

## DERBY HOMES MANAGEMENT ACCOUNTS 2011/12 – PERIOD 11

Report of the Director and Company Secretary

### 1. SUMMARY

The report tables the management accounts for Derby Homes for the eleven months to February 2012. It compares actual expenditure for April to February against budget and extracts a difference.

### 2. RECOMMENDATION

To note the report and appendices.

### 3. MATTER FOR CONSIDERATION

#### 3.1 Overall Year to Date Result and Forecast for Year

	<b>P11 YTD Appendix 1</b>	<b>YTD Period 10</b>	<b>Difference (P11-P10)</b>	<b>Forecast Appendix 10</b>	<b>P10 Forecast</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Maintenance	63	177	(114)	(56)	121
Management	369	297	72	390	288
<b>Total</b>	<b>432</b>	<b>474</b>	<b>(42)</b>	<b>334</b>	<b>409</b>

This shows we are estimating a profit at year end of £334,000.

#### 3.2 Maintenance Review of Results

<b>Appendices 2 to 5</b>	<b>YTD Period 11</b>	<b>YTD Period 10</b>	<b>Difference (P11-P10)</b>	<b>Forecast for year</b>	<b>P10 Forecast</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Day to Day Repairs	205	247	(42)	220	260
Gas Breakdowns and Servicing	(204)	(204)	-	(221)	(225)
Voids	(147)	(100)	(47)	(200)	(110)
Electrical Testing	4	8	(4)	4	10
Facilities Maintenance	(51)	(61)	10	(55)	(75)
Specialist Works	161	132	29	75	80
Planned Repairs	(39)	43	(82)	(24)	41
Estates Maintenance	5	0	5	5	0
Contingency	129	112	17	140	140
<b>Total YTD</b>	<b>63</b>	<b>177</b>	<b>(114)</b>	<b>(56)</b>	<b>121</b>

The main variances over the budget are explained as follows:

### **3.3 Day to Day Repairs**

- 3.3.1 Appendix 2 shows that on average the number of jobs per day has risen from 3.3 in July to 4.4 in February. The increased productivity and new working practices have resulted in reduced materials, subcontractor, agency and vehicle costs. This has resulted in a substantial saving against budget which is now forecast at £220,000 for the full year.

### **Gas Breakdowns and Servicing**

- 3.3.2 The start up of these operations resulted in considerable one off costs during the interim arrangements and there were substantial sub-contract costs in addition to the take on of own labour. The results for period 4 showed an overspend of £103,000 and the late invoicing of £143,000 due to Lovells after the collapse of Connaughts referred to in the period 10 report should also have been processed at that time which would have resulted in a period 4 overspend of £246,000. The current year to date results show an overspend of £204,000 and this is therefore largely due to start up and interim stage costs.
- 3.3.3 The total out-turn expenditure for 2011/12 is estimated at £2,046,000 of which at least £200,000 should be viewed as the additional costs incurred in the start up period. This indicates underlying costs of the service in 2011/12 as circa £1,800,000. The budget for expenditure in 2012/13 is £1,987,000 and so even allowing for a less favourable winter, the service should break even in 2012/13.

### **Voids**

- 3.3.4 The overspend on Voids arose largely in May when 152 voids were handled compared to the average for the remaining months of 99. The average Void repairs re-let time has reduced from 24.1 in April to 13.2 in February with the overall average now standing at 14.1. These operations have been turned round but in the current month £60,000 of invoices have been processed that related to prior months. These costs offset by improved current trading resulted in the overspend in the year to date increasing to £147,000 compared to £100,000 at the end of period 10. The out-turn forecast overspend has been increased by £90,000 to £200,000 to cover these additional costs and to provide for additional year end commitment accruals due to higher Nat Fed rates now being used in the Schedule of Rates. This £200,000 overspend has not been funded in the 2012/13 budget.

### **Facilities Maintenance**

- 3.3.5 The overspend in the year to date of £51,000 and the forecast overspend of £55,000 are due to there being no budgets for the apprentices and vehicles transferred from the Estates Response Team. There is a corresponding underspend in the Management Fee Operations. The budgets have been corrected for 2012/13 and onwards.

## **Specialist Works**

- 3.3.6 The underspend in specialist works has increased since period 10 by £29,000 to £161,000. The current underspend relates to reduced expenditure on fire alarms, door entry systems, lifts and drainage due to less maintenance and legislation changes on the drainage resulting in Severn Trent picking up more of the costs. However, the forecast out turn has been adjusted to an underspend of £75,000 compared to £80,000 forecast at the end of period 10 because it is anticipated that there will be exceptionally heavy expenditure relating to work done in March. .

## **Planned Repairs**

- 3.3.7 Weather conditions were such that painting works which had previously been planned for 2012/13 have been brought forward and costs of £180,000 were processed in February resulting in an overspend in the year to date of £39,000 compared to an underspend to period 10 of £43,000. As a result the out-turn forecast has been revised to an overspend of £24,000 compared to an underspend of £41,000 as reported at period 10.

## **Contingency**

- 3.3.8 The contingency was set aside to cover the charge from Lovells, pension fund payments which are required to reduce past deficits and additional costs that could have arisen as a result of prolonged bad weather conditions. The current underspend of £129,000 and the forecast underspend of £140,000 arise because the additional bad weather expenditure has not arisen at the time of writing and the Lovells payment has now been dealt with in the Gas Breakdowns and Servicing cost centres.

