b>	<b>19,824</b>	<b>18,836</b>
	<b>Income</b>				
(48)	Government Grants		0	0	0
(1,860)	Other Grants, Reimbursements and Contributions		(151)	(876)	(182)
(7,419)	Customer, Client Receipts		(7,032)	(6,699)	(6,725)
(154)	Transfer from Reserves		0	(70)	(147)
(1,091)	Recharges to Capital Projects		(2,044)	(1,973)	(2,224)
<b>(10,572)</b>	<b>TOTAL Income</b>		<b>(9,227)</b>	<b>(9,618)</b>	<b>(9,278)</b>
<b>11,170</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>10,417</b>	<b>10,206</b>	<b>9,558</b>
<b>426</b>	<b>Reapirs and Maintenance (City Surveyor)</b>		<b>726</b>	<b>927</b>	<b>977</b>
<b>11,596</b>	<b>TOTAL LOCAL RISK</b>	A	<b>11,143</b>	<b>11,133</b>	<b>10,535</b>
	<b>CENTRAL RISK</b>				
	<b>Expenditure</b>				
170	Employees		0	0	0
9	Premises Related Expenses		30	30	30
2,044	Supplies and Services		273	2,095	95
4,505	Transfer to Reserve		3,757	4,157	3,876
0	Contingencies		15	15	15
<b>6,728</b>	<b>Total Expenditure</b>		<b>4,075</b>	<b>6,297</b>	<b>4,016</b>
	<b>Income</b>				
(1,950)	Other Grants, Reimbursements and Contributions		(178)	(2,000)	0
(9,625)	Customer, Client Receipts		(8,103)	(8,489)	(8,239)
(1,744)	Transfer from Reserves		(2,047)	(2,064)	(2,059)
<b>(13,319)</b>	<b>Total Income</b>		<b>(10,328)</b>	<b>(12,553)</b>	<b>(10,298)</b>
<b>(6,591)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(6,253)</b>	<b>(6,256)</b>	<b>(6,282)</b>
	<b>RECHARGES</b>				
7,568	Central Recharges		8,655	7,686	8,296
371	Recharges Within Fund		291	853	797
(62)	Recharges Across Funds		(36)	(123)	(130)
<b>7,877</b>	<b>TOTAL RECHARGES</b>	C	<b>8,910</b>	<b>8,416</b>	<b>8,963</b>
<b>12,882</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>13,800</b>	<b>13,293</b>	<b>13,216</b>

**PLANNING AND TRANSPORTATION COMMITTEE - CITY FUND**

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
	<b>City Fund</b>				
2,196	Town Planning		2,697	2,746	2,737
1,701	Transportation Planning		1,387	1,582	1,490
0	Planning Delivery Grant		0	0	0
0	S106 Monitoring		0	0	0
0	Planning Obligations		0	49	50
341	Road Safety		296	335	300
50	Street Scene		0	0	0
409	Building Control		475	692	697
8,456	Highways		8,896	7,671	8,103
0	Rechargeable Works		0	0	0
(535)	Traffic Management		(81)	(410)	(400)
0	Off-Street Parking		0	0	0
0	On-Street Parking		0	0	0
0	Public Transport		0	0	0
0	Contingency		(298)	144	(217)
264	Drains & Sewers		428	484	456
<b>12,882</b>	<b>TOTAL</b>		<b>13,800</b>	<b>13,293</b>	<b>13,216</b>

POLICE COMMITTEE - CITY FUND

<i>Actual</i>	<b>POLICE COMMITTEE SUMMARY</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>	<i>Analysis of Service Expenditure</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
71,667	Employees		71,938	74,755	68,488
3,483	Premises Related Expenses		3,929	4,164	4,364
2,013	Transport Related Expenses		2,226	2,292	2,512
18,386	Supplies and Services		17,340	21,295	20,500
1,822	Third Party Payments		1,839	1,004	890
0	Transfer Payments		0	0	1
1,604	Transfer to Reserve		0	0	0
0	Contingencies		500	58	300
0	Unidentified Savings		(500)	0	0
<b>98,975</b>	<b>TOTAL Expenditure</b>		<b>97,272</b>	<b>103,568</b>	<b>97,055</b>
	<b>Income</b>				
(24,660)	Government Grants		(23,253)	(30,172)	(24,811)
(6,772)	Other Grants, Reimbursements and Contributions		(9,423)	(9,611)	(9,045)
(4,118)	Customer, Client Receipts		(1,436)	(2,104)	(1,870)
(8)	Investment Income		0	0	0
(360)	Transfer from Reserves		(3,800)	(2,168)	(2,611)
<b>(35,918)</b>	<b>TOTAL Income</b>		<b>(37,912)</b>	<b>(44,055)</b>	<b>(38,337)</b>
<b>63,057</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>59,360</b>	<b>59,513</b>	<b>58,718</b>
<b>749</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>875</b>	<b>534</b>	<b>456</b>
<b>63,806</b>	<b>TOTAL LOCAL RISK</b>	A	<b>60,235</b>	<b>60,047</b>	<b>59,174</b>
	<b>CENTRAL RISK</b>				
6	Capital Charges		0	75	1,393
<b>6</b>	<b>Total Expenditure</b>		<b>0</b>	<b>75</b>	<b>1,393</b>
<b>6</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>0</b>	<b>75</b>	<b>1,393</b>
	<b>RECHARGES</b>				
2,494	Central Recharges		2,251	2,362	2,254
14	Recharges Within Fund		14	14	15
89	Recharges Across Funds		97	99	101
(16)	Capital Projects		0	0	0
<b>2,581</b>	<b>TOTAL RECHARGES</b>	C	<b>2,362</b>	<b>2,475</b>	<b>2,370</b>
<b>66,393</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>62,597</b>	<b>62,597</b>	<b>62,937</b>

**POLICE COMMITTEE - CITY FUND**

<i>Actual</i>	<b>SERVICES MANAGED</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>			<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<b>Commissioner of Police</b>				
7,376	Economic Crime Directorate		8,168	8,301	7,103
12,959	Specialist Support Directorate		12,740	25,489	20,625
0	Intelligence and Information		0	10,440	10,884
20,696	Territorial Policing Directorate		19,400	0	0
12,611	Crime Investigation Directorate		13,482	11,634	10,598
20,445	Corporate Services Directorate		21,354	16,588	15,936
(5,656)	Central		(10,826)	(7,718)	(1,725)
0	Recoverable		0	0	0
484	Pensions		600	600	600
(2,522)	Corporate Financing		(2,321)	(2,737)	(1,084)
<b>66,393</b>	<b>TOTAL</b>		<b>62,597</b>	<b>62,597</b>	<b>62,937</b>

POLICY AND RESOURCES COMMITTEE - CITY FUND

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>POLICY AND RESOURCES COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
4,365	Employees		4,368	4,219	4,336
198	Premises Related Expenses		0	217	203
102	Transport Related Expenses		113	149	153
3,347	Supplies and Services		3,459	3,108	2,263
312	Third Party Payments		122	343	321
24	Transfer to Reserve		0	0	0
<b>8,348</b>	<b>TOTAL Expenditure</b>		<b>8,062</b>	<b>8,036</b>	<b>7,276</b>
	<b>Income</b>				
(356)	Government Grants		(356)	(369)	(369)
(38)	Other Grants, Reimbursements and Contributions		(29)	(44)	(7)
(236)	Customer, Client Receipts		(189)	(17)	(17)
(57)	Transfer from Reserves		0	(253)	0
<b>(687)</b>	<b>TOTAL Income</b>		<b>(574)</b>	<b>(683)</b>	<b>(393)</b>
<b>7,661</b>	<b>TOTAL LOCAL RISK</b>	A	<b>7,488</b>	<b>7,353</b>	<b>6,883</b>
	<b>CENTRAL RISK</b>				
77	Employee Expenses		0	0	0
704	Supplies and Services		286	478	204
0	Contingencies		600	495	600
<b>781</b>	<b>Total Expenditure</b>		<b>886</b>	<b>973</b>	<b>804</b>
(312)	Other Grants, Reimbursements and Contributions		0	0	0
0	Transfer from Reserves		0	(50)	0
<b>(312)</b>	<b>Total Income</b>		<b>0</b>	<b>(50)</b>	<b>0</b>
<b>469</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>886</b>	<b>923</b>	<b>804</b>
	<b>RECHARGES</b>				
1,143	Central Recharges		1,062	1,133	1,100
(4,876)	Recharges Across Funds		(4,995)	(4,900)	(4,565)
<b>(3,733)</b>	<b>TOTAL RECHARGES</b>	C	<b>(3,933)</b>	<b>(3,767)</b>	<b>(3,465)</b>
<b>4,397</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>4,441</b>	<b>4,509</b>	<b>4,222</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
690	Security and Contingency Planning		764	834	774
893	Public Relations		830	886	820
1,908	Economic Development		1,688	1,606	1,561
906	Grants, Contingencies and Miscellaneous		1,159	1,183	1,067
<b>4,397</b>	<b>TOTAL</b>		<b>4,441</b>	<b>4,509</b>	<b>4,222</b>

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

<i>Actual</i> 2011-12 £'000	<b>PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
10,112	Employees		9,841	10,426	10,166
1,670	Premises Related Expenses		1,509	1,619	1,477
457	Transport Related Expenses		354	516	355
2,723	Supplies and Services		2,586	2,075	1,873
7,410	Third Party Payments		4,917	5,529	5,469
17	Transfer to Reserve		5	5	5
3	Contingencies		3	3	3
0	Unidentified Savings		0	0	(286)
<b>22,392</b>	<b>TOTAL Expenditure</b>		<b>19,215</b>	<b>20,173</b>	<b>19,062</b>
	<b>Income</b>				
(92)	Government Grants		0	(93)	0
(143)	Other Grants, Reimbursements and Contributions		(92)	(138)	(92)
(12,590)	Customer, Client Receipts		(10,132)	(10,918)	(10,722)
(134)	Transfer from Reserves		(101)	0	(153)
(1)	Recharges to Capital Projects		0	0	0
<b>(12,960)</b>	<b>TOTAL Income</b>		<b>(10,325)</b>	<b>(11,149)</b>	<b>(10,967)</b>
<b>9,432</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>8,890</b>	<b>9,024</b>	<b>8,095</b>
<b>580</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>897</b>	<b>698</b>	<b>773</b>
<b>10,012</b>	<b>TOTAL LOCAL RISK</b>	A	<b>9,787</b>	<b>9,722</b>	<b>8,868</b>
	<b>CENTRAL RISK</b>				
2	Employee Expenses		8	8	8
663	Premises Related Expenses		698	698	698
25	Supplies and Services		0	0	0
36	Transfer to Reserve		0	0	0
<b>726</b>	<b>Total Expenditure</b>		<b>706</b>	<b>706</b>	<b>706</b>
(61)	Government Grants		0	0	0
<b>(61)</b>	<b>Total Income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>665</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>706</b>	<b>706</b>	<b>706</b>
	<b>RECHARGES</b>				
5,411	Central Recharges		4,262	4,866	4,746
(602)	Recharges Within Fund		(525)	(1,083)	(1,029)
523	Recharges Across Funds		576	762	758
<b>5,332</b>	<b>TOTAL RECHARGES</b>	C	<b>4,313</b>	<b>4,545</b>	<b>4,475</b>
<b>16,009</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>14,806</b>	<b>14,973</b>	<b>14,049</b>



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

<i>Actual</i>	<b>SERVICES MANAGED</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>			<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
1,280	Public Conveniences		1,543	1,603	1,510
1,347	Waste Collection		1,578	1,065	1,074
5,632	Street Cleansing		5,635	5,741	5,694
2,246	Waste Disposal		1,167	1,257	1,135
0	Transport Organisation - Holding Account		0	0	0
0	Walbrook Wharf - Holding Account		0	0	0
0	Cleansing Services General Management - Holding A/C		0	0	0
0	Built Environment Directorate - Holding Account		0	0	0
236	Coroner		90	88	88
2,413	City Environmental Health		2,528	2,741	2,462
122	Pest Control		113	140	131
788	Animal Health Services		(39)	188	4
338	Trading Standards		347	339	378
1,504	Port & Launches		1,524	1,586	1,360
103	Cemetery and Crematorium		320	225	213
<b>16,009</b>	<b>TOTAL</b>		<b>14,806</b>	<b>14,973</b>	<b>14,049</b>

**PROPERTY INVESTMENT BOARD - CITY FUND**

<i>Actual</i> 2011-12 £'000	<b>PROPERTY INVESTMENT BOARD COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
431	Employees		462	461	451
2,846	Premises Related Expenses		2,334	3,187	2,537
1,390	Supplies and Services		1,526	1,642	1,603
<b>4,667</b>	<b>TOTAL Expenditure</b>		<b>4,322</b>	<b>5,290</b>	<b>4,591</b>
	<b>Income</b>				
(71)	Other Grants, Reimbursements and Contributions		(35)	(51)	(35)
(1,796)	Customer, Client Receipts		(2,216)	(2,674)	(2,480)
(529)	Transfer from Reserves		(95)	(467)	0
<b>(2,396)</b>	<b>TOTAL Income</b>		<b>(2,346)</b>	<b>(3,192)</b>	<b>(2,515)</b>
<b>2,271</b>	<b>TOTAL LOCAL RISK</b>	A	<b>1,976</b>	<b>2,098</b>	<b>2,076</b>
	<b>CENTRAL RISK</b>				
	<b>Expenditure</b>				
59	Employees		26	75	76
496	Premises Related Expenses		592	544	629
87	Supplies and Services		264	422	331
2,147	Transfer to Reserve		1,481	4,387	1,138
<b>2,789</b>	<b>TOTAL Expenditure</b>		<b>2,363</b>	<b>5,428</b>	<b>2,174</b>
	<b>Income</b>				
(41,341)	Customer, Client Receipts		(39,707)	(43,735)	(41,976)
(163)	Investment Income		0	0	0
<b>(41,504)</b>	<b>TOTAL Income</b>		<b>(39,707)</b>	<b>(43,735)</b>	<b>(41,976)</b>
<b>(38,715)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(37,344)</b>	<b>(38,307)</b>	<b>(39,802)</b>
	<b>RECHARGES</b>				
5,822	Central Recharges		5,829	5,984	5,892
6	Recharges Within Fund		5	5	5
1,567	Recharges Across Funds		1,264	1,270	1,182
<b>7,395</b>	<b>TOTAL RECHARGES</b>	C	<b>7,098</b>	<b>7,259</b>	<b>7,079</b>
<b>(29,049)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(28,270)</b>	<b>(28,950)</b>	<b>(30,647)</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
(27,433)	City Fund Estate		(26,672)	(27,572)	(29,064)
(2,008)	Leadenhall Market		(1,986)	(2,074)	(2,233)
392	City Property Advisory Team		388	696	650
0	Crossrail		0	0	0
<b>(29,049)</b>	<b>TOTAL</b>		<b>(28,270)</b>	<b>(28,950)</b>	<b>(30,647)</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
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

General Expenditure Summary

COMMITTEE	ESTIMATED EXPENDITURE									
	Cost	Latest	Exp. pre	2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs	
	App'd by CCC £000	Est'd Cost £000	01/04/12 £000	£000	£000	£000	£000	£000	£000	£000
BARBICAN CENTRE	37,917	37,168	24,014	5,600	5,391	1,885	278	0	0	0
BARBICAN RESIDENTIAL	3,872	3,849	0	845	3,004	0	0	0	0	0
COMMUNITY & CHILDREN'S SERVICES - NON-HRA	2,698	2,697	2,404	293	0	0	0	0	0	0
COMMUNITY & CHILDREN'S SERVICES - HRA	17,415	16,956	1,286	4,371	6,051	4,003	1,245	0	0	0
CULTURE, HERITAGE & LIBRARIES	1,654	1,640	97	420	3	20	0	1,100	0	0
FINANCE	71,954	70,335	64,200	821	1,287	1,013	1,014	1,000	1,000	1,000
MARKETS	126	127	2	7	118	0	0	0	0	0
OPEN SPACES CITY GARDENS & WEST HAM PARK	276	275	75	60	0	140	0	0	0	0
PLANNING & TRANSPORTATION	42,620	38,515	21,740	9,041	5,527	698	1,056	453	0	0
POLICE	1,852	1,731	552	1,179	0	0	0	0	0	0
POLICY AND RESOURCES	237,000	237,000	16	61	456	4,225	203,740	3,762	24,740	0
PORT HEALTH AND ENVIRONMENTAL SERVICES	423	426	367	20	39	0	0	0	0	0
PROPERTY INVESTMENT BOARD	105,551	105,292	85,164	7,774	10,169	1,847	335	3	0	0
<b>TOTALS FOR CITY FUND</b>	<b>523,358</b>	<b>516,011</b>	<b>199,917</b>	<b>30,492</b>	<b>32,045</b>	<b>13,831</b>	<b>207,668</b>	<b>6,318</b>	<b>25,740</b>	<b>0</b>

CAPITAL BUDGET - CITY FUND  
Barbican Centre

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure					
						2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs
						£000	£000	£000	£000	£000	£000
<b>BARBICAN PUBLIC SPACES CASH LIMIT</b>											
02008262	PUBLIC SPACES MASTERPLAN	DB	14,298	14,265	14,253	12	0	0	0	0	0
<b>Totals for BARBICAN PUBLIC SPACES CASH LIMIT</b>			<b>14,298</b>	<b>14,265</b>	<b>14,253</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL</b>											
02100054	THEATRE FLYING SYSTEM (POST EVN)	CS	3,733	3,733	0	664	3,069	0	0	0	0
02100056	CINEMAS - CAFE BAR	DB	251	251	0	251	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>3,984</b>	<b>3,984</b>	<b>0</b>	<b>915</b>	<b>3,069</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAP 2</b>											
02005300	CASH LIMIT BALANCE	CH	234	-347	0	-347	0	0	0	0	0
02008244	IMPS TO ART GALLERY ENVIRONMENT	DB	2,432	2,452	2,440	12	0	0	0	0	0
02100034	CINEMA PROJECTION EQUIPMENT (CAP)	CH	76	76	48	28	0	0	0	0	0
02100038	THEATRE STAGE DOOR(TP)	DB	144	145	139	6	0	0	0	0	0
02100041	BUILDING ENERGY MANAGEMENT SYSTEM	DB	782	782	157	625	0	0	0	0	0
02100052	BACKSTAGE IMPROVEMENT	DB	656	657	600	57	0	0	0	0	0
02100053	VOLTAGE OPTIMISATION (POST EVN)	DB	266	249	69	180	0	0	0	0	0
02100055	RADIO MICROPHONES	DB	144	144	0	144	0	0	0	0	0
02100057	ART GALLERY CCTV	DB	68	68	0	68	0	0	0	0	0
<b>Totals for CAP 2</b>			<b>4,802</b>	<b>4,226</b>	<b>3,453</b>	<b>773</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**CAPITAL BUDGET - CITY FUND**  
Barbican Centre