## **Capital - Kitchens & Bathrooms**

- 3.3.9 Appendix 3 shows the operating statement for Kitchens and Bathrooms from April 2011 to February 2012. The current overspend of £159,000 is due to the number of non-standard kitchens and bathrooms that have been handled in the year to date.
- 3.3.10 In the year to date 539 kitchens have been installed with an average cost of £3,700 and 384 bathrooms have been installed at an average cost of £2,400. Included in these numbers are 104 kitchens and 86 bathrooms that are non-standard, many requiring dry lining and it is estimated that this has resulted in additional costs of £100,000 on kitchens and £50,000 on bathrooms.
- 3.3.11 The forecast overspend at the close of the financial year is £180,000 and it is anticipated that this will be met by the HRA. From period 10, agency work has been discontinued on kitchens and these operations are being undertaken by two teams instead of three. Whilst this is slowing productivity, it will reduce costs.

## **Capital - Solar Panels**

- 3.3.12 Appendix 3 also shows a summary of the Solar Panel work that we have undertaken for the Council. Expenditure in the year to date is ££5,600,000 and

this has been recharged at cost to the Council. The out-turn is expected to be expenditure of just over £6,000,000. The budget set aside by the Council was £7,000,000 but the out-turn reflects that the work had to be undertaken with regard to certain criteria. A total of circa 895 installations on flats and bungalows will have been completed and all of our criteria has been met.

- 3.3.13 This project has been very successful and has resulted in substantial financial benefit to the Council and to our tenants.

### Public Buildings

- 3.3.14 Appendix 4 shows the operating statement for Public Buildings from April 2011 to February 2012. Derby Homes manages this service on behalf of Derby City Council on a fully funded cost recovery basis. Work placed by Public Buildings in the year to date is £97,000 less than budget which will be returned to the Council.

### Maintenance overheads

- 3.3.15 Appendix 5 shows maintenance overhead expenditure for the eleven months ending February 2012. These costs are included in the maintenance accounts under Other Overheads. Overall overheads are overspent by £31k to period 11. The most significant overspend is tipping costs which is £112k overspent within the overall total. This overspend became more obvious in the current month as invoicing from the Council had fallen into arrears and invoices amounting to £70,000 were received in the period. The 2011/12 budget of £201,000 would appear to have been inadequate and the budget for 2012/13 has been set at £300,000. A full review of these charges is being undertaken and if necessary corrective action will be taken for 2012/13.

### Management Fee Operations

- 3.4 Appendix 6 shows the Operating Statement and Appendix 7 shows the variances in detail to date and a forecast. The forecast for all operations is also summarised in Appendix 10. A summary of the results and forecast is as follows:

	<b>YTD Period 11</b>	<b>YTD Period 10</b>	<b>Difference (P11-P10)</b>	<b>Forecast for year</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Income variances</b>	<b>117</b>	<b>94</b>	<b>23</b>	<b>101</b>
Pay variances	252	232	20	<b>290</b>
Non-pay variances	348	252	96	<b>379</b>
Business transformation expenditure carried forward	(349)	(281)	(68)	<b>(380)</b>
Adjusted non-pay variances	(1)	(29)	28	<b>(1)</b>
<b>Total expenditure variances</b>	<b>251</b>	<b>203</b>	<b>48</b>	<b>289</b>
<b>Surplus</b>	<b>368</b>	<b>297</b>	<b>71</b>	<b>390</b>

- 3.4.1 The variances are shown in detail in Appendix 7 but the principal items can be summarised as follows:

<b>Income variances</b>	<b>YTD Period 11</b>		<b>Forecast for year</b>
	<b>£'000</b>		<b>£'000</b>
Increased service charge income	110		127
Additional management fee for business transformation	46		50
Offset by reduction in recharges to maintenance operations	(54)		(59)
Other minor variances in income	15		(17)
<b>Total increases in income</b>	<b>117</b>		<b>101</b>

<b>Pay variances</b>	<b>YTD Period 11</b>		<b>Forecast for year</b>
	<b>£'000</b>		<b>£'000</b>
Restructuring and business transformation savings	251		278
Reduced pension contributions	145		168
Offset by additional pension payments to cover past deficit	(144)		(156)
<b>Total pay underspends</b>	<b>252</b>		<b>290</b>

<b>Non-pay variances</b>	<b>YTD Period 11</b>		<b>Forecast for year</b>
	<b>£'000</b>		<b>£'000</b>
Business transformation expenditure	349		380
Professional fees	70		70
Telephony costs	30		30
Expected overspend on IT expenditure	(100)		(110)
Net of other minor variances	(1)		9
<b>Total underspends on non-pay</b>	<b>348</b>		<b>379</b>
Less underspend on business transformation carried forward to reserves	(349)		(380)
<b>Total net underspend on non-pay</b>	<b>(1)</b>		<b>(1)</b>

- 3.4.2 In relation to the 2011/12 budget there is therefore a surplus of £390,000 net of the carry forward of business transformation costs of £380,000. It should be noted that the budget for 2012/13 has been adjusted accordingly and the same level of underspends will not be repeated.

- 3.4.3 Appendix 8 shows non-HRA and other council services. The overall result of these operations in the year to date is a contribution to other company overheads of £64,000.

### **Forecast**

- 3.5 The consolidated forecast is shown in Appendix 10 and is summarised as follows

	<b>£'000</b>	<b>£'000</b>
Maintenance operations		(56)
Management Fee Operations	770	
Business transformation expenditure carried forward	(380)	
		390
<b>Consolidated surplus</b>		<b>334</b>

- 3.5.1 We have now been advised that the additional loss of income from Supporting People that was planned for March will not now take effect until April. The out turn forecast has been adjusted accordingly. The possible reduction for 2012/13 was previously reported at £100,000 but we have been advised that it is now likely to be £180,000. The budget for 2012/13 and the forecasts through to 2014/15 have been adjusted accordingly. A further restructure of Supporting People budgets for 2013/14 is likely to result in future funding losses. Other options for income to replace Supporting People are being explored.

### **Balance Sheet**

- 3.6 The balance sheet for February 2012 is shown in Appendix 9. Included in the balance sheet is an overdrawn balance at bank of £2,560,000 compared to a balance of £224,000 at the close of period 10. The overdrawn balance at the end of the period was due to delays in payment of principal management fees and £3,100,000 of costs on Solar Panel work which were invoiced but not paid until March 2012. As a result of our banking arrangements with the Council, no interest should be incurred.

## **4. FINANCIAL AND BUSINESS PLAN IMPLICATIONS**

Overall this report indicates that Derby Homes is likely to end the year with a surplus before pension fund adjustments. This has been largely achieved by strong cost control, productivity increases and advancing the business transformation savings well ahead of schedule.

The areas listed below have no implications directly arising from this report:

- Consultation
- Legal and Confidentiality
- Council
- Personnel
- Environmental

- Equalities Impact Assessment
- Health & Safety
- Risk
- Policy Review

If Board members or others would like to discuss this report ahead of the meeting please contact the author, or Phil Davies, Chief Executive, [phil.davies@derbyhomes.org](mailto:phil.davies@derbyhomes.org) – Phone: 01332 888528

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Background Information: None.

Supporting Information: None.

## Summary of results for period 11 - February 2012

	Management Fee Operations	Housing Repairs Team	Capital	Public Buildings	Total Maintenance	Company Total
Months of operation	11	11	11	11	11	
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Operating Result: Surplus/(deficit)</b>	718	63	(159)	0	(96)	622
<b>Additional funding:</b>						
HRA Capital Programme			159		159	159
	718	63	0	0	63	781
Business Transformation Expenditure Carried forward	(349)				0	(349)
	369	63	0	0	63	432



## Appendix 2

## Derby Homes Repairs Team Trading Accounts to February 2012

	PERIOD	PERIOD	BUDGET	ACTUAL				
<u>Summary Of Repairs</u>	BUDGET 11-12	BUDGET	ACTUAL	YTD	YTD	INCOME	VARIANCE	FORECAST
	£	£	£	£	£	£	£	£
Day to Day	4,347,182	362,260	453,370	3,984,860	3,843,100	63,057	204,817	220,000
Gas Breakdowns	897,724	74,802	136,594	822,822	1,051,087	0	(228,265)	(245,000)
Voids	2,443,257	203,595	253,599	2,239,545	2,438,711	51,954	(147,212)	(200,000)
Electrical Testing	230,739	19,227	23,238	211,497	207,383	0	4,114	4,500
Gas Servicing	925,464	77,122	56,440	848,342	824,687	0	23,655	24,250
Facilities Maintenance	257,127	21,425	11,129	235,675	286,492	0	(50,817)	(55,000)
Specialist Works	1,620,963	135,076	105,708	1,485,836	1,333,941	9,350	161,245	74,500
Planned Repairs	932,002	77,664	159,513	854,304	892,954	0	(38,650)	(24,000)
Estates Maintenance	186,970	15,579	10,858	171,369	166,483	0	4,886	5,000
Contingency	307,267	25,604	8,624	281,644	152,864	0	128,780	140,000
	12,148,695	1,012,354	1,219,073	11,135,894	11,197,702	124,361	62,553	(55,750)

	BUDGET 11-12	PERIOD	PERIOD	BUDGET	ACTUAL	VARIANCE	FORECAST
	£	£	£	£	£	£	£
<b>INCOME</b>	12,148,695	1,012,354	1,033,510	11,136,229	11,260,590	124,361	117,000
Staff Costs	4,216,911	351,399	389,927	3,865,389	4,013,708	148,319	156,500
Materials	3,684,526	307,035	497,836	3,377,385	2,913,434	(463,951)	(341,500)
Subcontractors	2,544,074	212,006	183,431	2,332,066	2,460,349	128,283	147,000
Vehicles	475,759	39,639	22,462	436,029	496,223	60,194	20,500
Direct Overhead	128,912	10,737	(8,544)	118,107	284,723	186,866	169,750
<b>TOTAL DIRECT COSTS</b>	11,050,182	920,816	1,085,112	10,128,976	10,168,437	(39,461)	152,250
<b>GROSS PROFIT</b>	1,098,513	91,538	(51,602)	1,007,253	1,092,153	(84,900)	35,250
Other Overheads	1,098,513	91,538	133,961	1,006,918	1,029,265	22,347	20,500
<b>UNDER/(OVER SPEND)</b>	0	0	(185,563)	335	62,888	(62,553)	55,750