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure					
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000
<b>CAP 3</b>											
02100058	CAP 3 BALANCE	CH	4,485	4,485	0	0	2,322	1,885	278	0	0
<b>Totals for CAP 3</b>			<b>4,485</b>	<b>4,485</b>	<b>0</b>	<b>0</b>	<b>2,322</b>	<b>1,885</b>	<b>278</b>	<b>0</b>	<b>0</b>
<b>FROBISHER CRESCENT</b>											
06100018	FROBISHER CRESCENT CINEMAS 2&3	CS	5,009	4,985	1,191	3,794	0	0	0	0	0
06100019	FROBISHER CRESCENT CONSERVATORY	CS	5,339	5,223	5,117	106	0	0	0	0	0
<b>Totals for FROBISHER CRESCENT</b>			<b>10,348</b>	<b>10,208</b>	<b>6,308</b>	<b>3,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for BARBICAN CENTRE</b>			<b>37,917</b>	<b>37,168</b>	<b>24,014</b>	<b>5,600</b>	<b>5,391</b>	<b>1,885</b>	<b>278</b>	<b>0</b>	<b>0</b>

CAPITAL BUDGET - CITY FUND  
Barbican Residential

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure					Later yrs £000	
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
		CO	3,872	3,849	0	845	3,004	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>3,872</b>	<b>3,849</b>	<b>0</b>	<b>845</b>	<b>3,004</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for BARBICAN RESIDENTIAL</b>			<b>3,872</b>	<b>3,849</b>	<b>0</b>	<b>845</b>	<b>3,004</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CAPITAL BUDGET - CITY FUND**  
**Community & Children's Services - Non-HRA**

Project No.	Project Title	Implementing Department	Estimated Expenditure																
			Cost		Exp. pre		2012/13		2013/14		2014/15		2015/16		2016/17		Later yrs		
			App'd by CCC £000	Latest Est'd Cost £000	01/04/12 £000	Exp. pre £000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>GOLDEN LANE ESTATE</u></b>																			
10100016	GOLDEN LANE LEISURE CENTRE	CS	2,505	2,506	2,403		103		0		0		0		0		0		0
	<b>Totals for GOLDEN LANE ESTATE</b>		<b>2,505</b>	<b>2,506</b>	<b>2,403</b>		<b>103</b>		<b>0</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	174	174	0		174		0		0		0		0		0		0
	<b>Totals for INFORMATION TECHNOLOGY</b>		<b>174</b>	<b>174</b>	<b>0</b>		<b>174</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>
<b><u>OTHER ITEMS</u></b>																			
10100019	DISABLED FACILITIES GRANT	CO	19	17	1		16		0		0		0		0		0		0
	<b>Totals for OTHER ITEMS</b>		<b>19</b>	<b>17</b>	<b>1</b>		<b>16</b>		<b>0</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>2,698</b>	<b>2,697</b>	<b>2,404</b>		<b>293</b>		<b>0</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

												Estimated Expenditure				
Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000					
												2012/13	2013/14	2014/15	2015/16	
<b>AVONDALE SQUARE ESTATE</b>																
29002205	AVONDALE SQ ESTATE LIFTS	CO	2,141	1,750	549	1,189	10	2	0	0	0					
<b>Totals for AVONDALE SQUARE ESTATE</b>			<b>2,141</b>	<b>1,750</b>	<b>549</b>	<b>1,189</b>	<b>10</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>					
<b>GOLDEN LANE ESTATE</b>																
29100010	GT ARTHUR HOUSE WINDOW/CLADDING	CS	6,008	6,008	50	240	472	4,001	1,245	0	0					
<b>Totals for GOLDEN LANE ESTATE</b>			<b>6,008</b>	<b>6,008</b>	<b>50</b>	<b>240</b>	<b>472</b>	<b>4,001</b>	<b>1,245</b>	<b>0</b>	<b>0</b>					
<b>SYDENHAM HILL ESTATE</b>																
10100018	MAIS HOUSE KITCHEN CONVERSION S.106	CO	140	134	0	134	0	0	0	0	0					
<b>Totals for SYDENHAM HILL ESTATE</b>			<b>140</b>	<b>134</b>	<b>0</b>	<b>134</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					
<b>MIDDLESEX STREET ESTATE</b>																
29100013	MSEX ST AFFORDABLE HOUSING S106 FEES	CS	180	174	174	0	0	0	0	0	0					
29100039	MSEX ST AFFORDABLE HOUSING S106	CS	3,277	3,277	462	2,438	377	0	0	0	0					
29100040	S106	CS	113	113	19	94	0	0	0	0	0					
<b>Totals for MIDDLESEX STREET ESTATE</b>			<b>3,570</b>	<b>3,564</b>	<b>655</b>	<b>2,532</b>	<b>377</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					
<b>SOUTHWARK ESTATE</b>																
29100019	DOOR ENTRY SUMNER BUILDINGS	CO	158	149	0	7	142	0	0	0	0					
29100020	DOOR ENTRY SOUTHWARK ESTATE	CO	214	220	10	15	195	0	0	0	0					
<b>Totals for SOUTHWARK ESTATE</b>			<b>372</b>	<b>369</b>	<b>10</b>	<b>22</b>	<b>337</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>					
<b>OTHER ITEMS</b>																
29100027	HOUSING	CS	4,827	4,792	0	0	4,792	0	0	0	0					
<b>Totals for OTHER ITEMS</b>			<b>4,827</b>	<b>4,792</b>	<b>0</b>	<b>0</b>	<b>4,792</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 01/04/12 £000	Estimated Expenditure						Later yrs £000	
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
<b>GENERAL</b>													
29100023	PROGRAMME	CO	50	50	0	41	9	0	0	0	0	0	0
29100024	PROGRAMME	CO	150	132	22	93	17	0	0	0	0	0	0
29100029	PROGRAMME	CO	69	69	0	32	37	0	0	0	0	0	0
29100030	CONTINGENCY 2012/13	CO	88	88	0	88	0	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>357</b>	<b>339</b>	<b>22</b>	<b>254</b>	<b>63</b>	<b>0</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>17,415</b>	<b>16,956</b>	<b>1,286</b>	<b>4,371</b>	<b>6,051</b>	<b>4,003</b>	<b>1,245</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CAPITAL BUDGET - CITY FUND  
Culture, Heritage & Libraries

Project No.	Project Title	Implementing Department	Estimated Expenditure									
			Cost		Exp. pre 01/04/12	2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs	
			App'd by CCC	Latest Est'd								£000
<b>LONDON METROPOLITAN ARCHIVES</b>												
14005264	LMA - PURCHASE OF FREEHOLD	CS	1,100	1,100	0	0	0	0	0	0	1,100	0
14005268	LMA - LONG TERM OPTIONS	CS	20	20	0	0	0	20	0	0	0	0
<b>Totals for LONDON METROPOLITAN ARCHIVES</b>			<b>1,120</b>	<b>1,120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>1,100</b>	<b>0</b>	<b>0</b>
<b>OTHER ITEMS</b>												
14100007	NEW ARTIZAN ST LIBRARY S.106	CS	398	398	0	398	0	0	0	0	0	0
<b>Totals for OTHER ITEMS</b>			<b>398</b>	<b>398</b>	<b>0</b>	<b>398</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL</b>												
14100002	ACCESS TO CULTURAL COLLECTIONS	CH	-48	-41	-32	-8	-1	0	0	0	0	0
14100002	ACCESS TO CULTURAL COLLECTIONS	HA	184	163	129	30	4	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>136</b>	<b>122</b>	<b>97</b>	<b>22</b>	<b>3</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>1,654</b>	<b>1,640</b>	<b>97</b>	<b>420</b>	<b>3</b>	<b>20</b>	<b>0</b>	<b>1,100</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 01/04/12 £000	Estimated Expenditure					
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000
<b>INFORMATION TECHNOLOGY</b>											
0810009	COUNCIL TAX & BUSINESS RATES	CH	628	628	526	62	40	0	0	0	0
<b>Totals for INFORMATION TECHNOLOGY</b>			<b>628</b>	<b>628</b>	<b>526</b>	<b>62</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL</b>											
08100014	MUSEUM OF LONDON CONTRIBUTION	CH	5,000	5,000	0	0	1,000	1,000	1,000	1,000	1,000
<b>Totals for GENERAL</b>			<b>5,000</b>	<b>5,000</b>	<b>0</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>REIMBURSEMENTS TO CITY'S CASH</b>											
08100002	CORPORATE CAPITAL PROJECTS (EX GIP)	CH	17,460	17,435	16,402	759	247	13	14	0	0
08100003	GUILDHALL IMPROVEMENT PROJECT (GIP)	CH	48,866	47,272	47,272	0	0	0	0	0	0
<b>Totals for REIMBURSEMENTS TO CITY'S CASH</b>			<b>66,326</b>	<b>64,707</b>	<b>63,674</b>	<b>759</b>	<b>247</b>	<b>13</b>	<b>14</b>	<b>0</b>	<b>0</b>
<b>Totals for FINANCE</b>			<b>71,954</b>	<b>70,335</b>	<b>64,200</b>	<b>821</b>	<b>1,287</b>	<b>1,013</b>	<b>1,014</b>	<b>1,000</b>	<b>1,000</b>



**CAPITAL BUDGET - CITY FUND**  
**Open Spaces City Gardens & West Ham Park**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure						Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
<b>CITY OPEN SPACES</b>												
17100006	PLAYBUILDER - PETER'S HILL	BE	48	47	40	7	0	0	0	0	0	0
17100007	ST BOTOLPH BIGATE CHYD IMPS S106	DO	88	88	35	53	0	0	0	0	0	0
<b>Totals for CITY OPEN SPACES</b>			<b>136</b>	<b>135</b>	<b>75</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL</b>												
17100009	SEETHING LANE GARDEN S.106	DO	140	140	0	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>0</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for OPEN SPACES CITY GARDENS &amp; WEST HAM PARK</b>			<b>276</b>	<b>275</b>	<b>75</b>	<b>60</b>	<b>0</b>	<b>140</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		Exp. pre 01/04/12	2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs
			App'd by CCC	Latest Est'd							
<b>INFORMATION TECHNOLOGY</b>											
16007134	IS/E-BUSINESS DEVELOPMENT	BE	842	710	662	0	48	0	0	0	0
16100111	HIGHWAYS MANAGEMENT SYSTEM	BE	345	274	22	102	150	0	0	0	0
<b>Totals for INFORMATION TECHNOLOGY</b>			<b>1,187</b>	<b>984</b>	<b>684</b>	<b>102</b>	<b>198</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ROADS</b>											
16008066	PEDESTRIAN WAY-FINDING SIGNAGE	BE	1,442	1,425	1,418	7	0	0	0	0	0
16100084	HERON TOWER HWAY WORKS S.278 PART 1	BE	809	686	675	11	0	0	0	0	0
16100142	HERON TOWER S278 - FOOTWAY WORKS	BE	421	353	359	-6	0	0	0	0	0
16100179	MARINER HOUSE TRANSPORT IMPS S106	BE	156	110	105	5	0	0	0	0	0
16100212	GREEN CORRIDORS	BE	230	231	56	0	175	0	0	0	0
16100213	STREET LIGHTING STRATEGY	BE	50	50	0	50	0	0	0	0	0
16100226	WINCHESTER HSE SECURITY	BE	484	201	137	64	0	0	0	0	0
16100238	MILTON COURT TRANSPORT IMPS	BE	55	47	45	2	0	0	0	0	0
16100241	CANNON ST STATION SECURITY POST EVN	BE	2,107	1,547	1,085	462	0	0	0	0	0
16100242	CANNON ST STATION HIGHWAY POST EVN	BE	880	763	265	498	0	0	0	0	0
16100253	HOLBORN CIRCUS AREA ENHANCEMENT	BE	254	254	0	185	69	0	0	0	0
16100254	MILTON COURT HIGHWAY WORKS S278	BE	1,612	1,245	0	1,181	64	0	0	0	0
16100258	GREEN CORRIDORS YEAR 2	BE	167	167	0	167	0	0	0	0	0
16800008	FLEET ST/CHANCERY LANE (POST EVN)	BE	98	58	57	1	0	0	0	0	0
16899966	HERON PLAZA HIGHWAY WORKS S.278	BE	810	810	0	0	0	0	410	400	0
<b>Totals for ROADS</b>			<b>9,575</b>	<b>7,947</b>	<b>4,202</b>	<b>2,627</b>	<b>308</b>	<b>0</b>	<b>410</b>	<b>400</b>	<b>0</b>
<b>WALKWAYS AND BRIDGES</b>											
16100194	FARRINGTON ST BRIDGE (POST DESIGN)	CS	1,971	1,971	377	1,215	379	0	0	0	0
<b>Totals for WALKWAYS AND BRIDGES</b>			<b>1,971</b>	<b>1,971</b>	<b>377</b>	<b>1,215</b>	<b>379</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER ITEMS</b>											
16100208	ST SWITHINS LANE SECURITY S.278	BE	198	130	117	13	0	0	0	0	0

**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 01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000	
16100231	ROLLS BUILDING SECURITY SCHEME S278	BE	665	541	329	160	52	0	0	0	0	
16100261	ST MARGARET PATTEENS CHURCH S.106	BE	52	52	0	52	0	0	0	0	0	
<b>Totals for OTHER ITEMS</b>			<b>915</b>	<b>723</b>	<b>446</b>	<b>225</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b><u>STREET SCENE ENHANCEMENTS</u></b>												
16008063	QUEEN STREET PILOT PROJECT	BE	1,903	1,893	1,871	16	6	0	0	0	0	
16008064	KING ST AREA TREATMENT	BE	1,134	1,108	1,101	2	5	0	0	0	0	
16008065	SOUTHWARK BRIDGE AREA	BE	1,245	1,182	1,174	4	4	0	0	0	0	
16100056	FLEET STREET COURTS & LANES S.106	BE	187	188	163	25	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	2	11	0	0	0	0	
16100072	SHOE LANE PH3, WINE OFFICE COURT	BE	99	99	15	0	84	0	0	0	0	
16100086	THROGMORTON ST S106	BE	368	369	45	8	316	0	0	0	0	
16100088	BARTHOLOMEW LANE S.106	BE	87	87	26	0	61	0	0	0	0	
16100099	BASINGHALL ST S.106 PH 2 & 3	BE	402	387	378	9	0	0	0	0	0	
16100100	NEW STREET, STREET SCENE	BE	343	343	311	32	0	0	0	0	0	
16100107	1 LOTHBURY S106	BE	104	101	94	3	4	0	0	0	0	
16100116	RED LION COURT S.106	BE	88	74	65	9	0	0	0	0	0	
16100118	CARTER LANE DRINKING FOUNTAIN S.106	BE	584	582	570	12	0	0	0	0	0	
16100136	CARTER LANE QUARTER PH 2A & 2B	BE	698	608	551	29	28	0	0	0	0	
16100171	SUN COURT	BE	125	107	74	33	0	0	0	0	0	
16100180	MARINER HOUSE STREET SCENE S.106	BE	444	444	293	69	82	0	0	0	0	
16100181	ROLLS BUILDING STREET SCENE S106	BE	308	253	246	7	0	0	0	0	0	
16100190	ANGEL LANE S.278 (POST EVN)	BE	300	303	297	6	0	0	0	0	0	
16100192	ST BRIDES PASSAGE S.106	BE	100	88	85	3	0	0	0	0	0	
16100193	ANGEL LANE S.106 (POST EVN)	BE	930	516	492	24	0	0	0	0	0	
16100202	ONE COLEMAN STREET S106	BE	305	132	118	14	0	0	0	0	0	
16100215	ST PAUL'S AREA ENHANCEMENT	BE	1,773	1,598	1,473	112	13	0	0	0	0	
16100216	ST SWITHINS LANE S.278	BE	582	414	318	96	0	0	0	0	0	

**CAPITAL BUDGET - CITY FUND**  
**Planning & Transportation**

											Estimated Expenditure			
Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/12	2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs			
			App'd by CCC £000	Latest Est'd Cost £000								£000	£000	£000
16100227	LIME STREET AREA S106	BE	267	288	17	4	0	0	214	53	0			
16100230	ANGEL COURT STREET SCENE WORKS	BE	100	99	13	86	0	0	0	0	0			
16100233	201 B'GATE S.106 PH3 (POST EVN)	BE	45	45	3	13	29	0	0	0	0			
16100249	ST ANDREWS HOLBORN - LANDSCAPE S106	BE	415	415	0	10	347	58	0	0	0			
16100252	BILLITER STREET S106	BE	173	171	0	3	23	145	0	0	0			
16100255	CULLUM ST ENHANCEMENT WORKS S106	BE	280	280	0	31	249	0	0	0	0			
16100260	LIME STREET ACCESS WORKS S106	BE	53	53	0	4	49	0	0	0	0			
16100262	STONECUTTER ST DANGER REDUCTIONS278	BE	80	80	0	80	0	0	0	0	0			
16199998	MARINER HOUSE PH3 S.106	BE	135	135	0	135	0	0	0	0	0			
<b>Totals for STREET SCENE ENHANCEMENTS</b>			<b>14,435</b>	<b>13,220</b>	<b>10,492</b>	<b>881</b>	<b>1,377</b>	<b>203</b>	<b>214</b>	<b>53</b>	<b>0</b>			
<b><u>CHEAPSIDE STRATEGY</u></b>														
16100063	107 CHEAPSIDE S.106	BE	262	228	158	0	0	70	0	0	0			
16100083	FOSTER LANE S106-150 CHEAPSIDE	BE	252	248	233	15	0	0	0	0	0			
16100089	14-18 GRESHAM STREET S106	BE	406	395	371	24	0	0	0	0	0			
16100183	CHEAPSIDE AREA S106 - STAGE 1	BE	875	873	873	0	0	0	0	0	0			
16100184	CHEAPSIDE S106 DESIGN STAGES 2-4	BE	170	168	167	1	0	0	0	0	0			
16100197	CHEAPSIDE AREA S.106 STAGE 2	BE	2,003	1,807	1,795	12	0	0	0	0	0			
16100197	CHEAPSIDE AREA S.106 STAGE 2	CH	20	240	0	0	240	0	0	0	0			
16100217	CHEAPSIDE STAGE 3	BE	1,277	1,019	987	32	0	0	0	0	0			
16100218	CHEAPSIDE SUNKEN GARDEN (PHASE 3)	BE	117	113	113	0	0	0	0	0	0			
16100235	CHEAPSIDE AREA S106 STAGE 4	BE	953	552	257	295	0	0	0	0	0			
<b>Totals for CHEAPSIDE STRATEGY</b>			<b>6,335</b>	<b>5,643</b>	<b>4,954</b>	<b>379</b>	<b>240</b>	<b>70</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b><u>RIVERSIDE WALK ENHANCEMENT STRATEGY (RWE)</u></b>														
16100201	RWE STEELYARD PASSAGE PH2 S106	BE	225	170	157	13	0	0	0	0	0			
16100228	RWE PAUL'S WALK WESTERN END	BE	406	406	26	339	41	0	0	0	0			
16100239	RWE CONNECTING SPACES	BE	240	228	231	-3	0	0	0	0	0			
16100240	RWE LONDON BRIDGE STAIRCASE	BE	1,695	1,695	16	543	1,136	0	0	0	0			