	April	May	June	July	August	September	October	November	December	January	February	Total To date
Day to Day Jobs 2011-12	2918	3407	3669	3216	3749	3861	3762	4137	3322	5164	4504	41709

Average Jobs per Day	Spend to Date inc additional income	£3,780,043
	Average Cost Per Job	£90.63

Day to Day 2011-12	April	May	June	July	August	September	October	November	December	January	February	
All Trades	-	-	-	3.3	3.7	3.8	3.8	4.1	4.5	4.8	4.4	
Joinery	-	-	-	3.4	3.3	3.4	3.3	3.4	3.9	4.5	4.0	
Electrical	-	-	-	4	4.8	5	5.3	5.8	5.9	6.0	5.6	
Plumbing	-	-	-	4.2	4.7	4.8	4.4	4.8	5.3	5.2	3.1	

	Last Year Actual	10-11 Target	Current Performance
Emergency Jobs	96.5%	98.5%	97.9%
1 Day Jobs	85.2%	98.0%	96.5%
1 Week Jobs	92.0%	95.0%	97.8%
30 Day Jobs	94.0%	95.0%	98.4%
90 Day jobs	90.6%	90.0%	99.5%

Voids 2011-12	April	May	June	July	August	September	October	November	December	January	February	Total To Date
Voids	98	152	95	116	96	90	95	87	102	108	104	1143
Garages	8	11	13	5	9	4	13	4	4	7	12	90
Temporaries	3	7	10	10	4	9	10	2	4	3	0	62
	109	170	118	131	109	103	118	93	110	118	116	1295

Spend to Date inc additional income for temporaries	£2,386,757
Less Cost for Garages	£13,500
Average Void Cost	£2,076.34

Voids 2011-12	April	May	June	July	August	September	October	November	December	January	February	Cumulative
Average Void Relet Time (Void Team Only)	24.1	16.5	9.7	10.07	10.26	13.5	16.04	14.05	12.52	15.3	13.2	14.1

### Appendix 3

#### Derby Homes Kitchens & Bathrooms Trading Accounts to February 2012

	BUDGET 11-12 £	PERIOD BUDGET £	PERIOD ACTUAL £	BUDGET YTD £	ACTUAL YTD £	VARIANCE £	FORECAST £
<b>BUDGET</b>	3,000,000	249,996	157,822	2,750,011	2,751,011	(1,000)	(1,000)
Staff Costs	992,266	82,687	72,910	909,557	892,855	16,702	19,000
Materials	996,125	83,009	103,828	913,099	964,195	(51,096)	(60,000)
Subcontractors	446,269	37,191	(13,694)	409,101	480,969	(71,868)	(80,000)
Vehicles	146,171	12,180	21,698	133,980	156,501	(22,521)	(25,000)
Direct Overhead	10,000	833	12,025	9,163	32,092	(22,929)	(10,000)
<b>TOTAL DIRECT COSTS</b>	<b>2,590,831</b>	<b>215,900</b>	<b>196,767</b>	<b>2,374,900</b>	<b>2,526,612</b>	<b>(151,712)</b>	<b>(156,000)</b>
<b>GROSS PROFIT</b>	<b>409,169</b>	<b>34,096</b>	<b>(38,945)</b>	<b>375,111</b>	<b>224,399</b>	<b>150,712</b>	<b>(157,000)</b>
Overheads	409,169	34,096	54,641	375,056	383,304	(8,248)	(20,000)
<b>NET SURPLUS/(DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>(93,586)</b>	<b>55</b>	<b>(158,905)</b>	<b>158,960</b>	<b>(177,000)</b>
Additional HRA Funding	0	0	0	0	158,905	(158,905)	177,000
	0	0	(93,586)	55	0	55	0

Kitchens	April	May	June	July	August	September	October	November	December	January	February	Total To Date
Type A	39	18	35	33	54	40	54	40	29	25	15	382
Type B	6	1	3	4	3	3	3	8	2	2	7	42
Type C	4	4	1	0	6	4	2	4	3	8	17	53
Type D	4	7	7	15	3	3	5	8	6	2	2	62
	53	30	46	52	66	50	64	60	40	37	41	539

Spend to Date £1,996,997  
Average Kitchen Cost £3,705.00

Bathrooms	April	May	June	July	August	September	October	November	December	January	February	Total To Date
Type A	27	13	23	21	23	28	30	27	25	24	17	258
Type B	4	3	8	6	6	11	9	7	6	6	10	76
Type C	1	2	3	4	5	2	2	5	1	0	3	28
Type D	0	0	0	0	0	0	0	1	0	1	8	10
Type E	1	0	0	1	2	0	3	2	3	0	0	12
	33	18	34	32	36	41	44	42	35	31	38	384