**CAPITAL BUDGET - CITY FUND**  
**Planning & Transportation**

Project No.	Project Title	Implementing Department	Estimated Expenditure											
			Cost		Latest		Exp. pre		2013/14		2015/16		2016/17	
			App'd by CCC £000	Est'd Cost £000	App'd by CCC £000	Est'd Cost £000	01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000	
16100247	RWE HIGH TIMBER ST TREES	BE	74	54	51	3	0	0	0	0	0	0	0	0
16100256	RWE CONNECTING SPACES YEAR 2	BE	150	150	0	150	0	0	0	0	0	0	0	0
16100257	RWE MILLENNIUM BRIDGE AREA	BE	80	80	0	71	9	0	0	0	0	0	0	0
<b>Totals for RIVERSIDE WALK ENHANCEMENT STRATEGY</b>			<b>2,870</b>	<b>2,783</b>	<b>481</b>	<b>1,116</b>	<b>1,186</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>BARBICAN AREA STRATEGY</u></b>														
16100234	ST GILES TERRACE (POST EVN)	BE	236	199	30	169	0	0	0	0	0	0	0	0
16100237	MOOR LANE	BE	1,391	1,340	9	57	1,274	0	0	0	0	0	0	0
16100259	BARBICAN AREA STRATEGY - SILK ST	BE	45	45	0	36	9	0	0	0	0	0	0	0
<b>Totals for BARBICAN AREA STRATEGY</b>			<b>1,672</b>	<b>1,584</b>	<b>39</b>	<b>262</b>	<b>1,283</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>EASTERN CITY CLUSTER (ECC)</u></b>														
16100220	EASTERN CITY CLUSTER PH 1 DESIGN	BE	85	85	16	69	0	0	0	0	0	0	0	0
16100243	EASTERN CITY CLUSTER PH1 S.106	BE	776	776	40	164	376	196	0	0	0	0	0	0
16100244	ECC PH1 S278 OFF SITE	BE	250	250	9	1	128	112	0	0	0	0	0	0
16100245	ECC PH1 S.278 ON-SITE	BE	174	174	0	0	0	31	143	0	0	0	0	0
16100246	ECC PH1 S278 OFF-SITE PART 2	BE	375	375	0	0	0	86	289	0	0	0	0	0
<b>Totals for EASTERN CITY CLUSTER</b>			<b>1,660</b>	<b>1,660</b>	<b>65</b>	<b>234</b>	<b>504</b>	<b>425</b>	<b>432</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>BANK AREA STRATEGY</u></b>														
16100250	S106	BE	2,000	2,000	0	2,000	0	0	0	0	0	0	0	0
<b>Totals for BANK AREA STRATEGY</b>			<b>2,000</b>	<b>2,000</b>	<b>0</b>	<b>2,000</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 PLANNING &amp; TRANSPORTATION</b>			<b>42,620</b>	<b>38,515</b>	<b>21,740</b>	<b>9,041</b>	<b>5,527</b>	<b>698</b>	<b>1,056</b>	<b>453</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



CAPITAL BUDGET - CITY FUND  
Police

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000	Estimated Expenditure		
												2016/17	2017/18	
<b>INFORMATION TECHNOLOGY</b>														
20100074	NSPIS CUSTODY/CASE PREP UPGRADE	CP	307	270	110	160	0	0	0	0	0			
20100075	DIGITAL INTERVIEW RECORDERS	CP	113	113	82	31	0	0	0	0	0			
20100080	HOLMES 3 UPGRADE	CP	52	52	0	52	0	0	0	0	0			
20100081	TECHNOLOGY INFRASTRUCTURE REFRESH	CP	231	231	0	231	0	0	0	0	0			
20100082	SECURITY ZONE ANPR BACK OFFICE	CP	98	98	0	98	0	0	0	0	0			
20100084	IN CAR ANPR	CP	247	247	0	247	0	0	0	0	0			
20100085	MOBILE ANPR	CP	58	58	0	58	0	0	0	0	0			
<b>Totals for INFORMATION TECHNOLOGY</b>			<b>1,106</b>	<b>1,069</b>	<b>192</b>	<b>877</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>GENERAL</b>														
20100071	BUSINESS CONTINUITY	CP	91	88	87	1	0	0	0	0	0			
20100072	VEHICLES 2011/12	CP	268	248	222	26	0	0	0	0	0			
20100073	AIRWAVE RADIOS IN VEHICLES	CP	145	84	51	33	0	0	0	0	0			
20100083	VEHICLE REPLACEMENTS 2012/13	CP	242	242	0	242	0	0	0	0	0			
<b>Totals for GENERAL</b>			<b>746</b>	<b>662</b>	<b>360</b>	<b>302</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Totals for POLICE</b>			<b>1,852</b>	<b>1,731</b>	<b>552</b>	<b>1,179</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**CAPITAL BUDGET - CITY FUND**  
Policy and Resources

Project No.	Project Title	Implementing Department	Estimated Expenditure													
			Cost		Exp. pre		2013/14		2014/15		2015/16		2016/17		Later yrs	
			App'd by CCC £000	Latest Est'd Cost £000	01/04/12 £000	Exp. pre £000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>CENTRAL CRIMINAL COURT</b>																
22100005	CENTRAL CRIMINAL COURT	CS	37,000	37,000	16	61	456	4,225	3,740	3,740	3,762	24,740				
	<b>Totals for CENTRAL CRIMINAL COURT</b>		<b>37,000</b>	<b>37,000</b>	<b>16</b>	<b>61</b>	<b>456</b>	<b>4,225</b>	<b>3,740</b>	<b>3,740</b>	<b>3,762</b>	<b>24,740</b>				
<b>OTHER ITEMS</b>																
22100006	CROSSRAIL CONTRIBUTION	CH	200,000	200,000	0	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>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>				
<b>Totals for POLICY AND RESOURCES</b>			<b>237,000</b>	<b>237,000</b>	<b>16</b>	<b>61</b>	<b>456</b>	<b>4,225</b>	<b>203,740</b>	<b>3,762</b>	<b>24,740</b>					

**CAPITAL BUDGET - CITY FUND**  
**Port Health and Environmental Services**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure					Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	
<b>ENV SERVICES: CITY</b>											
24100018	PUBLIC CONVENIENCES	BE	423	426	367	20	39	0	0	0	0
<b>Totals for ENV SERVICES: CITY</b>			<b>423</b>	<b>426</b>	<b>367</b>	<b>20</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PORT HEALTH AND ENVIRONMENTAL SVCS</b>			<b>423</b>	<b>426</b>	<b>367</b>	<b>20</b>	<b>39</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 01/04/12 £000	Estimated Expenditure							Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
<b>CITY FUND ESTATE</b>													
06004937	INTERNATIONAL HOUSE FUTURE STRATEGY	CS	1,557	1,388	1,253	135	0	0	0	0	0	0	
06100004	FROBISHER CRESCENT CONVERSION	CS	235	234	233	1	0	0	0	0	0	0	
06100008	FLEET HOUSE	CS	138	138	105	33	0	0	0	0	0	0	
06100032	1 ALIE ST GROUND FLOOR	CS	2,164	2,164	144	2,020	0	0	0	0	0	0	
<b>Totals for CITY FUND ESTATE</b>			<b>4,094</b>	<b>3,924</b>	<b>1,735</b>	<b>2,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>FLEET STREET ESTATE</b>													
06100027	FLEET ST ESTATE CONTINGENCY	CS	602	602	0	300	302	0	0	0	0	0	
06100028	36/38 WHITEFRIARS ST REFURB	CS	890	766	701	65	0	0	0	0	0	0	
<b>Totals for FLEET STREET ESTATE</b>			<b>1,492</b>	<b>1,368</b>	<b>701</b>	<b>365</b>	<b>302</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>CITY FUND CROSSRAIL ESTATE</b>													
06100023	CROSSRAIL - NO.1	CS	3,450	4,168	0	0	4,168	0	0	0	0	0	
06100024	CROSSRAIL - NO.2	CS	17,313	17,313	17,313	0	0	0	0	0	0	0	
06100029	CROSSRAIL - NO.3	CS	10,642	9,973	9,637	336	0	0	0	0	0	0	
06100030	CROSSRAIL - NO.4	CS	3,982	3,982	3,982	0	0	0	0	0	0	0	
06100033	CROSSRAIL - NO.5	CS	9,802	9,801	9,802	-1	0	0	0	0	0	0	
06100034	CROSSRAIL - NO.6	CS	37,782	37,782	37,797	-15	0	0	0	0	0	0	
06100035	CROSSRAIL - NO.7	CS	4,197	4,184	4,197	-13	0	0	0	0	0	0	
06100036	CROSSRAIL - NO.8	CS	12,797	12,797	0	4,913	5,699	1,847	335	3	0	0	
<b>Totals for CITY FUND CROSSRAIL ESTATE</b>			<b>99,965</b>	<b>100,000</b>	<b>82,728</b>	<b>5,220</b>	<b>9,867</b>	<b>1,847</b>	<b>335</b>	<b>3</b>	<b>0</b>	<b>0</b>	
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>105,551</b>	<b>105,292</b>	<b>85,164</b>	<b>7,774</b>	<b>10,169</b>	<b>1,847</b>	<b>335</b>	<b>3</b>	<b>0</b>	<b>0</b>	

SUPPLEMENTARY REVENUE EXPENDITURE SUMMARY  
CITY FUND

General Expenditure Summary		ESTIMATED EXPENDITURE									
		COMMITTEE	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000
BARBICAN CENTRE	3,733	3,325	324	655	689	315	1,342	0	0	0	
BARBICAN RESIDENTIAL	82	82	136	-54	0	0	0	0	0	0	
COMMUNITY & CHILDREN'S SERVICES - HRA	213	201	34	167	0	0	0	0	0	0	
CULTURE, HERITAGE & LIBRARIES	77	59	61	-2	0	0	0	0	0	0	
PLANNING & TRANSPORTATION	3,433	3,394	903	1,922	517	52	0	0	0	0	
POLICY AND RESOURCES	430	428	369	59	0	0	0	0	0	0	
PORT HEALTH AND ENVIRONMENTAL SERVICES	1,232	1,228	113	1,115	0	0	0	0	0	0	
<b>TOTALS FOR CITY FUND</b>	<b>9,200</b>	<b>8,717</b>	<b>1,940</b>	<b>3,862</b>	<b>1,206</b>	<b>367</b>	<b>1,342</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 01/04/12 £000	Estimated Expenditure					Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	
<b>CAP 2</b>											
02100043	GARDEN ROOM	DB	15	13	9	4	0	0	0	0	0
02100048	FIRE ALARM LICENSING	DB	48	48	0	48	0	0	0	0	0
02100051	CINEMAS 1,2,3 PART 2	DB	85	85	0	85	0	0	0	0	0
02800000	CASH LIMIT BALANCE (SRP)	CH	154	-252	0	-252	0	0	0	0	0
02800003	TOILET REFURBISHMENT	DB	168	165	169	-4	0	0	0	0	0
02800010	CINEMA 2 CONTROL RM TECH REFURB	DB	53	53	2	51	0	0	0	0	0
02800019	CINEMA PROJECTION EQUIPMENT	CH	-76	-74	-47	-27	0	0	0	0	0
02800019	CINEMA PROJECTION EQUIPMENT	DB	110	114	87	27	0	0	0	0	0
02800052	CAR PARK & OTHER SIGNAGE PH1	DB	167	171	43	128	0	0	0	0	0
02800057	EXHIBITION HALL SOFIT LEAK	DB	176	177	9	168	0	0	0	0	0
02800059	GENERAL REDECORATIONS	DB	119	113	8	105	0	0	0	0	0
02800065	THEATRE POWER FLYING SYSTEM	DB	55	54	42	12	0	0	0	0	0
02800067	LEVEL 1 TOILETS	DB	185	184	2	182	0	0	0	0	0
02800069	CAR PARK & OTHER SIGNAGE PHASE 2	DB	112	112	0	112	0	0	0	0	0
<b>Totals for CAP 2</b>			<b>1,371</b>	<b>963</b>	<b>324</b>	<b>639</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	2,346	2,346	0	0	689	315	1,342	0	0
02800080	THEATRE SYSTEMS REPLACEMENT	DB	16	16	0	16	0	0	0	0	0
<b>Totals for CAP 3</b>			<b>2,362</b>	<b>2,362</b>	<b>0</b>	<b>16</b>	<b>689</b>	<b>315</b>	<b>1,342</b>	<b>0</b>	<b>0</b>
<b>Totals for BARBICAN CENTRE</b>			<b>3,733</b>	<b>3,325</b>	<b>324</b>	<b>655</b>	<b>689</b>	<b>315</b>	<b>1,342</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET - CITY FUND**  
**Barbican Residential**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure						
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000	
<u>GENERAL</u>												
04800002	WATERPROOFING TO NW BARBICAN PODIUM	CO	82	82	136	-54	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>82</b>	<b>82</b>	<b>136</b>	<b>-54</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>136</b>	<b>-54</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	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure						Later yrs £000
						2012/13	2013/14	2014/15	2015/16	2016/17		
						£000	£000	£000	£000	£000		
<b><u>AVONDALE SQUARE ESTATE</u></b>												
29100012	AVONDALE ROOF WORKS PRE EVN	CO	35	29	24	5	0	0	0	0	0	0
29800001	AVONDALE COMMUNITY CENTRE S106	CO	95	95	0	95	0	0	0	0	0	0
<b>Totals for AVONDALE SQUARE ESTATE</b>			<b>130</b>	<b>124</b>	<b>24</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>MIDDLESEX STREET ESTATE</u></b>												
29100025	MSEX ST AFFORDABLE HOUSING S106 DESIGN	CS	33	27	10	17	0	0	0	0	0	0
29800002	SUSTAINABILITY PROJECT PH III PREPARATORY	CO	50	50	0	50	0	0	0	0	0	0
<b>Totals for MIDDLESEX STREET ESTATE</b>			<b>83</b>	<b>77</b>	<b>10</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for COMMUNITY &amp; CHILDREN'S SVCS - HRA</b>			<b>213</b>	<b>201</b>	<b>34</b>	<b>167</b>	<b>0</b>	<b>0</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		Exp. pre		2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs	
			App'd by CCC £000	Latest Est'd Cost £000	01/04/12 £000	Exp. pre £000	£000	£000	£000	£000	£000	£000	
<b>LONDON METROPOLITAN ARCHIVES</b>													
14100001	LMA - ESSENTIAL BUILDING WORKS	CS	44	41	44	44	-3	0	0	0	0	0	0
<b>Totals for LONDON METROPOLITAN ARCHIVES</b>			<b>44</b>	<b>41</b>	<b>44</b>	<b>44</b>	<b>-3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ROMAN BATHS</b>													
06004979	ROMAN BATH HOUSE (EVN)	CS	33	18	17	17	1	0	0	0	0	0	0
<b>Totals for ROMAN BATHS</b>			<b>33</b>	<b>18</b>	<b>17</b>	<b>17</b>	<b>1</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>77</b>	<b>59</b>	<b>61</b>	<b>61</b>	<b>-2</b>	<b>0</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 App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure						Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
<b>ROADS</b>												
16100145	LEADENHALL ST/ST MARY AXE JUNCTION IMPS	BE	158	162	64	54	44	0	0	0	0	0
16800028	PARKING & ENFORCEMENT PLAN PHASE 3	BE	424	395	237	158	0	0	0	0	0	0
16800048	BLOOMBERG PLACE HIGHWAY CHANGES	BE	50	50	0	32	18	0	0	0	0	0
16800050	ALDGATE HIGHWAY & PUBLIC SQUARE	BE	470	471	17	454	0	0	0	0	0	0
16800066	HERON PLAZA HIGHWAY WORKS S278	BE	29	29	0	29	0	0	0	0	0	0
16800067	FLEET ST TO ST PAUL'S CORRIDOR	BE	110	110	0	110	0	0	0	0	0	0
<b>Totals for ROADS</b>			<b>1,241</b>	<b>1,217</b>	<b>318</b>	<b>837</b>	<b>62</b>	<b>0</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	4	8	0	0	0	0	0
16800034	LIMEBURNER LANE S.278	BE	80	73	48	14	11	0	0	0	0	0
16800058	20 FENCHURCH ST SECURITY S.278	BE	35	35	0	35	0	0	0	0	0	0
<b>Totals for OTHER ITEMS</b>			<b>127</b>	<b>120</b>	<b>48</b>	<b>53</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL</b>												
16800019	BANK AREA STRATEGY S106 (PRE EVN)	BE	140	140	68	72	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>140</b>	<b>140</b>	<b>68</b>	<b>72</b>	<b>0</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	62	55	11	0	0	0	0	0
16100166	MARK LANE S.106	BE	51	51	42	3	6	0	0	0	0	0
16800007	ST ANDREW'S, HOLBORN - LANDSCAPING	BE	47	48	33	15	0	0	0	0	0	0
16800029	BUCKLESBURY HOUSE S106	BE	71	71	25	19	27	0	0	0	0	0
16800038	ST PAUL'S EXTERNAL LIGHTING (PRE EVN)	BE	50	50	18	27	5	0	0	0	0	0
16800039	201 BISHOPSGATE PH4 S106 (PRE EVN)	BE	57	57	51	6	0	0	0	0	0	0
16800040	8-10 MOORGATE S.106	BE	29	29	1	28	0	0	0	0	0	0
16800052	100 BISHOPSGATE S.106 (PRE EVN)	BE	18	18	0	6	12	0	0	0	0	0
16800053	FENCHURCH PLACE S.278	BE	15	15	0	15	0	0	0	0	0	0

**SUPPLEMENTARY REVENUE BUDGET - CITY FUND**  
**Planning & Transportation**

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/12	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2012/13	2013/14	2014/15	2015/16	2016/17		
16800054	6 BEVIS MARKS S.106 (PRE EVN)	BE	24	24	0	24	0	0	0	0	0	0
16800056	NEW LUDGATE S.278	BE	140	134	0	134	0	0	0	0	0	0
16800059	MIDDLESEX ST AREA ENHANCEMENT S106	BE	85	85	0	80	5	0	0	0	0	0
16800060	LIME ST PH2 S106	BE	35	35	0	5	30	0	0	0	0	0
16800061	LIME ST TRAFFIC MANAGEMENT S106	BE	60	60	0	0	21	39	0	0	0	0
16800062	STONECUTTER ST DANGER REDUCTION	BE	70	70	0	70	0	0	0	0	0	0
16800063	30 OLD BAILEY S106	BE	63	63	0	20	30	13	0	0	0	0
16800064	5 BROADGATE S106	BE	50	50	0	15	35	0	0	0	0	0
16800065	5 BROADGATE S278	BE	100	100	0	100	0	0	0	0	0	0
16899248	67 LOMBARD ST S278	BE	2	2	0	2	0	0	0	0	0	0
<b>Totals for STREET SCENE ENHANCEMENTS</b>			<b>1,095</b>	<b>1,090</b>	<b>232</b>	<b>624</b>	<b>182</b>	<b>52</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	57	57	34	23	0	0	0	0	0	0
16800070	CHEAPSIDE AREA STRATEGY - OUTCOME	BE	40	40	0	10	30	0	0	0	0	0
<b>Totals for CHEAPSIDE STRATEGY</b>			<b>97</b>	<b>97</b>	<b>34</b>	<b>33</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>RIVERSIDE WALK ENHANCEMENT STRATEGY (RWE)</u></b>												
16800027	RWE PLANTING & PLANTERS S.106	BE	35	35	32	3	0	0	0	0	0	0
16800043	RWE GLOBE VIEW WALKWAY S106	BE	61	61	4	57	0	0	0	0	0	0
<b>Totals for RIVERSIDE WALK ENHANCEMENT STRATEGY</b>			<b>96</b>	<b>96</b>	<b>36</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>BARBICAN AREA STRATEGY</u></b>												
16100156	MOOR LANE	BE	100	98	90	8	0	0	0	0	0	0
16800068	BEECH ST TUNNEL	BE	29	29	0	29	0	0	0	0	0	0
16800071	72 FORE ST S.106	BE	15	15	0	15	0	0	0	0	0	0
<b>Totals for BARBICAN AREA STRATEGY</b>			<b>144</b>	<b>142</b>	<b>90</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>EASTERN CITY CLUSTER (ECC)</u></b>												

**SUPPLEMENTARY REVENUE BUDGET - CITY FUND**  
**Planning & Transportation**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure						Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
16100102	122 LEADENHALL ST S106 - TREE WORKS	BE	24	24	10	0	14	0	0	0	0	0
16800030	EASTERN CITY CLUSTER PH2 (PRE EVN)	BE	90	90	0	10	80	0	0	0	0	0
16800037	EASTERN CITY CLUSTER PUBLIC ART PH1	BE	57	55	52	3	0	0	0	0	0	0
16800044	EASTERN CITY CLUSTER PUBLIC ART PH2	BE	72	73	12	61	0	0	0	0	0	0
16800051	ECC - ST HELEN'S SQUARE (PRE EVN)	BE	150	150	3	100	47	0	0	0	0	0
16800069	EASTERN CITY CLUST PUBLIC ART PH3/4	BE	100	100	0	17	83	0	0	0	0	0
<b>Totals for EASTERN CITY CLUSTER</b>			<b>493</b>	<b>492</b>	<b>77</b>	<b>191</b>	<b>224</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PLANNING &amp; TRANSPORTATION</b>			<b>3,433</b>	<b>3,394</b>	<b>903</b>	<b>1,922</b>	<b>517</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET - CITY FUND**  
Policy and Resources

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure						Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
<b>CENTRAL CRIMINAL COURT</b>												
6800001	CENTRAL CRIMINAL COURT (PRE EVN)	CS	390	388	369	19	0	0	0	0	0	0
<b>Totals for CENTRAL CRIMINAL COURT</b>			<b>390</b>	<b>388</b>	<b>369</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GUILDHALL AREA STRATEGY (GAS)</b>												
22100003	GAS - POND AREA	BE	25	25	0	25	0	0	0	0	0	0
22100004	GAS - GREEN SPACES	BE	15	15	0	15	0	0	0	0	0	0
<b>Totals for GUILDHALL AREA STRATEGY (GAS)</b>			<b>40</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for POLICY AND RESOURCES</b>			<b>430</b>	<b>428</b>	<b>369</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET - CITY FUND**  
**Port Health and Environmental Services**

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/12	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
<b>ENV SERVICES: CEMETERY</b>												
24800001	OLD CREMATORIUM REFURB	CS	1,232	1,228	113	1,115	0	0	0	0	0	0
<b>Totals for ENV SERVICES: CEMETERY</b>			<b>1,232</b>	<b>1,228</b>	<b>113</b>	<b>1,115</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 SERVICES</b>			<b>1,232</b>	<b>1,228</b>	<b>113</b>	<b>1,115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





# **City's Cash Summary Budget**



**CITY'S CASH SUMMARY BY COMMITTEE**

<i>Actual</i>	<b>CITY'S CASH SUMMARY</b>	<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>		<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
		<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
4	Culture, Heritage & Libraries	92	72	59
(5,491)	Finance	5,510	(8,470)	9,467
3,429	General Purposes Committee of Aldermen	3,396	3,783	3,422
7,927	Guildhall School of Music and Drama	7,311	7,468	7,369
6,348	Markets	5,191	6,824	5,699
	Open Spaces :-			
0	Open Spaces Directorate	0	0	0
6,540	Epping Forest and Commons	7,708	7,282	7,083
6,940	Hampstead Heath, Queen's Park and Highgate Wood	6,849	6,741	6,901
182	Bunhill Fields	295	304	316
1,092	West Ham Park	1,038	1,029	1,153
61	Planning and Transportation	35	122	129
130	Police	0	0	0
9,730	Policy and Resources	9,710	10,809	9,784
213	Port Health and Environmental Services	348	253	238
(37,667)	Property Investment Board	(33,300)	(33,886)	(31,675)
	Schools :-			
1,466	City of London School #	1,331	1,412	1,401
2,375	City of London Freeman's School #	2,312	2,292	2,287
1,656	City of London School for Girls #	1,566	1,524	1,011
<b>4,935</b>	<b>Total City's Cash</b>	<b>19,392</b>	<b>7,559</b>	<b>24,644</b>

# Shows City Support rather than net expenditure by the schools



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

<i>Actual</i> 2011-12 £'000	<b>CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
211	Employees		242	238	237
52	Premises Related Expenses		86	94	91
47	Transport Related Expenses		35	35	33
63	Supplies and Services		37	51	54
<b>373</b>	<b>TOTAL Expenditure</b>		<b>400</b>	<b>418</b>	<b>415</b>
	<b>Income</b>				
(445)	Customer, Client Receipts		(401)	(423)	(442)
<b>(445)</b>	<b>TOTAL Income</b>		<b>(401)</b>	<b>(423)</b>	<b>(442)</b>
(72)	LOCAL RISK (excl. R&M City Surveyor)		(1)	(5)	(27)
10	Repairs and Maintenance (City Surveyor)		17	14	16
<b>(62)</b>	<b>TOTAL LOCAL RISK</b>	A	<b>16</b>	<b>9</b>	<b>(11)</b>
	<b>RECHARGES</b>				
66	Central Recharges		76	63	70
<b>66</b>	<b>TOTAL RECHARGES</b>	B	<b>76</b>	<b>63</b>	<b>70</b>
<b>4</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>92</b>	<b>72</b>	<b>59</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
(122)	Monument		(76)	(76)	(95)
126	Mayoralty and Shrievalty		168	148	154
<b>4</b>	<b>TOTAL</b>		<b>92</b>	<b>72</b>	<b>59</b>

**FINANCE COMMITTEE - CITY'S CASH**

<i>Actual</i>	<b>FINANCE COMMITTEE SUMMARY</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>	<i>Analysis of Service Expenditure</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
611	Employees		632	629	634
305	Premises Related Expenses		286	320	284
2	Transport Related Expenses		6	6	3
104	Supplies and Services		135	109	89
<b>1,022</b>	<b>TOTAL Expenditure</b>		<b>1,059</b>	<b>1,064</b>	<b>1,010</b>
	<b>Income</b>				
(13)	Customer, Client Receipts		(44)	(19)	(19)
<b>(13)</b>	<b>TOTAL Income</b>		<b>(44)</b>	<b>(19)</b>	<b>(19)</b>
<b>1,009</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>1,015</b>	<b>1,045</b>	<b>991</b>
<b>586</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>751</b>	<b>501</b>	<b>(423)</b>
<b>1,595</b>	<b>TOTAL LOCAL RISK</b>	A	<b>1,766</b>	<b>1,546</b>	<b>568</b>
	<b>CENTRAL RISK</b>				
604	Employee Expenses		638	414	414
84	Premises Related Expenses		192	200	193
29	Transport Related Expenses		9	9	9
5,166	Supplies and Services		4,259	6,113	5,511
9	Transfer Payments		9	9	9
0	Transfer to Reserves		0	6,880	0
14,851	Capital Charges		45,056	25,733	31,613
0	Contingencies		4,531	993	1,663
<b>20,743</b>	<b>Total Expenditure</b>		<b>54,694</b>	<b>40,351</b>	<b>39,412</b>
(2,914)	Other Grants, Reimbursements and Contributions		(9,591)	(9,939)	(2,471)
(1,342)	Customer, Client Receipts		(17,771)	(15,095)	(3,274)
(19,343)	Investment Income		(18,396)	(19,198)	(19,401)
<b>(23,599)</b>	<b>Total Income</b>		<b>(45,758)</b>	<b>(44,232)</b>	<b>(25,146)</b>
<b>(2,856)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>8,936</b>	<b>(3,881)</b>	<b>14,266</b>
	<b>RECHARGES</b>				
(5,796)	Central Recharges		(5,257)	(5,853)	(5,245)
274	Recharges Within Fund		383	367	369
286	Recharges Across Funds		292	264	254
1,006	Capital Projects		(610)	(913)	(745)
<b>(4,230)</b>	<b>TOTAL RECHARGES</b>	C	<b>(5,192)</b>	<b>(6,135)</b>	<b>(5,367)</b>
<b>(5,491)</b>	<b>TOTAL NET EXPENDITURE/(INCOME)</b>	A+B+C	<b>5,510</b>	<b>(8,470)</b>	<b>9,467</b>



**FINANCE COMMITTEE - CITY'S CASH**

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
(598)	Corporate Financing		4,521	(7,640)	14,742
(13,315)	Corporate and Democratic Core		(13,007)	(10,253)	(14,047)
3,408	Grants, Contingencies and Miscellaneous		8,854	4,764	5,215
270	Chamberlain's Court		252	248	245
(285)	City Moiety		(257)	(263)	(264)
339	Discretionary Expenditure		359	349	367
459	Corporate Services - Town Clerk		475	475	475
256	Corporate Services - Remembrancer		269	269	269
36	Mandatory Expenditure		51	54	46
2,904	Mansion House Premises - Private Secretary		2,945	2,642	1,577
551	Central Criminal Court - Town Clerk		551	350	350
484	Secondary's Office - Town Clerk		497	535	492
<b>(5,491)</b>	<b>TOTAL</b>		<b>5,510</b>	<b>(8,470)</b>	<b>9,467</b>

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

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>GENERAL PURPOSES COMMITTEE OF ALDERMEN SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
1,939	Employees		1,907	2,070	1,972
73	Transport Related Expenses		70	70	70
923	Supplies and Services		969	1,112	888
<b>2,935</b>	<b>TOTAL Expenditure</b>		<b>2,946</b>	<b>3,252</b>	<b>2,930</b>
	<b>Income</b>				
(300)	Customer, Client Receipts		(240)	(280)	(280)
<b>(300)</b>	<b>TOTAL Income</b>		<b>(240)</b>	<b>(280)</b>	<b>(280)</b>
<b>2,635</b>	<b>TOTAL LOCAL RISK</b>	A	<b>2,706</b>	<b>2,972</b>	<b>2,650</b>
	<b>CENTRAL RISK</b>				
0	Employee Expenses		0	36	0
493	Supplies and Services		429	437	429
0	Contingencies		15	5	15
<b>493</b>	<b>Total Expenditure</b>		<b>444</b>	<b>478</b>	<b>444</b>
<b>493</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>444</b>	<b>478</b>	<b>444</b>
	<b>RECHARGES</b>				
276	Central Recharges		223	307	302
25	Recharges Within Fund		23	26	26
<b>301</b>	<b>TOTAL RECHARGES</b>	C	<b>246</b>	<b>333</b>	<b>328</b>
<b>3,429</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>3,396</b>	<b>3,783</b>	<b>3,422</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
2,417	Mansion House - Private Secretary		2,354	2,732	2,379
650	Mayoral - Private Secretary		685	685	685
182	Sheriffs - Town Clerk Secondary		176	178	178
130	Show and Banquet - Remembrancer		129	141	128
43	Administration - Town Clerk		45	40	45
1	Chaplain - Chamberlain		1	1	1
6	Works - City Surveyor		6	6	6
<b>3,429</b>	<b>TOTAL</b>		<b>3,396</b>	<b>3,783</b>	<b>3,422</b>

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

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
11,723	Employees		11,281	11,197	11,983
2,061	Premises Related Expenses		1,597	1,633	2,457
125	Transport Related Expenses		120	125	125
4,118	Supplies and Services		4,475	4,666	5,173
114	Third Party Payments		93	93	93
353	Transfer Payments		363	376	376
0	Contingencies		(60)	(55)	(55)
0	Unidentified Savings		(422)	0	(1,021)
<b>18,494</b>	<b>TOTAL Expenditure</b>		<b>17,447</b>	<b>18,035</b>	<b>19,131</b>
	<b>Income</b>				
(3,157)	Government Grants		(2,475)	(2,555)	(2,122)
(1,058)	Other Grants, Reimbursements and Contributions		(1,224)	(1,071)	(1,077)
(8,262)	Customer, Client Receipts		(8,645)	(9,207)	(10,709)
<b>(12,477)</b>	<b>TOTAL Income</b>		<b>(12,344)</b>	<b>(12,833)</b>	<b>(13,908)</b>
<b>6,017</b>	<b>TOTAL LOCAL RISK</b>	A	<b>5,103</b>	<b>5,202</b>	<b>5,223</b>
	<b>CENTRAL RISK</b>				
2	Premises Related Expenses		0	0	0
0	Supplies and Services		101	89	0
<b>2</b>	<b>Total Expenditure</b>		<b>101</b>	<b>89</b>	<b>0</b>
(250)	Other Grants, Reimbursements and Contributions		0	0	0
<b>(250)</b>	<b>Total Income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>(248)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>101</b>	<b>89</b>	<b>0</b>
	<b>RECHARGES</b>				
2,168	Central Recharges		2,098	2,168	2,137
(43)	Recharges Within Fund		(50)	(50)	(50)
33	Recharges Across Funds		59	59	59
<b>2,158</b>	<b>TOTAL RECHARGES</b>	C	<b>2,107</b>	<b>2,177</b>	<b>2,146</b>
<b>7,927</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>7,311</b>	<b>7,468</b>	<b>7,369</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
7,927	School		7,311	7,468	7,369
<b>7,927</b>	<b>TOTAL</b>		<b>7,311</b>	<b>7,468</b>	<b>7,369</b>

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

<i>Actual</i> 2011-12 £'000	<b>MARKETS AND CONSUMER PROTECTION COMMITTEE</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
3,570	Employees		3,642	3,817	3,822
3,106	Premises Related Expenses		3,238	3,194	3,181
35	Transport Related Expenses		36	37	33
1,134	Supplies and Services		817	711	675
16	Transfer to Reserve		0	0	4
<b>7,861</b>	<b>TOTAL Expenditure</b>		<b>7,733</b>	<b>7,759</b>	<b>7,715</b>
	<b>Income</b>				
(213)	Other Grants, Reimbursements and Contributions		(175)	(175)	(200)
(4,024)	Customer, Client Receipts		(4,168)	(4,205)	(4,215)
(6)	Investment Income		(4)	(5)	(4)
0	Transfer from Reserves		(65)	(64)	0
<b>(4,243)</b>	<b>TOTAL Income</b>		<b>(4,412)</b>	<b>(4,449)</b>	<b>(4,419)</b>
<b>3,618</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>3,321</b>	<b>3,310</b>	<b>3,296</b>
<b>914</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>790</b>	<b>1,184</b>	<b>965</b>
<b>4,532</b>	<b>TOTAL LOCAL RISK</b>	A	<b>4,111</b>	<b>4,494</b>	<b>4,261</b>
	<b>CENTRAL RISK</b>				
43	Employee Expenses		0	0	0
0	Premises Related Expenses		0	107	107
97	Supplies and Services		150	872	150
<b>140</b>	<b>Total Expenditure</b>		<b>150</b>	<b>979</b>	<b>257</b>
(3,636)	Customer, Client Receipts		(4,253)	(4,038)	(4,074)
(25)	Transfer from Reserves		(27)	(17)	(20)
<b>(3,661)</b>	<b>Total Income</b>		<b>(4,280)</b>	<b>(4,055)</b>	<b>(4,094)</b>
<b>(3,521)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(4,130)</b>	<b>(3,076)</b>	<b>(3,837)</b>
	<b>RECHARGES</b>				
5,644	Central Recharges		5,502	5,756	5,634
(22)	Recharges Within Fund		(15)	(9)	(4)
(285)	Recharges Across Funds		(277)	(341)	(355)
<b>5,337</b>	<b>TOTAL RECHARGES</b>	C	<b>5,210</b>	<b>5,406</b>	<b>5,275</b>
<b>6,348</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>5,191</b>	<b>6,824</b>	<b>5,699</b>