Spend to Date £912,919  
Average Bathroom Cost £2,377.39

#### Derby Homes Solar Panel Trading Accounts to February 2012

	BUDGET 11-12 £	PERIOD BUDGET £	PERIOD ACTUAL £	BUDGET YTD £	ACTUAL YTD £	VARIANCE £
<b>BUDGET</b>	7,000,000	416,664	3,386	4,583,304	5,623,817	1,040,513
Staff Costs	154,459	9,192	(368)	101,112	25,137	(75,975)
Materials	6,845,541	407,472	3,754	4,482,192	5,572,407	1,090,215
Subcontractors	0	0	0	0	16,004	16,004
Vehicles	0	0	0	0	820	820
Direct Overhead	0	0	0	0	9,449	9,449
<b>TOTAL DIRECT COSTS</b>	<b>7,000,000</b>	<b>416,664</b>	<b>3,386</b>	<b>4,583,304</b>	<b>5,623,817</b>	<b>1,040,513</b>
<b>GROSS PROFIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Overheads	0	0	0	0	0	0
<b>NET SURPLUS/DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendix 4

## Public Buildings Trading Accounts to February 2012

	BUDGET 11-12	PERIOD BUDGET	PERIOD ACTUAL	BUDGET YTD	ACTUAL YTD	VARIANCE
	£	£	£	£	£	£
<b>BUDGET</b>	<u>1,546,034</u>	<u>128,830</u>	<u>173,226</u>	<u>1,417,130</u>	<u>1,320,003</u>	<u>97,127</u>
Staff Costs	515,359	42,947	40,889	472,417	465,404	7,013
Materials	382,567	31,879	54,486	350,669	269,404	81,265
Subcontractors	264,000	22,000	43,156	242,000	227,783	14,217
Vehicles	102,000	8,497	12,018	93,467	93,081	386
Direct Overhead	<u>146,708</u>	<u>12,225</u>	<u>11,398</u>	<u>134,475</u>	<u>140,229</u>	<u>(5,754)</u>
<b>TOTAL DIRECT COSTS</b>	<u>1,410,634</u>	<u>117,548</u>	<u>161,947</u>	<u>1,293,028</u>	<u>1,195,901</u>	<u>97,127</u>
<b>GROSS PROFIT</b>	<u>135,400</u>	<u>11,282</u>	<u>11,279</u>	<u>124,102</u>	<u>124,102</u>	<u>0</u>
Other Overheads	135,400	11,282	11,279	124,102	124,102	0
<b>NET SURPLUS/(DEFICIT)</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Total spend to date 1st April - 29th February 2012  
Less amount already invoiced to DCC up to 31 January 2012  
Less Income recieved from non-property services jobs  
**Charge to DCC for February 2012**

£  
1,320,003  
1,086,699  
69,105  
**164,199**

Feb-12

Cost Centre=A500000 (London Road)