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

<i>Actual</i>  <b>2011-12</b> <b>£'000</b>	<b>SERVICES MANAGED</b>	<i>Original</i> <i>Budget</i> <b>2012-13</b> <b>£'000</b>	<i>Latest Approved</i> <i>Budget</i> <b>2012-13</b> <b>£'000</b>	<i>Original</i> <i>Budget</i> <b>2013-14</b> <b>£'000</b>
	<b>Smithfield Market</b>			
6,376	Wholesale Market	5,881	7,187	6,116
(88)	Other Services	(110)	(89)	(83)
<b>6,288</b>	<b>Total Smithfield Market</b>	<b>5,771</b>	<b>7,098</b>	<b>6,033</b>
	<b>Billingsgate Market</b>			
0	Service Charge Account	0	0	0
60	Non-Service Charge Account	(580)	(274)	(334)
0	Repainting and Special Works	0	0	0
<b>60</b>	<b>Total Billingsgate Market</b>	<b>(580)</b>	<b>(274)</b>	<b>(334)</b>
<b>0</b>	<b>Markets Directorate</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>6,348</b>	<b>TOTAL</b>	<b>5,191</b>	<b>6,824</b>	<b>5,699</b>

**OPEN SPACES COMMITTEE (DIRECTORATE) - CITY'S CASH**

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>OPEN SPACES COMMITTEE (DIRECTORATE) SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
406	Employees		382	394	336
9	Premises Related Expenses		4	4	4
1	Transport Related Expenses		2	2	2
348	Supplies and Services		338	33	36
<b>764</b>	<b>TOTAL Expenditure</b>		<b>726</b>	<b>433</b>	<b>378</b>
	<b>Income</b>				
(6)	Other Grants, Reimbursements and Contributions		0	0	0
<b>(6)</b>	<b>TOTAL Income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>758</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>726</b>	<b>433</b>	<b>378</b>
<b>18</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>6</b>	<b>1</b>	<b>5</b>
<b>776</b>	<b>TOTAL LOCAL RISK</b>	A	<b>732</b>	<b>434</b>	<b>383</b>
	<b>RECHARGES</b>				
52	Central Recharges		37	366	365
(96)	Recharges to Finance Committee		(96)	(96)	(96)
<b>(44)</b>	<b>TOTAL RECHARGES</b>	B	<b>(59)</b>	<b>270</b>	<b>269</b>
<b>732</b>	<b>NET EXPENDITURE</b>	A+B	<b>673</b>	<b>704</b>	<b>652</b>
	<b>Recharges to other Open Spaces Committees*</b>				
(573)	Recharges Within Fund		(517)	(552)	(510)
(159)	Recharges Across Funds		(156)	(152)	(142)
<b>(732)</b>	<b>Total Recharges to other Open Spaces Committees</b>	C	<b>(673)</b>	<b>(704)</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>  <i>2011-12</i> <i>£'000</i>	<b>*Recharges to other Open Spaces Committees</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
152	Epping Forest		150	167	153
28	Burnham Beeches		23	24	22
54	City Commons		45	49	46
27	Queens Park		25	25	23
18	Highgate Wood		15	17	16
42	West Ham Park		43	42	39
248	Hampstead Heath		212	224	207
4	Bunhill Fields		4	4	4
50	City Open Spaces		56	53	50
109	Cemetery		100	99	92
<b>732</b>	<b>TOTAL</b>		<b>673</b>	<b>704</b>	<b>652</b>

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

<i>Actual</i> 2011-12 £'000	<b>EPPING FOREST AND COMMONS COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
3,992	Employees		4,096	4,143	4,190
936	Premises Related Expenses		917	979	1,002
357	Transport Related Expenses		318	289	319
1,123	Supplies and Services		941	990	830
41	Third Party Payments		42	39	42
407	Transfer to Reserve		100	270	100
<b>6,856</b>	<b>TOTAL Expenditure</b>		<b>6,414</b>	<b>6,710</b>	<b>6,483</b>
	<b>Income</b>				
(688)	Government Grants		(478)	(482)	(483)
(228)	Other Grants, Reimbursements and Contributions		(409)	(583)	(481)
(934)	Customer, Client Receipts		(885)	(911)	(919)
(1)	Investment Income		0	0	0
(311)	Transfer from Reserve		0	(29)	0
<b>(2,162)</b>	<b>TOTAL Income</b>		<b>(1,772)</b>	<b>(2,005)</b>	<b>(1,883)</b>
<b>4,694</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>4,642</b>	<b>4,705</b>	<b>4,600</b>
<b>953</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>1,955</b>	<b>1,670</b>	<b>1,612</b>
<b>5,647</b>	<b>TOTAL LOCAL RISK</b>	A	<b>6,597</b>	<b>6,375</b>	<b>6,212</b>
	<b>CENTRAL RISK</b>				
16	Employees		0	0	0
2,198	Transfer to Reserve		0	0	0
<b>2,214</b>	<b>Total Expenditure</b>		<b>0</b>	<b>0</b>	<b>0</b>
(2,384)	Other Grants, Reimbursements and Contributions		(366)	(366)	(366)
(31)	Investment Income		(18)	(18)	(18)
(298)	Transfer from Reserve		0	(143)	(270)
<b>(2,713)</b>	<b>Total Income</b>		<b>(384)</b>	<b>(527)</b>	<b>(654)</b>
<b>(499)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(384)</b>	<b>(527)</b>	<b>(654)</b>
	<b>RECHARGES</b>				
1,211	Central Recharges		1,331	1,241	1,347
178	Recharges Within Fund		162	184	165
3	Recharges Across Funds		2	9	13
<b>1,392</b>	<b>TOTAL RECHARGES</b>	C	<b>1,495</b>	<b>1,434</b>	<b>1,525</b>
<b>6,540</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>7,708</b>	<b>7,282</b>	<b>7,083</b>



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

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
4,155	Epping Forest		4,978	4,633	4,527
0	Epping Forest - City Bridge Trust		0	0	0
13	Heritage Lottery Funding		3	3	3
(40)	Chingford Golf Course		(51)	(60)	(64)
150	Wanstead Flats		210	190	175
0	Woodredon and Warlies Park Estate		0	0	0
679	Burnham Beeches		667	738	683
1	Stoke Common		22	22	22
1,582	City Commons		1,879	1,756	1,737
<b>6,540</b>	<b>TOTAL</b>		<b>7,708</b>	<b>7,282</b>	<b>7,083</b>

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

<i>Actual</i> 2011-12 £'000	<b>HAMPSTEAD HEATH, QUEENS PARK AND HIGHGATE WOOD COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget</i> 2012-13 £'000	<i>Latest Approved Budget</i> 2012-13 £'000	<i>Original Budget</i> 2013-14 £'000
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
5,405	Employees		5,680	5,828	5,799
430	Premises Related Expenses		437	444	437
275	Transport Related Expenses		292	215	167
1,327	Supplies and Services		754	780	717
39	Transfer to Reserve		0	0	0
<b>7,476</b>	<b>TOTAL Expenditure</b>		<b>7,163</b>	<b>7,267</b>	<b>7,120</b>
	<b>Income</b>				
(19)	Other Grants, Reimbursements and Contributions		0	0	0
(1,150)	Customer, Client Receipts		(983)	(983)	(1,025)
0	Transfer from Reserves		0	(39)	0
0	Recharges to Capital Projects		0	(40)	(40)
<b>(1,169)</b>	<b>TOTAL Income</b>		<b>(983)</b>	<b>(1,062)</b>	<b>(1,065)</b>
<b>6,307</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>6,180</b>	<b>6,205</b>	<b>6,055</b>
<b>1,217</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>1,369</b>	<b>1,339</b>	<b>1,673</b>
<b>7,524</b>	<b>TOTAL LOCAL RISK</b>	A	<b>7,549</b>	<b>7,544</b>	<b>7,728</b>
	<b>CENTRAL RISK</b>				
110	Employees		0	0	0
203	Transfer to Reserve		0	0	0
<b>313</b>	<b>Total Expenditure</b>		<b>0</b>	<b>0</b>	<b>0</b>
(765)	Other Grants, Reimbursements and Contributions		(560)	(560)	(560)
(1,195)	Investment Income		(1,210)	(1,210)	(1,199)
(134)	Transfer from Reserve		0	(104)	(104)
<b>(2,094)</b>	<b>Total Income</b>		<b>(1,770)</b>	<b>(1,874)</b>	<b>(1,863)</b>
<b>(1,781)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(1,770)</b>	<b>(1,874)</b>	<b>(1,863)</b>
	<b>RECHARGES</b>				
1,007	Central Recharges		913	900	885
197	Recharges Within Fund		157	171	151
(7)	Capital Projects		0	0	0
<b>1,197</b>	<b>TOTAL RECHARGES</b>	C	<b>1,070</b>	<b>1,071</b>	<b>1,036</b>
<b>6,940</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>6,849</b>	<b>6,741</b>	<b>6,901</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget</i> 2012-13 £'000	<i>Latest Approved Budget</i> 2012-13 £'000	<i>Original Budget</i> 2013-14 £'000
5,762	Hampstead Heath		5,668	5,603	5,618
0	Hampstead Heath - City Bridge Trust		0	0	0
712	Queens Park		697	700	673
0	Queens Park - City Bridge Trust		0	0	0
466	Highgate Wood		484	438	610
0	Highgate Wood - City Bridge Trust		0	0	0
<b>6,940</b>	<b>TOTAL</b>		<b>6,849</b>	<b>6,741</b>	<b>6,901</b>

**OPEN SPACES, CITY GARDENS AND WEST HAM PARK COMMITTEE (BUNHILL FIELDS)- CITY'S CASH**

<i>Actual</i> 2011-12 £'000	<b>OPEN SPACES, CITY GARDENS AND WEST HAM PARK COMMITTEE (BUNHILL FIELDS) SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
100	Employees		93	98	98
10	Premises Related Expenses		10	5	5
4	Supplies and Services		4	4	4
<b>114</b>	<b>TOTAL Expenditure</b>		<b>107</b>	<b>107</b>	<b>107</b>
	<b>Income</b>				
(4)	Other Grants, Reimbursements and Contributions		0	0	0
<b>(4)</b>	<b>TOTAL Income</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>110</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>107</b>	<b>107</b>	<b>107</b>
<b>9</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>124</b>	<b>133</b>	<b>146</b>
<b>119</b>	<b>TOTAL LOCAL RISK</b>	A	<b>231</b>	<b>240</b>	<b>253</b>
	<b>RECHARGES</b>				
59	Central Recharges		60	60	59
4	Recharges Within Fund		4	4	4
<b>63</b>	<b>TOTAL RECHARGES</b>	B	<b>64</b>	<b>64</b>	<b>63</b>
<b>182</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>295</b>	<b>304</b>	<b>316</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
182	Bunhill Fields		295	304	316
<b>182</b>	<b>TOTAL</b>		<b>295</b>	<b>304</b>	<b>316</b>

OPEN SPACES, CITY GARDENS AND WEST HAM PARK COMMITTEE (WEST HAM PARK) - CITY'S CASH

<i>Actual</i> 2011-12 £'000	<b>OPEN SPACES, CITY GARDENS AND WEST HAM PARK COMMITTEE (WEST HAM PARK) SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
723	Employees		760	743	758
116	Premises Related Expenses		79	104	91
26	Transport Related Expenses		25	35	23
236	Supplies and Services		175	203	208
26	Third Party Payments		18	18	18
<b>1,127</b>	<b>TOTAL Expenditure</b>		<b>1,057</b>	<b>1,103</b>	<b>1,098</b>
	<b>Income</b>				
(33)	Other Grants, Reimbursements and Contributions		0	0	0
(412)	Customer, Client Receipts		(413)	(455)	(457)
(1)	Transfer from Reserve		0	0	0
<b>(446)</b>	<b>TOTAL Income</b>		<b>(413)</b>	<b>(455)</b>	<b>(457)</b>
<b>681</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>644</b>	<b>648</b>	<b>641</b>
<b>195</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>218</b>	<b>193</b>	<b>329</b>
<b>876</b>	<b>TOTAL LOCAL RISK</b>	A	<b>862</b>	<b>841</b>	<b>970</b>
	<b>CENTRAL RISK</b>				
34	Employee Expenses		0	0	0
43	Transfer to Reserves		2	1	5
<b>77</b>	<b>TOTAL Expenditure</b>		<b>2</b>	<b>1</b>	<b>5</b>
(118)	Other Grants, Reimbursements and Contributions		(75)	(75)	(75)
(3)	Investment Income		(1)	(1)	(1)
(29)	Transfer from Reserves		0	(10)	(25)
<b>(150)</b>	<b>TOTAL Income</b>		<b>(76)</b>	<b>(86)</b>	<b>(101)</b>
<b>(73)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(74)</b>	<b>(85)</b>	<b>(96)</b>
	<b>RECHARGES</b>				
254	Central Recharges		214	238	247
35	Recharges Within Fund		36	35	32
<b>289</b>	<b>TOTAL RECHARGES</b>	C	<b>250</b>	<b>273</b>	<b>279</b>
<b>1,092</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>1,038</b>	<b>1,029</b>	<b>1,153</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
1,092	West Ham Park		1,038	1,029	1,153
0	West Ham Park - City Bridge Trust		0	0	0
0	Nursery		0	0	0
<b>1,092</b>	<b>TOTAL</b>		<b>1,038</b>	<b>1,029</b>	<b>1,153</b>

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

<i>Actual</i> 2011-12 £'000	<b>PLANNING AND TRANSPORTATION COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>RECHARGES</b>				
61	Recharges Across Funds		35	122	129
<b>61</b>	<b>TOTAL RECHARGES</b>	A	<b>35</b>	<b>122</b>	<b>129</b>
<b>61</b>	<b>TOTAL NET EXPENDITURE</b>	A	<b>35</b>	<b>122</b>	<b>129</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
61	Off-Street Parking		35	122	129
<b>61</b>	<b>TOTAL</b>		<b>35</b>	<b>122</b>	<b>129</b>

**POLICE COMMITTEE - CITY'S CASH**

<i>Actual</i>	<b>POLICE COMMITTEE SUMMARY</b>		<i>Original Budget</i>	<i>Latest Approved Budget</i>	<i>Original Budget</i>
<i>2011-12</i>	<i>Analysis of Service Expenditure</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>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
130	Supplies and Services		0	0	0
<b>130</b>	<b>TOTAL Expenditure</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>130</b>	<b>TOTAL LOCAL RISK</b>	A	<b>0</b>	<b>0</b>	<b>0</b>
<b>130</b>	<b>TOTAL NET EXPENDITURE</b>	A	<b>0</b>	<b>0</b>	<b>0</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>
130	Economic Crime Directorate		0	0	0
<b>130</b>	<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>

POLICY AND RESOURCES COMMITTEE - CITY'S CASH

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>POLICY AND RESOURCES COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
883	Employees		899	915	944
0	Premises Related Expenses		1	1	1
8	Transport Related Expenses		4	4	5
272	Supplies and Services		214	230	165
<b>1,163</b>	<b>TOTAL Expenditure</b>		<b>1,118</b>	<b>1,150</b>	<b>1,115</b>
	<b>Income</b>				
(49)	Customer, Client Receipts		(6)	(58)	(6)
<b>(49)</b>	<b>TOTAL Income</b>		<b>(6)</b>	<b>(58)</b>	<b>(6)</b>
<b>1,114</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>1,112</b>	<b>1,092</b>	<b>1,109</b>
<b>356</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>0</b>	<b>422</b>	<b>95</b>
<b>1,470</b>	<b>TOTAL LOCAL RISK</b>	A	<b>1,112</b>	<b>1,514</b>	<b>1,204</b>
	<b>CENTRAL RISK</b>				
127	Employee Expenses		128	138	149
2,275	Supplies and Services		1,917	2,918	1,492
27	Transfer to Reserve		0	0	0
0	Contingencies		323	4	829
<b>2,429</b>	<b>Total Expenditure</b>		<b>2,368</b>	<b>3,060</b>	<b>2,470</b>
(390)	Other Grants, Reimbursements and Contributions		(210)	(339)	(175)
(29)	Transfer from Reserves		0	(27)	0
<b>(419)</b>	<b>Total Income</b>		<b>(210)</b>	<b>(366)</b>	<b>(175)</b>
<b>2,010</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>2,158</b>	<b>2,694</b>	<b>2,295</b>
	<b>RECHARGES</b>				
3,709	Central Recharges		3,736	3,998	3,995
(282)	Recharges Within Fund		(286)	(292)	(298)
2,823	Recharges Across Funds		2,990	2,895	2,588
<b>6,250</b>	<b>TOTAL RECHARGES</b>	C	<b>6,440</b>	<b>6,601</b>	<b>6,285</b>
<b>9,730</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>9,710</b>	<b>10,809</b>	<b>9,784</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
4,770	Grants, Contingencies and Miscellaneous		4,831	5,262	4,551
4,960	Ceremonial		4,879	5,547	5,233
<b>9,730</b>	<b>TOTAL</b>		<b>9,710</b>	<b>10,809</b>	<b>9,784</b>



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

<i>Actual</i> 2011-12 £'000	<b>PORT HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
531	Employees		544	343	343
44	Premises Related Expenses		16	24	22
12	Transport Related Expenses		9	10	9
47	Supplies and Services		68	33	33
<b>634</b>	<b>TOTAL Expenditure</b>		<b>637</b>	<b>410</b>	<b>407</b>
	<b>Income</b>				
(271)	Customer, Client Receipts		(290)	(47)	(47)
<b>(271)</b>	<b>TOTAL Income</b>		<b>(290)</b>	<b>(47)</b>	<b>(47)</b>
<b>363</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>347</b>	<b>363</b>	<b>360</b>
<b>8</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>24</b>	<b>16</b>	<b>0</b>
<b>371</b>	<b>TOTAL LOCAL RISK</b>	A	<b>371</b>	<b>379</b>	<b>360</b>
	<b>RECHARGES</b>				
72	Central Recharges		284	326	328
(26)	Recharges Within Fund		(34)	(40)	(45)
(204)	Recharges Across Funds		(273)	(412)	(405)
<b>(158)</b>	<b>TOTAL RECHARGES</b>	B	<b>(23)</b>	<b>(126)</b>	<b>(122)</b>
<b>213</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>348</b>	<b>253</b>	<b>238</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
213	Meat Inspector's Office		348	253	238
<b>213</b>	<b>TOTAL</b>		<b>348</b>	<b>253</b>	<b>238</b>