	Period Budget	Period Actual	Period Variance	Variance %	Budget Year to Date	Actual Year to Date	Variance Year to Date	Variance %	Budget Full Year	Last Year Equivalent
<b>Employee costs</b>										
B1200 Operational Salaries-Er N.I.	2,597	3,025	(428)	(16)	28,567	33,659	(5,092)	(18)	31,166	1,537
B1300 Operationalsalaries-Er LG supn	3,959	3,643	316	8	43,549	39,149	4,400	10	47,506	2,814
B2100 Operational Wages - General	36,319	37,075	(756)	(2)	399,509	402,345	(2,836)	(1)	435,836	22,269
B3000 Payments to Subcontractors	0	0	0	n/m	0	0	0	n/m	0	2,855
B4200 Other Inland Revenue	0	0	0	n/m	0	(7)	7	n/m	0	(2)
B4400 First Aid	0	16	(16)	n/m	0	894	(894)	n/m	0	8
B6400 Occupational Health	0	0	0	n/m	0	260	(260)	n/m	0	180
B6900 Training Expenses	0	(194)	194	n/m	0	(186)	186	n/m	0	0
<b>Subtotal Employee costs</b>	<b>42,875</b>	<b>43,565</b>	<b>(690)</b>	<b>(2)</b>	<b>471,625</b>	<b>476,113</b>	<b>(4,488)</b>	<b>(1)</b>	<b>514,508</b>	<b>29,661</b>
<b>Office costs</b>										
C1000 Direct Materials	0	48	(48)	n/m	0	5,126	(5,126)	n/m	0	0
C1050 Direct Consumables	0	0	0	n/m	0	0	0	n/m	0	50
C1100 Property Repairs	1,666	16,975	(15,309)	(919)	18,326	44,143	(25,817)	(141)	20,000	72
C2100 Electricity	1,185	(559)	1,744	147	13,035	10,888	2,147	16	14,220	1,994
C2500 Gas	1,114	1,543	(429)	(38)	12,254	12,058	196	2	13,375	6,000
C3100 Rent	1,416	833	583	41	15,576	9,163	6,413	41	17,000	3,497
C3600 Non Domestic Rates	3,000	3,834	(834)	(28)	33,000	31,799	1,201	4	36,000	3,000
C4100 Water	817	2,840	(2,023)	(248)	8,987	16,711	(7,724)	(86)	9,805	975
C5100 Cleaning Materials	1,346	4,444	(3,098)	(230)	14,806	15,564	(758)	(5)	16,160	1,616
C5200 Cleaning Services	0	100	(100)	n/m	0	408	(408)	n/m	0	0
<b>Subtotal Office Costs</b>	<b>10,544</b>	<b>30,057</b>	<b>(19,513)</b>	<b>(185)</b>	<b>115,984</b>	<b>145,861</b>	<b>(29,877)</b>	<b>(26)</b>	<b>126,560</b>	<b>17,204</b>
<b>Travel costs</b>										
D1100 R and M - Vehicles	0	(494)	494	n/m	0	0	0	n/m	0	(400)
D1200 Fuel	0	116	(116)	n/m	0	446	(446)	n/m	0	(82)
D1300 Hire Of Vehicles	0	(440)	440	n/m	0	(330)	330	n/m	0	0
D2100 Car Allowances-Lump Sum Allow	4,016	0	4,016	100	44,176	6,516	37,660	85	48,200	0
D2200 Car Allowances-Mileage Allow	3,305	115	3,190	97	36,355	2,434	33,921	93	39,675	213
D3100 Insurance - Vehicles	0	0	0	n/m	0	444	(444)	n/m	0	0
<b>Subtotal Travel costs</b>	<b>7,321</b>	<b>(703)</b>	<b>8,024</b>	<b>110</b>	<b>80,531</b>	<b>9,510</b>	<b>71,021</b>	<b>88</b>	<b>87,875</b>	<b>(269)</b>
<b>Supplies &amp; Services</b>										
E1000 Indirect consumables and materials	566	421	145	26	6,226	1,776	4,450	71	6,800	0
E1010 Payment to Subcontractors	0	0	0	n/m	0	181	(181)	n/m	0	0
E1050 Works Tools	0	357	(357)	n/m	0	582	(582)	n/m	0	0
E1100 Furniture and Equipment	0	176	(176)	n/m	0	5,386	(5,386)	n/m	0	245
E1400 Protective and Industrial Clothing	0	0	0	n/m	0	7	(7)	n/m	0	0
E2100 Printing	359	1,298	(939)	(261)	3,949	0	3,949	100	4,310	218
E2150 Stationery	544	1,438	(894)	(164)	5,984	5,129	855	14	6,530	344
E2200 Photocopying	368	0	368	100	4,048	4,068	(20)	0	4,420	226
E2400 Postages	143	63	80	56	1,573	1,222	351	22	1,725	0
E3100 Legal Fees	1,666	1,667	(1)	0	18,326	18,327	(1)	0	20,000	0
E3200 Professional Charges	4,166	4,994	(828)	(20)	45,826	46,654	(828)	(2)	50,000	6,229
E3300 Collection and Disposal Of Refuse	451	0	451	100	4,961	2,424	2,537	51	5,420	385
E3310 Tipping	17,500	77,994	(60,494)	(346)	192,500	304,114	(111,614)	(58)	210,000	21,090
E3350 Removal Expenses - General	0	0	0	n/m	0	590	(590)	n/m	0	0
E3400 Security Services	3,534	12,470	(8,936)	(253)	38,874	53,392	(14,518)	(37)	42,409	4,500
E3500 Publicity	0	66	(66)	n/m	0	66	(66)	n/m	0	0
E4100 Telephones - Land Lines	467	(4,670)	5,137	1,100	5,137	0	5,137	100	5,610	583
E4200 Mobile Phone	0	0	0	n/m	0	680	(680)	n/m	0	0
E4600 IT Revenue Expenditure	0	0	0	n/m	0	4,398	(4,398)	n/m	0	2,800
E5100 Miscellaneous Expenditure	625	(685)	1,310	210	6,875	4,863	2,012	29	7,519	(6,464)
E6100 Travel and Subsistence	0	7	(7)	n/m	0	158	(158)	n/m	0	16
E6300 Subscriptions and Registrations	213	609	(396)	(186)	2,343	3,494	(1,151)	(49)	2,563	0
E6400 Provisions and Refreshments	0	0	0	n/m	0	698	(698)	n/m	0	48
E7300 Public And General Insurance	8,383	7,868	515	6	92,213	86,545	5,668	6	100,607	7,985
E8150 Compensation Scheme	0	0	0	n/m	0	40	(40)	n/m	0	0
E9120 Staff Care-Uniforms	0	290	(290)	n/m	0	1,508	(1,508)	n/m	0	(242)
F1100 Other Hired and Contracted Svs	1,259	(10,516)	11,775	935	13,849	2,074	11,775	85	15,112	0
G9100 RT overhead recharge (Transfer from)	(110,332)	(173,289)	62,957	57	(1,213,652)	(1,244,171)	30,519	3	(1,323,991)	(89,761)
J1010 Depreciation Adjustment	0	0	0	n/m	0	0	0	n/m	0	4,300
<b>Subtotal Supplies &amp; Services</b>	<b>(70,088)</b>	<b>(79,442)</b>	<b>9,354</b>	<b>13</b>	<b>(770,968)</b>	<b>(695,795)</b>	<b>(75,173)</b>	<b>(10)</b>	<b>(840,966)</b>	<b>(47,499)</b>
<b>Support Services</b>										
H1001 Support Services - Telecomms	1,753	1,753	0	0	19,283	19,283	0	0	21,038	0
H1002 Support Services-Computer Serv	3,622	3,622	0	0	39,842	39,842	0	0	43,464	0
H1005 Support Svs-Mktg & Comms	0	0	0	n/m	0	0	0	n/m	0	0
H1006 Support Svs-Corp Serv M&A	2,704	2,704	0	0	29,744	29,744	0	0	32,448	0
H1007 Support Services-Legal	468	468	0	0	5,148	5,148	0	0	5,621	0
H1008 Support Services-Valuation	69	69	0	0	759	759	0	0	836	0
H1009 Support Services-Personnel	0	0	0	n/m	0	0	0	n/m	0	0
H1010 Support Services-Central Services	0	0	0	n/m	0	0	0	n/m	0	9,358
H1011 Support Services - Audit	718	718	0	0	7,898	7,898	0	0	8,616	0
H1012 Support Services-Cash Office	0	0	0	n/m	0	0	0	n/m	0	0
H1013 Support Services-Systems	0	0	0	n/m	0	0	0	n/m	0	0
H1015 Support Services-Projects	0	0	0	n/m	0	0	0	n/m	0	0
H1019 Support Services - Grounds Maintenanc	0	0	0	n/m	0	0	0	n/m	0	510
<b>Subtotal Support Services</b>	<b>9,334</b>	<b>9,334</b>	<b>0</b>	<b>0</b>	<b>102,674</b>	<b>102,674</b>	<b>0</b>	<b>0</b>	<b>112,023</b>	<b>9,868</b>
<b>Total Expenditure</b>	<b>(14)</b>	<b>2,811</b>	<b>(2,825)</b>	<b>(20,180)</b>	<b>(154)</b>	<b>38,363</b>	<b>(38,517)</b>	<b>(25,011)</b>	<b>0</b>	<b>8,964</b>
<b>Income</b>										
W1001 Fees and Charges - General	0	0	0	n/m	0	0	0	n/m	0	(9,036)
W5300 Other Miscellaneous Income	0	(2,810)	2,810	n/m	0	(38,362)	38,362	n/m	0	(10)
<b>Total Income</b>	<b>0</b>	<b>(2,810)</b>	<b>2,810</b>	<b>n/m</b>	<b>0</b>	<b>(38,362)</b>	<b>38,362</b>	<b>n/m</b>	<b>0</b>	<b>(9,046)</b>
<b>Total Net (Income)/Expenditure</b>	<b>(14)</b>	<b>1</b>	<b>(15)</b>	<b>(106)</b>	<b>(154)</b>	<b>1</b>	<b>(155)</b>	<b>(100)</b>	<b>0</b>	<b>(82)</b>