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

<i>Actual</i> 2011-12 £'000	<b>PROPERTY INVESTMENT BOARD COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
8,571	Employees		8,711	9,006	8,866
4,820	Premises Related Expenses		5,316	5,890	5,908
31	Transport Related Expenses		26	26	26
2,481	Supplies and Services		2,651	2,256	2,124
0	Savings to be Applied		(700)	(700)	(700)
<b>15,903</b>	<b>TOTAL Expenditure</b>		<b>16,004</b>	<b>16,478</b>	<b>16,224</b>
	<b>Income</b>				
(64)	Other Grants, Reimbursements and Contributions		(473)	(204)	(314)
(4,026)	Customer, Client Receipts		(4,357)	(4,916)	(4,957)
(2)	Investment Income		0	0	0
(96)	Transfer from Reserves		0	0	0
<b>(4,188)</b>	<b>TOTAL Income</b>		<b>(4,830)</b>	<b>(5,120)</b>	<b>(5,271)</b>
<b>11,715</b>	<b>TOTAL LOCAL RISK</b>	A	<b>11,174</b>	<b>11,358</b>	<b>10,953</b>
	<b>CENTRAL RISK</b>				
	<b>Expenditure</b>				
45	Employees		50	50	0
617	Premises Related Expenses		1,094	1,140	942
199	Supplies and Services		227	282	330
2,823	Capital Charges		3,800	4,399	640
<b>3,684</b>	<b>TOTAL Expenditure</b>		<b>5,171</b>	<b>5,871</b>	<b>1,912</b>
	<b>Income</b>				
(50,204)	Customer, Client Receipts		(45,978)	(47,426)	(44,678)
(7)	Investment Income		0	0	0
(2,823)	Transfer from Reserves		(3,800)	(4,399)	(640)
<b>(53,034)</b>	<b>TOTAL Income</b>		<b>(49,778)</b>	<b>(51,825)</b>	<b>(45,318)</b>
<b>(49,350)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(44,607)</b>	<b>(45,954)</b>	<b>(43,406)</b>
	<b>RECHARGES</b>				
8,380	Central Recharges		8,198	8,838	8,789
76	Recharges Within Fund		58	58	58
(8,080)	Recharges Across Funds		(7,623)	(7,726)	(7,569)
(408)	Capital Projects		(500)	(460)	(500)
<b>(32)</b>	<b>TOTAL RECHARGES</b>	C	<b>133</b>	<b>710</b>	<b>778</b>
<b>(37,667)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(33,300)</b>	<b>(33,886)</b>	<b>(31,675)</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
(37,667)	City's Estate		(33,300)	(33,886)	(31,675)
0	City Surveyor's Departmental		0	0	0
<b>(37,667)</b>	<b>TOTAL</b>		<b>(33,300)</b>	<b>(33,886)</b>	<b>(31,675)</b>

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

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
8,487	Employees		8,509	8,596	8,712
1,599	Premises Related Expenses		1,567	1,575	1,615
209	Transport Related Expenses		256	299	285
2,375	Supplies and Services		2,408	2,472	2,548
972	Transfer Payments		986	987	1,018
13	Transfer to Reserve		0	0	150
<b>13,655</b>	<b>TOTAL Expenditure</b>		<b>13,726</b>	<b>13,929</b>	<b>14,328</b>
	<b>Income</b>				
(12,903)	Customer, Client Receipts		(12,979)	(13,145)	(13,584)
(38)	Investment Income		(50)	(40)	(40)
0	Transfer from Reserves		(4)	0	0
<b>(12,941)</b>	<b>TOTAL Income</b>		<b>(13,033)</b>	<b>(13,185)</b>	<b>(13,624)</b>
<b>714</b>	<b>TOTAL LOCAL RISK</b>	A	<b>693</b>	<b>744</b>	<b>704</b>
	<b>RECHARGES</b>				
658	Central Recharges		581	597	624
94	Recharges Within Fund		57	71	73
<b>752</b>	<b>TOTAL RECHARGES</b>	B	<b>638</b>	<b>668</b>	<b>697</b>
<b>1,466</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>1,331</b>	<b>1,412</b>	<b>1,401</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
1,466	City of London School		1,331	1,412	1,401
<b>1,466</b>	<b>TOTAL</b>		<b>1,331</b>	<b>1,412</b>	<b>1,401</b>

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

<i>Actual</i> 2011-12 £'000	<b>BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
7,468	Employees		7,656	7,589	7,743
1,376	Premises Related Expenses		1,311	1,544	1,573
82	Transport Related Expenses		79	79	79
3,376	Supplies and Services		3,290	3,354	3,389
780	Transfer Payments		806	775	770
48	Transfer to Reserve		14	14	15
<b>13,130</b>	<b>TOTAL Expenditure</b>		<b>13,156</b>	<b>13,355</b>	<b>13,569</b>
	<b>Income</b>				
(12,735)	Customer, Client Receipts		(12,733)	(13,051)	(13,246)
(49)	Investment Income		(60)	(50)	(50)
<b>(12,784)</b>	<b>TOTAL Income</b>		<b>(12,793)</b>	<b>(13,101)</b>	<b>(13,296)</b>
<b>346</b>	<b>TOTAL LOCAL RISK</b>	A	<b>363</b>	<b>254</b>	<b>273</b>
	<b>RECHARGES</b>				
1,961	Central Recharges		1,897	1,984	1,958
68	Recharges Within Fund		52	54	56
<b>2,029</b>	<b>TOTAL RECHARGES</b>	B	<b>1,949</b>	<b>2,038</b>	<b>2,014</b>
<b>2,375</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>2,312</b>	<b>2,292</b>	<b>2,287</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
2,375	City of London Freemen School		2,312	2,292	2,287
<b>2,375</b>	<b>TOTAL</b>		<b>2,312</b>	<b>2,292</b>	<b>2,287</b>

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

<i>Actual</i>  <i>2011-12</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 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
6,730	Employees		6,823	6,853	7,028
1,128	Premises Related Expenses		1,030	985	1,008
24	Transport Related Expenses		7	7	14
1,972	Supplies and Services		2,171	2,170	2,408
692	Transfer Payments		712	700	720
29	Transfer to Reserve		0	0	20
<b>10,575</b>	<b>TOTAL Expenditure</b>		<b>10,743</b>	<b>10,715</b>	<b>11,198</b>
	<b>Income</b>				
(10,047)	Customer, Client Receipts		(10,197)	(10,265)	(10,655)
(38)	Investment Income		(50)	(40)	(40)
<b>(10,085)</b>	<b>TOTAL Income</b>		<b>(10,247)</b>	<b>(10,305)</b>	<b>(10,695)</b>
<b>490</b>	<b>TOTAL LOCAL RISK</b>	A	<b>496</b>	<b>410</b>	<b>503</b>
	<b>RECHARGES</b>				
1,075	Central Recharges		1,004	1,045	439
91	Recharges Within Fund		66	69	69
<b>1,166</b>	<b>TOTAL RECHARGES</b>	B	<b>1,070</b>	<b>1,114</b>	<b>508</b>
<b>1,656</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>1,566</b>	<b>1,524</b>	<b>1,011</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
1,656	City of London School for Girls		1,566	1,524	1,011
<b>1,656</b>	<b>TOTAL</b>		<b>1,566</b>	<b>1,524</b>	<b>1,011</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
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

General Expenditure Summary

ESTIMATED EXPENDITURE

COMMITTEE	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000
CITY OF LONDON FREEMEN'S SCHOOL	9,351	9,351	0	2,256	6,875	220	0	0	0
CITY OF LONDON SCHOOL FOR GIRLS	81	81	0	81	0	0	0	0	0
CULTURE, HERITAGE & LIBRARIES	246	240	166	28	21	25	0	0	0
EPPING FOREST AND COMMONS	6,744	6,739	3,096	1,242	2,056	345	0	0	0
FINANCE	-64,824	-63,713	-64,388	475	178	11	11	0	0
GUILDHALL SCHOOL OF MUSIC & DRAMA	3,254	4,104	516	344	3,244	0	0	0	0
HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK	14,790	14,645	82	505	1,143	6,549	6,366	0	0
MARKETS - BILLINGSGATE	5,254	5,247	81	2,500	2,143	332	191	0	0
POLICY & RESOURCES	23,420	23,419	9,675	11,668	2,076	0	0	0	0
POLICY & RESOURCES CASC	17,166	16,402	15,994	398	10	0	0	0	0
PORT HEALTH & ENVIRONMENTAL SERVICES	1,994	1,994	1,955	39	0	0	0	0	0
PROPERTY INVESTMENT BOARD	132,724	126,923	110,977	6,807	8,408	381	350	0	0
<b>TOTALS FOR CITY'S CASH</b>	<b>150,200</b>	<b>145,432</b>	<b>78,154</b>	<b>26,343</b>	<b>26,154</b>	<b>7,863</b>	<b>6,918</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		Exp. pre 01/04/12	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
<b>CLFS MASTERPLAN</b>												
42100001	MASTER PLAN MAIN WORKS PHASE 1	CS	9,351	9,351	0	2,256	6,875	220	0	0	0	0
<b>Totals for CLFS MASTERPLAN</b>			<b>9,351</b>	<b>9,351</b>	<b>0</b>	<b>2,256</b>	<b>6,875</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for CITY OF LONDON FREEMEN'S SCHOOL</b>			<b>9,351</b>	<b>9,351</b>	<b>0</b>	<b>2,256</b>	<b>6,875</b>	<b>220</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 01/04/12	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
GENERAL												
40100002	CLSG ACCOMMODATION	CS	81	81	0	81	0	0	0	0	0	0
	<b>Totals for GENERAL</b>		<b>81</b>	<b>81</b>	<b>0</b>	<b>81</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>81</b>	<b>81</b>	<b>0</b>	<b>81</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	Estimated Expenditure														
			Cost		Exp. pre 01/04/12	2012/13		2013/14		2014/15		2015/16		2016/17		Later yrs	
			App'd by CCC £000	Latest Est'd Cost £000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	55100032 ACCESS TO CULTURAL COLLECTIONS	CH	48	41	32	8	1	0	0	0	0	0	0	0	0	0	
	<b>Totals for GENERAL</b>		<b>48</b>	<b>41</b>	<b>32</b>	<b>8</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>0</b>	
	<b>MANSION HOUSE</b>																
	30100006 HISTORIC CARRIAGES	CS	198	199	134	20	20	25	0	0	0	0	0	0	0	0	
	<b>Totals for MANSION HOUSE</b>		<b>198</b>	<b>199</b>	<b>134</b>	<b>20</b>	<b>20</b>	<b>25</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 CULTURE, HERITAGE &amp; LIBRARIES</b>		<b>246</b>	<b>240</b>	<b>166</b>	<b>28</b>	<b>21</b>	<b>25</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>	

CAPITAL 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 01/04/12 £000	Estimated Expenditure						Later yrs £000
						2012/13	2013/14	2014/15	2015/16	2016/17		
						£000	£000	£000	£000	£000		
<b>EPPING FOREST CAPITAL FUND</b>												
82100002	EPPING FOREST LAND - WARLIES PARK	CS	270	270	0	270	0	0	0	0	0	0
<b>Totals for EPPING FOREST CAPITAL FUND</b>			<b>270</b>	<b>270</b>	<b>0</b>	<b>270</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EPPING FOREST</b>												
48100006	BRANCHING OUT - COACH HOUSE	CS	1,637	1,626	1,510	116	0	0	0	0	0	0
48100007	BRANCHING OUT - BUTLERS RETREAT	CS	618	614	614	0	0	0	0	0	0	0
48100008	BRANCHING OUT - CAR PARKING/ACCESS	CH	77	77	0	0	77	0	0	0	0	0
48100008	BRANCHING OUT - CAR PARKING/ACCESS	DO	1,980	1,980	785	696	499	0	0	0	0	0
48100009	BRANCHING OUT - GRAZING STRATEGY	DO	297	307	187	60	60	0	0	0	0	0
82100003	HIGHAMS PARK LAKE	CS	1,865	1,865	0	100	1,420	345	0	0	0	0
<b>Totals for EPPING FOREST</b>			<b>6,474</b>	<b>6,469</b>	<b>3,096</b>	<b>972</b>	<b>2,056</b>	<b>345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for EPPING FOREST AND COMMONS</b>			<b>6,744</b>	<b>6,739</b>	<b>3,096</b>	<b>1,242</b>	<b>2,056</b>	<b>345</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 01/04/12 £000	Estimated Expenditure							Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000			
<b>INFORMATION TECHNOLOGY</b>													
32000515	EDRMS	CH	1,549	1,529	1,493	36	0	0	0	0	0	0	
32100005	HR & PAYROLL SYSTEM	CH	255	244	78	61	52	26	27	0	0	0	
32100010	MEMBERS' EQUIPMENT REFRESH	CH	275	277	216	61	0	0	0	0	0	0	
32100011	DESKTOP UPGRADE/MICROSOFT ENTERPRISE	CH	1,996	1,956	1,157	417	382	0	0	0	0	0	
32100013	MIDLAND TRENT SOFTWARE UPGRADE	CH	221	213	164	49	0	0	0	0	0	0	
32100014	WAN RENEWAL	CH	270	173	133	40	0	0	0	0	0	0	
32100015	TELECOMMUNICATIONS STRATEGY	CH	123	98	82	16	0	0	0	0	0	0	
32100016	WEBSITE DEVELOPMENT	CH	868	818	455	363	0	0	0	0	0	0	
32100017	SHAREPOINT 2010	CH	250	203	191	12	0	0	0	0	0	0	
32100021	CORPORATE DISASTER RECOVERY CENTRE	CH	220	214	0	214	0	0	0	0	0	0	
<b>Totals for INFORMATION TECHNOLOGY</b>			<b>6,027</b>	<b>5,725</b>	<b>3,969</b>	<b>1,269</b>	<b>434</b>	<b>26</b>	<b>27</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	-18,239	-17,158	-794	-256	-15	-16	0	0	0	
32100004	GUILDHALL IMPROVEMENT PROJECT (GIP)	CH	-52,262	-51,199	-51,199	0	0	0	0	0	0	0	
<b>Totals for REIMBURSEMENTS FROM OTHER FUNDS</b>			<b>-70,851</b>	<b>-69,438</b>	<b>-68,357</b>	<b>-794</b>	<b>-256</b>	<b>-15</b>	<b>-16</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Totals for FINANCE</b>			<b>-64,824</b>	<b>-63,713</b>	<b>-64,388</b>	<b>475</b>	<b>178</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	

CAPITAL BUDGET - CITY'S CASH  
 Guildhall School of Music & Drama

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/12	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
<b>CAP 2</b>												
44100001	GSMD CASH LIMIT BALANCE	CH	1,842	2,894	0	0	2,894	0	0	0	0	0
44100033	AV FACILITIES IMPROVEMENTS	DB	167	167	44	105	18	0	0	0	0	0
44100038	MUSIC HALL ACCOUSTIC IMP/REFURB	DB	311	253	227	1	25	0	0	0	0	0
44100042	CAPITAL PROJECTS STAFF COSTS	DB	406	262	245	17	0	0	0	0	0	0
44100047	TEACHING/LEARNING PH3 - MUSIC 1	DB	164	164	0	57	107	0	0	0	0	0
44100048	TEACHING/LEARNING PH3 - MUSIC 2	DB	209	209	0	104	105	0	0	0	0	0
44100049	TECHNICAL THEATRE	DB	155	155	0	60	95	0	0	0	0	0
<b>Totals for CAP 2</b>			<b>3,254</b>	<b>4,104</b>	<b>516</b>	<b>344</b>	<b>3,244</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>3,254</b>	<b>4,104</b>	<b>516</b>	<b>344</b>	<b>3,244</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**

											Estimated Expenditure			
Project No.	Project Title	Implementing Department	CS	Cost		Exp. pre 01/04/12	2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs		
				App'd by CCC £000	Latest Est'd Cost £000								£000	£000
50100003	HYDROLOGY IMPROVEMENTS (POST EVN)			14,790	14,645	82	505	1,143	6,549	6,366	0	0		
<b>Totals for GENERAL</b>				<b>14,790</b>	<b>14,645</b>	<b>82</b>	<b>505</b>	<b>1,143</b>	<b>6,549</b>	<b>6,366</b>	<b>0</b>	<b>0</b>		
<b>Totals for HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>				<b>14,790</b>	<b>14,645</b>	<b>82</b>	<b>505</b>	<b>1,143</b>	<b>6,549</b>	<b>6,366</b>	<b>0</b>	<b>0</b>		



CAPITAL BUDGET - CITY'S CASH  
Policy & Resources

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure					
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000
<b><u>GUILDHALL</u></b>											
33100005	MEMBERS' ACCOMMODATION	CS	977	977	0	86	891	0	0	0	0
<b>Totals for GUILDHALL</b>			<b>977</b>	<b>977</b>	<b>0</b>	<b>86</b>	<b>891</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>GENERAL</u></b>											
30100007	MILTON COURT DEVELOPMENT	CS	11,500	11,500	6,146	5,354	0	0	0	0	0
30100021	MILTON COURT SPECIALIST EQUIPMENT	CS	10,943	10,942	3,529	6,228	1,185	0	0	0	0
<b>Totals for GENERAL</b>			<b>22,443</b>	<b>22,442</b>	<b>9,675</b>	<b>11,582</b>	<b>1,185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for POLICY &amp; RESOURCES</b>			<b>23,420</b>	<b>23,419</b>	<b>9,675</b>	<b>11,668</b>	<b>2,076</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CAPITAL BUDGET - CITY'S CASH  
Policy & Resources CASC

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure					
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000
<b>GUILDHALL</b>											
55100026	FIRE MANAGEMENT & EVACUATION PLAN	CS	866	615	607	8	0	0	0	0	0
55100027	GUILDHALL FIRE ALARM PHASE 2 & 3	CS	63	63	0	53	10	0	0	0	0
<b>Totals for GUILDHALL</b>			<b>929</b>	<b>678</b>	<b>607</b>	<b>61</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GUILDHALL IMPROVEMENT PROJECT</b>											
55100012	PROFESSIONAL TEAM FEES	CH	11,495	11,114	11,092	22	0	0	0	0	0
55100013	PROJECT MANAGEMENT	CH	3,090	3,084	3,060	24	0	0	0	0	0
55100016	EP4 - LMA FURTHER WORKS	CH	809	798	782	16	0	0	0	0	0
55100018	GIP FINAL ACCOUNT	CH	642	540	430	110	0	0	0	0	0
<b>Totals for GUILDHALL IMPROVEMENT PROJECT</b>			<b>16,036</b>	<b>15,536</b>	<b>15,364</b>	<b>172</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CEREMONIAL</b>											
30100022	BACK UP POWER SUPPLIES	CS	201	188	23	165	0	0	0	0	0
<b>Totals for CEREMONIAL</b>			<b>201</b>	<b>188</b>	<b>23</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for POLICY &amp; RESOURCES CASC</b>			<b>17,166</b>	<b>16,402</b>	<b>15,994</b>	<b>398</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

CAPITAL BUDGET - CITY'S CASH  
Port Health & Environmental Services

Project No.	Project Title	Implementing Department	Estimated Expenditure									
			Cost		Exp. pre	2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs	
			App'd by CCC	Latest Est'd								£000
			1,994	1,994	1,955	39	0	0	0	0	0	0
	46100001 ANIMAL BY-PRODUCT FACILITY	CS	1,994	1,994	1,955	39	0	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>1,994</b>	<b>1,994</b>	<b>1,955</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PORT HEALTH &amp; ENVIRONMENTAL SERVICES</b>			<b>1,994</b>	<b>1,994</b>	<b>1,955</b>	<b>39</b>	<b>0</b>	<b>0</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 01/04/12 £000	Estimated Expenditure					Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	
<b>GENERAL</b>											
30100025	GENERAL NO.1	CS	5,615	5,026	413	750	3,863	0	0	0	0
<b>Totals for GENERAL</b>			<b>5,615</b>	<b>5,026</b>	<b>413</b>	<b>750</b>	<b>3,863</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL</b>											
30100041	59½ SOUTHWARK ST	CS	1,764	1,727	45	1,682	0	0	0	0	0
<b>Totals for GENERAL</b>			<b>1,764</b>	<b>1,727</b>	<b>45</b>	<b>1,682</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DESIGNATED SALES POOL</b>											
30003203	227-233 TOTTENHAM COURT RD & 24 STORE ST	CS	30,083	28,219	28,217	2	0	0	0	0	0
30100020	6-8 EASTCHEAP FREEHOLD ACQUISITION	CS	28,762	28,362	27,944	37	0	381	0	0	0
30100033	GLEN HOUSE	CS	845	631	620	11	0	0	0	0	0
30100036	BOSTON HOUSE	CS	1,950	1,934	301	1,633	0	0	0	0	0
30100039	TALLIS HOUSE	CS	2,600	2,600	112	1,831	657	0	0	0	0
30100040	SOUTH MOLTON ST ENVIRONMENTAL WORKS	CS	150	150	0	150	0	0	0	0	0
30100042	6-8 EASTCHEAP PLANT REPLACEMENT	CS	319	314	247	67	0	0	0	0	0
30100045	GUILDHALL HOUSE, 81-87 GRESHAM ST	CS	414	414	0	376	38	0	0	0	0
<b>Totals for DESIGNATED SALES POOL</b>			<b>65,123</b>	<b>62,624</b>	<b>57,441</b>	<b>4,107</b>	<b>695</b>	<b>381</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	3,850	0	350	0	0
30100026	SITE ONE	CS	5,040	4,976	4,971	5	0	0	0	0	0
30100038	SITE ONE	CS	7,183	7,111	6,848	263	0	0	0	0	0
<b>Totals for STRATEGIC PROPERTY ESTATE</b>			<b>60,222</b>	<b>57,546</b>	<b>53,078</b>	<b>268</b>	<b>3,850</b>	<b>0</b>	<b>350</b>	<b>0</b>	<b>0</b>
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>132,724</b>	<b>126,923</b>	<b>110,977</b>	<b>6,807</b>	<b>8,408</b>	<b>381</b>	<b>350</b>	<b>0</b>	<b>0</b>

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

General Expenditure Summary		ESTIMATED EXPENDITURE									
		COMMITTEE	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000
	CITY OF LONDON FREEMEN'S SCHOOL	824	824	188	636	0	0	0	0	0	0
	CULTURE, HERITAGE & LIBRARIES	4,635	4,579	4,386	193	0	0	0	0	0	0
	EPPING FOREST AND COMMONS	62	62	0	62	0	0	0	0	0	0
	GUILDHALL SCHOOL OF MUSIC & DRAMA	3,042	2,409	456	515	1,438	0	0	0	0	0
	HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK	100	94	82	12	0	0	0	0	0	0
	MARKETS - BILLINGSGATE	29	44	16	28	0	0	0	0	0	0
	POLICY & RESOURCES	60	60	7	48	5	0	0	0	0	0
	POLICY & RESOURCES CASC	605	604	2	437	165	0	0	0	0	0
	PROPERTY INVESTMENT BOARD	4,649	4,568	253	2,917	855	76	86	248	133	
	<b>TOTALS FOR CITY'S CASH</b>	<b>14,006</b>	<b>13,244</b>	<b>5,390</b>	<b>4,848</b>	<b>2,463</b>	<b>76</b>	<b>86</b>	<b>248</b>	<b>133</b>	

**SUPPLEMENTARY REVENUE 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 01/04/12 £000	Estimated Expenditure					Later yrs £000	
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
<b>CLFS MASTERPLAN</b>												
42800001	MASTER PLAN PHASE 1	CS	824	824	188	636	0	0	0	0	0	0
<b>Totals for CLFS MASTERPLAN</b>			<b>824</b>	<b>824</b>	<b>188</b>	<b>636</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 FREEMEN'S SCHOOL</b>			<b>824</b>	<b>824</b>	<b>188</b>	<b>636</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		Exp. pre 01/04/12	Estimated Expenditure					Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2012/13	2013/14	2014/15	2015/16	2016/17		
			£000	£000		£000	£000	£000	£000	£000		
	<b>MONUMENT</b>											
30800001	THE MONUMENT MAJOR REPAIRS	CS	4,564	4,513	4,381	132	0	0	0	0	0	0
	<b>Totals for MONUMENT</b>		<b>4,564</b>	<b>4,513</b>	<b>4,381</b>	<b>132</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>CEREMONIAL</b>											
30100035	GUILDHALL ART GALLERY HERITAGE GALLERY	CS	39	39	0	39	0	0	0	0	0	0
30100035	GUILDHALL ART GALLERY HERITAGE GALLERY	HA	32	27	5	22	0	0	0	0	0	0
	<b>Totals for CEREMONIAL</b>		<b>71</b>	<b>66</b>	<b>5</b>	<b>61</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>4,635</b>	<b>4,579</b>	<b>4,386</b>	<b>193</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**  
**Epping Forest and Commons**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure					Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	
<b><u>EPPING FOREST</u></b>											
82100006	BALDWINS & DEER SANCTUARY PONDS	CS	62	62	0	62	0	0	0	0	0
<b>Totals for EPPING FOREST</b>			<b>62</b>	<b>62</b>	<b>0</b>	<b>62</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>62</b>	<b>62</b>	<b>0</b>	<b>62</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**

Project No.	Project Title	Implementing Department	Cost		Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure					Later yrs £000
			App'd by CCC £000	App'd £000			2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	
<b>CAP 2</b>												
44100034	THEATRE BACK OF HOUSE LAYOUT MODS.	DB	10	10	0	0	10	0	0	0	0	0
44100046	MUSIC HALL IMPROVEMENTS PH2 PRE-EVN	DB	397	388	4	96	288	0	0	0	0	0
44800000	GSMD SRP CASH LIMIT BALANCE	CH	1,498	978	0	0	978	0	0	0	0	0
44800024	EXTERNAL PAVING	DB	287	273	278	-5	0	0	0	0	0	0
44800029	SPACE PLANNING/BUILDING MODS	DB	51	62	52	10	0	0	0	0	0	0
44800032	PLANT REPLACEMENT	DB	164	168	13	154	1	0	0	0	0	0
44800034	REDECS/MINOR WORKS PHASE 1	DB	321	301	99	42	160	0	0	0	0	0
44800035	SUNDIAL BASEMENT WATERPROOFING	DB	15	14	0	14	0	0	0	0	0	0
44800036	LIGHTING & SMALL POWER PH1	DB	247	165	10	155	0	0	0	0	0	0
44800037	LIGHTING & SMALL POWER PHASE 2	DB	4	4	0	4	0	0	0	0	0	0
44800038	MUSIC THERAPY ACCOMMODATION	DB	48	46	0	35	11	0	0	0	0	0
<b>Totals for CAP 2</b>			<b>3,042</b>	<b>2,409</b>	<b>456</b>	<b>515</b>	<b>1,438</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>3,042</b>	<b>2,409</b>	<b>456</b>	<b>515</b>	<b>1,438</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET - CITY'S CASH**  
 Hampstead Heath, Highgate Wood & Queen's Park

Project No.	Project Title	Implementing Department	Cost		Estimated Expenditure							
			App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000	
			100	94	82	12	0	0	0	0	0	0
<b>FUNDED FROM CITY'S CASH</b>												
50800001	SAFETY IMPROVEMENTS	DO	100	94	82	12	0	0	0	0	0	0
<b>Totals for FUNDED FROM CITY'S CASH</b>			<b>100</b>	<b>94</b>	<b>82</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>			<b>100</b>	<b>94</b>	<b>82</b>	<b>12</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**  
**Markets - Billingsgate**

Project No.	Project Title	Implementing Department	Cost		Exp. pre 01/04/12	Estimated Expenditure						Later yrs £000	
			App'd by CCC £000	Latest Est'd Cost £000		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18		
<b>BILLINGSGATE MARKET</b>													
36100006	FISH HANDLING FACILITIES PRE-EVN	CS	17	32	16	16	0	0	0	0	0	0	0
36800001	ROOF & CEILING REFURBISHMENT	CS	12	12	0	12	0	0	0	0	0	0	0
<b>Totals for BILLINGSGATE MARKET</b>			<b>29</b>	<b>44</b>	<b>16</b>	<b>28</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 MARKETS - BILLINGSGATE</b>			<b>29</b>	<b>44</b>	<b>16</b>	<b>28</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'S CASH**  
**Policy & Resources**

Project No.	Project Title	Implementing Department	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	Estimated Expenditure						
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000	
	<b>GUILDHALL AREA STRATEGY (GAS)</b>											
33100004	GUILDHALL AREA STRATEGY - PHASE 1	BE	60	60	7	48	5	0	0	0	0	0
	<b>Totals for GUILDHALL AREA STRATEGY (GAS)</b>		<b>60</b>	<b>60</b>	<b>7</b>	<b>48</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Totals for POLICY &amp; RESOURCES</b>		<b>60</b>	<b>60</b>	<b>7</b>	<b>48</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE BUDGET - CITY'S CASH**  
**Policy & Resources CASC**

Project No.	Project Title	Implementing Department	Cost		2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs
			App'd by CCC £000	Latest Est'd Cost £000						
<b>GUILDHALL</b>										
55000406	WEST WING SUSPENDED ACCESS EQUIPMNT	CS	5	4	2	0	0	0	0	0
55100035	GUILDHALL ACCOMMODATION REVIEW	CS	600	600	0	435	165	0	0	0
<b>Totals for GUILDHALL</b>			<b>605</b>	<b>604</b>	<b>2</b>	<b>437</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for POLICY &amp; RESOURCES CASC</b>			<b>605</b>	<b>604</b>	<b>2</b>	<b>437</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SUPPLEMENTARY REVENUE 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 01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000	Estimated Expenditure
<b>DESIGNATED SALES POOL</b>												
30700036	BOSTON HOUSE VOIDS	CS	284	284	0	179	105	0	0	0	0	0
30700039	TALLIS HOUSE - VOID COSTS	CS	929	929	0	458	471	0	0	0	0	0
30800003	THAMESLINK TUNNEL LIDS	CS	326	312	11	66	25	26	26	25	133	
30800004	THAMESLINK TUNNELS (FEES)	CS	2,174	2,107	242	1,865	0	0	0	0	0	
30800005	AUDIT HOUSE DISPOSAL	CS	215	215	0	215	0	0	0	0	0	
30800007	GLEN HOUSE-VACANT OFFICE REFURB	CS	9	9	0	9	0	0	0	0	0	
30800008	35/37 ALFRED PLACE	CS	75	75	0	75	0	0	0	0	0	
<b>Totals for DESIGNATED SALES POOL</b>			<b>4,012</b>	<b>3,931</b>	<b>253</b>	<b>2,867</b>	<b>601</b>	<b>26</b>	<b>26</b>	<b>25</b>	<b>133</b>	
<b>STRATEGIC PROPERTY ESTATE</b>												
30800006	STRATEGIC ESTATE SITE ONE	CS	637	637	0	50	254	50	60	223	0	
<b>Totals for STRATEGIC PROPERTY ESTATE</b>			<b>637</b>	<b>637</b>	<b>0</b>	<b>50</b>	<b>254</b>	<b>50</b>	<b>60</b>	<b>223</b>	<b>0</b>	
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>4,649</b>	<b>4,568</b>	<b>253</b>	<b>2,917</b>	<b>855</b>	<b>76</b>	<b>86</b>	<b>248</b>	<b>133</b>	





# **Bridge House Estates Summary Budget**



**BRIDGE HOUSE ESTATES SUMMARY BY COMMITTEE**

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>BRIDGE HOUSE ESTATES SUMMARY</b>	<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
18,937	The City Bridge Trust	17,956	18,548	20,199
(590)	Culture, Heritage and Libraries	(322)	39	(322)
(9,381)	Finance	(9,334)	(9,653)	(9,180)
3,529	Planning and Transportation	3,459	3,606	3,588
(16,388)	Property Investment Board	(13,762)	(13,338)	(13,426)
<b>(3,893)</b>	<b>Total Bridge House Estates</b>	<b>(2,003)</b>	<b>(798)</b>	<b>859</b>



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

<i>Actual</i>	<b>THE CITY BRIDGE TRUST COMMITTEE SUMMARY</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>	<i>Analysis of Service Expenditure</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
666	Employees		691	751	753
2	Transport Related Expenses		5	5	4
166	Supplies and Services		172	295	298
<b>834</b>	<b>TOTAL Expenditure</b>		<b>868</b>	<b>1,051</b>	<b>1,055</b>
	<b>Income</b>				
0	Customer, Client Receipts		0	(77)	(75)
<b>0</b>	<b>TOTAL Income</b>		<b>0</b>	<b>(77)</b>	<b>(75)</b>
<b>834</b>	<b>TOTAL LOCAL RISK</b>	<b>A</b>	<b>868</b>	<b>974</b>	<b>980</b>
	<b>CENTRAL RISK</b>				
18,050	Supplies and Services		17,050	17,498	19,150
<b>18,050</b>	<b>Total Expenditure</b>		<b>17,050</b>	<b>17,498</b>	<b>19,150</b>
<b>18,050</b>	<b>TOTAL CENTRAL RISK</b>	<b>B</b>	<b>17,050</b>	<b>17,498</b>	<b>19,150</b>
	<b>RECHARGES</b>				
184	Central Recharges		167	206	200
(164)	Recharges Within Fund		(164)	(164)	(164)
33	Capital Projects		35	34	33
<b>53</b>	<b>TOTAL RECHARGES</b>	<b>C</b>	<b>38</b>	<b>76</b>	<b>69</b>
<b>18,937</b>	<b>TOTAL NET EXPENDITURE</b>	<b>A+B+C</b>	<b>17,956</b>	<b>18,548</b>	<b>20,199</b>

<i>Actual</i>	<b>SERVICES MANAGED</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>			<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
18,937	The City Bridge Trust		17,956	18,548	20,199
<b>18,937</b>	<b>TOTAL</b>		<b>17,956</b>	<b>18,548</b>	<b>20,199</b>

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

<i>Actual</i> 2011-12 £'000	<b>CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
1,214	Employees		1,182	1,273	1,238
671	Premises Related Expenses		752	949	725
17	Transport Related Expenses		16	16	16
734	Supplies and Services		726	829	782
<b>2,636</b>	<b>TOTAL Expenditure</b>		<b>2,676</b>	<b>3,067</b>	<b>2,761</b>
	<b>Income</b>				
(3,435)	Customer, Client Receipts		(3,134)	(3,255)	(3,298)
<b>(3,435)</b>	<b>TOTAL Income</b>		<b>(3,134)</b>	<b>(3,255)</b>	<b>(3,298)</b>
<b>(799)</b>	<b>TOTAL LOCAL RISK</b>	A	<b>(458)</b>	<b>(188)</b>	<b>(537)</b>
	<b>RECHARGES</b>				
178	Central Recharges		99	193	188
(10)	Recharges Within Fund		(10)	(10)	(10)
41	Capital Projects		47	44	37
<b>209</b>	<b>TOTAL RECHARGES</b>	B	<b>136</b>	<b>227</b>	<b>215</b>
<b>(590)</b>	<b>TOTAL NET EXPENDITURE / (INCOME)</b>	A+B	<b>(322)</b>	<b>39</b>	<b>(322)</b>

<i>Actual</i> 2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
(590)	Tower Bridge Tourism		(322)	39	(322)
<b>(590)</b>	<b>TOTAL</b>		<b>(322)</b>	<b>39</b>	<b>(322)</b>

**FINANCE COMMITTEE - BRIDGE HOUSE ESTATES**

<i>Actual</i>  2011-12 £'000	<b>FINANCE COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>CENTRAL RISK</b>				
2,145	Supplies and Services		1,923	2,304	2,161
0	Contingencies		180	50	70
<b>2,145</b>	<b>Total Expenditure</b>		<b>2,103</b>	<b>2,354</b>	<b>2,231</b>
(5)	Customer, Client Receipts		0	0	0
(12,306)	Investment Income		(12,212)	(12,898)	(12,293)
<b>(12,311)</b>	<b>Total Income</b>		<b>(12,212)</b>	<b>(12,898)</b>	<b>(12,293)</b>
<b>(10,166)</b>	<b>TOTAL CENTRAL RISK</b>	A	<b>(10,109)</b>	<b>(10,544)</b>	<b>(10,062)</b>
	<b>RECHARGES</b>				
529	Central Recharges		518	636	627
178	Recharges Within Fund		178	178	178
5	Recharges Across Funds		5	5	5
73	Capital Projects		74	72	72
<b>785</b>	<b>TOTAL RECHARGES</b>	B	<b>775</b>	<b>891</b>	<b>882</b>
<b>(9,381)</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>(9,334)</b>	<b>(9,653)</b>	<b>(9,180)</b>