## Management Fee Operating Statement: February 2012

Period: 11 2011/2012



	Period Budget	Period Actual	Period Variance	Variance %	Budget Year to Date	Actual Year to Date	Variance Year to Date	Variance %	Budget Full Year	Forecast	Variance
	£	£	£		£	£	£		£	£	£
<b>Fee Income</b>	810,042	810,042	0	0	8,910,462	8,910,462	0	0	9,720,500	9,720,500	0
<b>Misc Income:</b>											
Service Charges from Council	62,457	73,211	10,754	68	687,027	797,382	110,355	16	749,500	876,500	127,000
Capital Programme/Estates Pride	10,916	10,916	0	0	120,076	120,076	0	0	131,000	131,000	0
Supporting People Grant - Tenancy Support	22,747	22,293	(454)	(2)	250,217	245,223	(4,994)	(2)	272,975	266,975	(6,000)
Supporting People Grant - Sheltered Housing	61,493	60,264	(1,229)	(2)	676,423	662,903	(13,520)	(2)	737,925	724,925	(13,000)
Derby Homes Rents	3,942	6,510	2,568	17	43,362	48,715	5,353	12	47,311	51,311	4,000
External Management - Rents	26,073	9,421	(16,652)	29	286,803	302,782	15,979	6	312,895	312,895	0
External Management Fees	6,519	20,386	13,867	202	71,709	97,358	25,649	36	78,263	78,263	0
Other Council Services	13,044	15,501	2,457	15	143,484	139,304	(4,180)	(3)	156,548	156,548	0
Other Income	75,600	92,538	16,938	37	831,600	867,573	35,973	4	907,278	957,278	50,000
Repairs and Investment Recharge	31,498	26,592	(4,906)	(16)	346,478	292,862	(53,616)	(15)	378,000	319,000	(59,000)
<b>Total Income</b>	<u>1,124,331</u>	<u>1,147,674</u>	<u>23,343</u>	<u>8</u>	<u>12,367,641</u>	<u>12,484,640</u>	<u>116,999</u>	<u>1</u>	<u>13,492,195</u>	<u>13,595,195</u>	<u>103,000</u>
<b>Employee Costs</b>	568,388	548,650	19,738	4	6,252,268	6,000,299	251,969	4	6,821,259	6,531,259	290,000
Travel Expenses	16,753	14,021	2,732	13	184,283	147,820	36,463	20	201,283	171,283	30,000
Office Costs	96,923	94,754	2,169	(5)	1,066,153	1,079,981	(13,828)	(1)	1,163,509	1,170,509	(7,000)
Supplies & Services	338,531	246,321	92,210	(25)	3,723,841	3,397,662	326,179	9	4,063,025	3,709,025	354,000
Support Services	103,601	103,791	(190)	0	1,139,611	1,140,649	(1,038)	(0)	1,243,273	1,243,273	0
<b>Total Expenses</b>	<u>1,124,196</u>	<u>1,007,537</u>	<u>116,659</u>	<u>(6)</u>	<u>12,366,156</u>	<u>11,766,411</u>	<u>599,745</u>	<u>5</u>	<u>13,492,349</u>	<u>12,825,349</u>	<u>667,000</u>
<b>Business Transformation Expenditure C/F</b>	0	68,000	(68,000)	0	0	349,000	(349,000)	0	0	380,000	(380,000)
<b>Net Operating Surplus / (Deficit)</b>	<u>135</u>	<u>72,137</u>	<u>72,002</u>	<u>0</u>	<u>1,485</u>	<u>369,229</u>	<u>367,744</u>	<u>0</u>	<u>(154)</u>	<u>389,846</u>	<u>390,000</u>