<i>Actual</i>  2011-12 £'000	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
(9,381)	Corporate and Democratic Core		(9,334)	(9,653)	(9,180)
<b>(9,381)</b>	<b>TOTAL</b>		<b>(9,334)</b>	<b>(9,653)</b>	<b>(9,180)</b>



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

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>PLANNING AND TRANSPORTATION COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
1,272	Employees		1,221	1,221	1,223
493	Premises Related Expenses		468	488	482
5	Transport Related Expenses		5	4	4
36	Supplies and Services		44	24	25
0	Contingencies		6	0	0
<b>1,806</b>	<b>TOTAL Expenditure</b>		<b>1,744</b>	<b>1,737</b>	<b>1,734</b>
<b>1,806</b>	<b>TOTAL LOCAL RISK</b>	A	<b>1,744</b>	<b>1,737</b>	<b>1,734</b>
	<b>CENTRAL RISK</b>				
910	Premises Related Expenses		937	990	1,020
24	Supplies and Services		53	53	53
<b>934</b>	<b>Total Expenditure</b>		<b>990</b>	<b>1,043</b>	<b>1,073</b>
<b>934</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>990</b>	<b>1,043</b>	<b>1,073</b>
	<b>RECHARGES</b>				
772	Central Recharges		701	806	762
(4)	Recharges Within Fund		(4)	(4)	(4)
21	Capital Projects		28	24	23
<b>789</b>	<b>TOTAL RECHARGES</b>	C	<b>725</b>	<b>826</b>	<b>781</b>
<b>3,529</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>3,459</b>	<b>3,606</b>	<b>3,588</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-12 £'000</i>	<i>Original Budget 2013-14 £'000</i>
1,627	Bridges		1,625	1,788	1,779
1,902	Tower Bridge Operational		1,834	1,818	1,809
<b>3,529</b>	<b>TOTAL</b>		<b>3,459</b>	<b>3,606</b>	<b>3,588</b>

**PROPERTY INVESTMENT BOARD - BRIDGE HOUSE ESTATES**

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>PROPERTY INVESTMENT BOARD COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
729	Employees		835	843	783
2,220	Premises Related Expenses		2,473	3,110	2,836
832	Supplies and Services		1,165	1,132	1,011
<b>3,781</b>	<b>TOTAL Expenditure</b>		<b>4,473</b>	<b>5,085</b>	<b>4,630</b>
	<b>Income</b>				
0	Other Grants, Reimbursements and Contributions		(95)	(95)	0
(2,147)	Customer, Client Receipts		(2,273)	(2,415)	(2,505)
<b>(2,147)</b>	<b>TOTAL Income</b>		<b>(2,368)</b>	<b>(2,510)</b>	<b>(2,505)</b>
<b>1,634</b>	<b>TOTAL LOCAL RISK</b>	A	<b>2,105</b>	<b>2,575</b>	<b>2,125</b>
	<b>CENTRAL RISK</b>				
1,808	Transfer to Reserve		1,838	1,838	1,838
<b>1,808</b>	<b>Total Expenditure</b>		<b>1,838</b>	<b>1,838</b>	<b>1,838</b>
(23,242)	Customer, Client Receipts		(20,719)	(20,915)	(20,447)
(2)	Transfer from Reserves		0	0	0
<b>(23,244)</b>	<b>Total Income</b>		<b>(20,719)</b>	<b>(20,915)</b>	<b>(20,447)</b>
<b>(21,436)</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(18,881)</b>	<b>(19,077)</b>	<b>(18,609)</b>
	<b>RECHARGES</b>				
2,014	Central Recharges		1,859	2,009	1,975
1,306	Recharges Across Funds		1,054	1,059	988
94	Capital Projects		101	96	95
<b>3,414</b>	<b>TOTAL RECHARGES</b>	C	<b>3,014</b>	<b>3,164</b>	<b>3,058</b>
<b>(16,388)</b>	<b>TOTAL NET INCOME</b>	A+B+C	<b>(13,762)</b>	<b>(13,338)</b>	<b>(13,426)</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
(16,388)	Bridge House Estates		(13,762)	(13,338)	(13,426)
<b>(16,388)</b>	<b>TOTAL</b>		<b>(13,762)</b>	<b>(13,338)</b>	<b>(13,426)</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
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**

General Expenditure Summary		ESTIMATED EXPENDITURE									
COMMITTEE		Cost	Latest	Exp. pre	2012/13	2013/14	2014/15	2015/16	2016/17	Later yrs	
		App'd by CCC £000	Est'd Cost £000	01/04/12 £000	£000	£000	£000	£000	£000	£000	£000
FINANCE		4,791	4,729	4,681	35	9	2	2	0	0	0
PROPERTY INVESTMENT BOARD		3,188	3,191	56	617	763	1,755	0	0	0	0
<b>TOTALS FOR BRIDGE HOUSE ESTATES</b>		<b>7,979</b>	<b>7,920</b>	<b>4,737</b>	<b>652</b>	<b>772</b>	<b>1,757</b>	<b>2</b>	<b>2</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 01/04/12 £000	Estimated Expenditure						Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
<b>REIMBURSEMENTS TO CITY'S CASH</b>												
70100002	CORPORATE CAPITAL PROJECTS (EX GIP)	CH	799	801	753	35	9	2	2	0	0	0
70100003	GUILDHALL IMPROVEMENT PROJECT (GIP)	CH	3,992	3,928	3,928	0	0	0	0	0	0	0
<b>Totals for REIMBURSEMENTS TO CITY'S CASH</b>			<b>4,791</b>	<b>4,729</b>	<b>4,681</b>	<b>35</b>	<b>9</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for FINANCE</b>			<b>4,791</b>	<b>4,729</b>	<b>4,681</b>	<b>35</b>	<b>9</b>	<b>2</b>	<b>2</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 01/04/12 £000	Estimated Expenditure							Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000		
<b>DESIGNATED SALES POOL</b>													
68100002	181 QUEEN VICTORIA ST REDEVELOPMENT	CS	779	782	27	0	0	755	0	0	0	0	
68100009	BRIDGE MASTER'S CAR PARK DEVELOPMENT	CS	2,302	2,302	29	510	763	1,000	0	0	0	0	
68100011	BRIDGE MASTER'S HOUSE PH2 POST EVN	CS	107	107	0	107	0	0	0	0	0	0	
<b>Totals for DESIGNATED SALES POOL</b>			<b>3,188</b>	<b>3,191</b>	<b>56</b>	<b>617</b>	<b>763</b>	<b>1,755</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>3,188</b>	<b>3,191</b>	<b>56</b>	<b>617</b>	<b>763</b>	<b>1,755</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



**SUPPLEMENTARY REVENUE EXPENDITURE SUMMARY  
BRIDGE HOUSE ESTATES**

General Expenditure Summary		ESTIMATED EXPENDITURE									
		COMMITTEE	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Later yrs £000
PLANNING AND TRANSPORTATION		14,808	11,887	10,515	1,372	0	0	0	0	0	0
PROPERTY INVESTMENT BOARD		142	140	52	88	0	0	0	0	0	0
<b>TOTALS FOR BRIDGE HOUSE ESTATES</b>		<b>14,950</b>	<b>12,027</b>	<b>10,567</b>	<b>1,460</b>	<b>0</b>	<b>0</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 01/04/12 £000	Estimated Expenditure						Later yrs £000
						2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000		
<b>BRIDGE REPAIRS/MAINT/MAJOR WKS FUND</b>												
72002921	SOUTHWARK BRIDGE REDECORATION	CS	4,404	2,589	2,588	1	0	0	0	0	0	0
72002930	PARK ST BRIDGE WATERPROOFING	CS	7	7	0	7	0	0	0	0	0	0
72100001	TOWER BRIDGE REDECORATION 2008/12	CS	5,051	4,677	4,650	27	0	0	0	0	0	0
72800002	LONDON BRIDGE JOINT REPLACEMENT	CS	858	435	467	-32	0	0	0	0	0	0
72800003	TOWER BRIDGE ACCESS IMPROVEMENTS	CS	663	587	544	43	0	0	0	0	0	0
72800004	MILLENNIUM BRIDGE INCLINATOR	CS	762	734	479	255	0	0	0	0	0	0
72800005	BLACKFRIARS BRIDGE JOINT REPLACEMENT	CS	329	160	279	-119	0	0	0	0	0	0
72800006	TOWER BRIDGE RELIGHTING FOR 2012	CS	2,000	2,001	1,374	627	0	0	0	0	0	0
72800007	THAMES BRIDGES ANIMATION - SOUTHWARK	BE	323	338	119	219	0	0	0	0	0	0
72800008	THAMES BRIDGES ANIMATION - MILLENNIUM	BE	57	58	1	57	0	0	0	0	0	0
72800009	THAMES BRIDGES ANIMATION - BLACKFRIARS	BE	175	170	1	169	0	0	0	0	0	0
72800010	THAMES BRIDGES ANIMATION - LONDON	BE	156	102	0	102	0	0	0	0	0	0
72800011	THAMES BRIDGES ANIMATION - GENERAL	BE	23	29	13	16	0	0	0	0	0	0
<b>Totals for BRIDGE REPAIRS/MAINT/MAJOR WKS FUND</b>			<b>14,808</b>	<b>11,887</b>	<b>10,515</b>	<b>1,372</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PLANNING AND TRANSPORTATION</b>			<b>14,808</b>	<b>11,887</b>	<b>10,515</b>	<b>1,372</b>	<b>0</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		Exp. pre 01/04/12	Estimated Expenditure					Later yrs	
			App'd by CCC £000	Latest Est'd Cost £000		2012/13	2013/14	2014/15	2015/16	2016/17		£000
<b>DESIGNATED SALES POOL</b>												
68100008	COLECHURCH HOUSE	CS	75	73	52	21	0	0	0	0	0	0
68800001	BRIDGE MASTER'S HOUSE - PH 2	CS	35	35	0	35	0	0	0	0	0	0
68800002	15/17 ELDON ST REFURB	CS	32	32	0	32	0	0	0	0	0	0
<b>Totals for DESIGNATED SALES POOL</b>			<b>142</b>	<b>140</b>	<b>52</b>	<b>88</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals for PROPERTY INVESTMENT BOARD</b>			<b>142</b>	<b>140</b>	<b>52</b>	<b>88</b>	<b>0</b>	<b>0</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>	<b>GUILDHALL ADMINISTRATION SUMMARY</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>
	<b>Gross Expenditure</b>			
913	Culture, Heritage and Libraries	913	913	913
12,222	Establishment	10,951	12,004	11,435
47,962	Finance	47,132	47,967	47,721
<b>61,097</b>		<b>58,996</b>	<b>60,884</b>	<b>60,069</b>
<b>(61,097)</b>	Recovery of Central Support Costs	<b>(58,996)</b>	<b>(60,884)</b>	<b>(60,069)</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>  <i>2011-12</i> <i>£'000</i>	<b>CULTURE, HERITAGE AND LIBRARIES COMMITTEE SUMMARY</b> <i>Analysis of Service Expenditure</i>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'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>
<b>(913)</b>	<b>RECOVERY OF CENTRAL SUPPORT COSTS</b>	B	<b>(913)</b>	<b>(913)</b>	<b>(913)</b>
<b>0</b>	<b>TOTAL NET EXPENDITURE</b>	A+B	<b>0</b>	<b>0</b>	<b>0</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original Budget 2012-13 £'000</i>	<i>Latest Approved Budget 2012-13 £'000</i>	<i>Original Budget 2013-14 £'000</i>
<b>913</b>	London Metropolitan Archives		<b>913</b>	<b>913</b>	<b>913</b>
<b>(913)</b>	Recovery of Central Support Costs		<b>(913)</b>	<b>(913)</b>	<b>(913)</b>
<b>0</b>	<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>



**ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION**

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>ESTABLISHMENT COMMITTEE SUMMARY</b>  <i>Analysis of Service Expenditure</i>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
9,939	Employees		9,480	9,882	9,674
12	Transport Related Expenses		11	12	12
2,114	Supplies and Services		2,109	1,633	1,443
138	Third Party Payments		134	134	134
15	Transfer to Reserve		0	0	0
0	Contingencies		2	2	2
<b>12,218</b>	<b>TOTAL Expenditure</b>		<b>11,736</b>	<b>11,663</b>	<b>11,265</b>
	<b>Income</b>				
(45)	Other Grants, Reimbursements and Contributions		(34)	(34)	(34)
(1,494)	Customer, Client Receipts		(1,547)	(1,540)	(1,551)
<b>(1,539)</b>	<b>TOTAL Income</b>		<b>(1,581)</b>	<b>(1,574)</b>	<b>(1,585)</b>
<b>10,679</b>	<b>TOTAL LOCAL RISK</b>	A	<b>10,155</b>	<b>10,089</b>	<b>9,680</b>
	<b>CENTRAL RISK</b>				
462	Employee Expenses		261	389	232
62	Premises Related Expenses		0	0	0
0	Supplies and Services		0	29	29
19	Third Party Payments		20	20	20
0	Contingencies		16	16	16
<b>543</b>	<b>Total Expenditure</b>		<b>297</b>	<b>454</b>	<b>297</b>
(190)	Customer, Client Receipts		(492)	(220)	(206)
<b>(190)</b>	<b>Total Income</b>		<b>(492)</b>	<b>(220)</b>	<b>(206)</b>
<b>353</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>(195)</b>	<b>234</b>	<b>91</b>
	<b>RECHARGES</b>				
1,305	Central Recharges		1,106	1,796	1,779
(26)	Recharges Within Fund		(26)	(26)	(26)
(89)	Recharges Across Funds		(89)	(89)	(89)
<b>1,190</b>	<b>TOTAL RECHARGES</b>	C	<b>991</b>	<b>1,681</b>	<b>1,664</b>
<b>(12,222)</b>	<b>RECOVERY OF CENTRAL SUPPORT COSTS</b>	D	<b>(10,951)</b>	<b>(12,004)</b>	<b>(11,435)</b>
<b>0</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C+D	<b>0</b>	<b>0</b>	<b>0</b>

<i>Actual</i>  <i>2011-12</i> <i>£'000</i>	<b>SERVICES MANAGED</b>		<i>Original</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Latest Approved</i> <i>Budget</i> <i>2012-13</i> <i>£'000</i>	<i>Original</i> <i>Budget</i> <i>2013-14</i> <i>£'000</i>
7,559	Town Clerk's Office		6,776	7,289	6,899
0	Printing and Stationery Section		0	0	0
1,041	Corporate Services		1,108	1,155	1,077
3,622	Comptroller and City Solicitor		3,067	3,560	3,459
<b>12,222</b>			<b>10,951</b>	<b>12,004</b>	<b>11,435</b>
<b>(12,222)</b>	Recovery of Central Support Costs		<b>(10,951)</b>	<b>(12,004)</b>	<b>(11,435)</b>
<b>0</b>	<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>

**FINANCE COMMITTEE - GUILDHALL ADMINISTRATION**

<i>Actual</i>	<b>FINANCE COMMITTEE SUMMARY</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>	<i>Analysis of Service Expenditure</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
18,997	Employees		18,561	18,930	18,976
2,889	Premises Related Expenses		3,396	3,320	2,926
50	Transport Related Expenses		78	67	67
3,198	Supplies and Services		3,404	3,173	2,787
77	Transfer to Reserve		0	0	0
0	Contingencies		1	0	0
<b>25,211</b>	<b>TOTAL Expenditure</b>		<b>25,440</b>	<b>25,490</b>	<b>24,756</b>
	<b>Income</b>				
(1,956)	Customer, Client Receipts		(1,834)	(1,834)	(1,854)
(2)	Recharges to Capital Projects		0	0	0
<b>(1,958)</b>	<b>TOTAL Income</b>		<b>(1,834)</b>	<b>(1,834)</b>	<b>(1,854)</b>
<b>23,253</b>	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>		<b>23,606</b>	<b>23,656</b>	<b>22,902</b>
<b>754</b>	<b>Repairs and Maintenance (City Surveyor)</b>		<b>302</b>	<b>800</b>	<b>1,460</b>
<b>24,007</b>	<b>TOTAL LOCAL RISK</b>	A	<b>23,908</b>	<b>24,456</b>	<b>24,362</b>
	<b>CENTRAL RISK</b>				
527	Employee Expenses		0	0	0
13,356	Premises Related Expenses		13,949	13,559	13,659
330	Transport Related Expenses		432	400	423
2,090	Supplies and Services		2,140	1,780	1,807
<b>16,303</b>	<b>Total Expenditure</b>		<b>16,521</b>	<b>15,739</b>	<b>15,889</b>
(3,012)	Customer, Client Receipts		(3,048)	(2,914)	(3,173)
(40)	Investment Income		0	0	0
<b>(3,052)</b>	<b>Total Income</b>		<b>(3,048)</b>	<b>(2,914)</b>	<b>(3,173)</b>
<b>13,251</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>13,473</b>	<b>12,825</b>	<b>12,716</b>
	<b>RECHARGES</b>				
3,134	Central Recharges		2,155	2,988	2,977
26	Recharges Within Fund		26	26	26
7,544	Recharges Across Funds		7,570	7,672	7,640
<b>10,704</b>	<b>TOTAL RECHARGES</b>	C	<b>9,751</b>	<b>10,686</b>	<b>10,643</b>
<b>(47,962)</b>	<b>RECOVERY OF CENTRAL SUPPORT COSTS</b>	D	<b>(47,132)</b>	<b>(47,967)</b>	<b>(47,721)</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>SERVICES MANAGED</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2011-12</i>			<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2012-13</i>	<i>2012-13</i>	<i>2013-14</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
11,327	Chamberlain's Department - General		10,478	11,118	10,677
10,385	Chamberlain's Department - Insurances		10,497	10,295	10,360
8,639	Chamberlain's Department - IS		7,744	7,992	7,823
10,506	Guildhall Administration - City Surveyor		11,272	11,319	11,648
0	Guildhall Administration - Remembrancer		0	0	0
1,898	Public Relations - Town Clerk		1,836	1,846	1,814
5,207	City Surveyors Department		5,305	5,397	5,399
<b>47,962</b>			<b>47,132</b>	<b>47,967</b>	<b>47,721</b>
<b>(47,962)</b>	Recovery of Central Support Costs		<b>(47,132)</b>	<b>(47,967)</b>	<b>(47,721)</b>
<b>0</b>	<b>TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>