PLEASE NOTE: Our convention for presenting financial information is:

- Income will be shown without brackets
- Under achieved income variances will be shown with brackets
- Expenditure will be shown without brackets
- Overspent expenditure variances will be shown with brackets
- Surpluses will be shown without brackets
- Deficits will be shown with brackets

DERBY HOMES LIMITED				Appendix 7	
Management Fee Accounts - Period 11 2011//12					
Analysis of Income and Expenditure Variances					
	Actual			Full year forecast	
	Period 10 Over/(Under)	Period 11 Over/(Under)	Difference	Impact on	Income
	YTD £'000	YTD £'000		Year £'000	not offset by Expenditure £'000
<b>Income Variances</b>					
Income variances made up of :					
Management fee variance	0	0	0	0	0
Management Fee for LHO rent	0	0	0	0	0
DLO recharge	(49)	(54)	(5)	(59)	0
Milestone House - Offset by reduced expenditure	(5)	(6)	(1)	0	0
Homeless Initiative - offset by increased expenditure	(1)	2	3	0	0
Under occupancy income - offset by reduced expenditure	(4)	(1)	3	0	0
External rent variance - offset by increased expenditure	33	15	(18)	0	0
DH New Build Rent Income	0	5	5	4	4
Supporting People - Tenancy Support	(5)	(5)	0	(6)	0
Supporting People - Supporting People	(12)	(14)	(2)	(15)	0
Funding for Apprentices	15	15	0	15	0
Tenancy Sustainment	45	50	5	63	48
Grounds Maintenance Service Charges	18	20	2	22	22
Cleaning Service Charges	37	41	4	42	42
Management Fee for Business Transformation	42	46	4	50	50
Other minor variances	(20)	3	23	(15)	
<b>Total Income Variances</b>	<b>94</b>	<b>117</b>	<b>23</b>	<b>101</b>	<b>166</b>
	Actual			Full year forecast	
	Period 10 Over/(Under)	Period 11 Over/(Under)	Difference	Impact on	Expenditure
	YTD £'000	YTD £'000		Year £'000	not offset by income £'000
<b>Expenditure Variances</b>					
Employee variances made up of :					
Central Pension costs	(131)	(144)	(13)	(156)	(155)
Regeneration (Posts transferred from Maintenance)	(79)	(86)	(7)	(94)	0
Regeneration Development Officer	(31)	(31)	0	(31)	(31)
Area Management	(9)	(10)	(1)	(11)	(11)
Arrears	48	45	(3)	39	39
Estate Response	84	93	9	102	0
Personnel	38	42	4	49	49
Finance	13	11	(2)	7	7
IT	(27)	(27)	0	(28)	(23)
Performance Management	39	42	3	46	46
Estate Security	37	38	1	40	40
Enquiry Centre	26	23	(3)	23	23
Housing Officers	81	100	19	116	116
Communications	21	22	1	24	24
Family intervention project	22	26	4	29	0
Supported Living	39	32	(7)	41	41
Tenancy Sustainment	3	4	1	6	6
Homeless Initiative	16	17	1	19	19
Other employee cost variances	42	55	13	69	
<b>Total Pay Variances</b>	<b>232</b>	<b>252</b>	<b>20</b>	<b>290</b>	<b>190</b>
Non Pay variances made up of :					
External Rent Payments	(12)	(16)	(4)	0	0
Business Transformation	280	349	69	380	380
DH New Build	11	12	1	0	0
VAT penalty after VAT inspection	(35)	(35)	0	(35)	(35)
FIP	11	13	2	0	0
Under Occupancy Expenditure	13	9	(4)	0	0
Staff Conference and Social	9	10	1	12	12
Estate Response	38	42	4	45	0
Homeless Initiative	(14)	(19)	(5)	0	0
Milestone House	(1)	(1)	0	0	0
Spirita	(3)	(7)	(4)	0	0
Regeneration energy advice	(13)	(13)	0	0	0
Mediation Service	25	27	2	30	15
Homefinder Fee	15	17	2	18	18
IT Revenue	(121)	(133)	(12)	(146)	(146)
IT Depreciation	30	33	3	36	36
Furniture	(35)	(45)	(10)	(63)	(63)
Cleaning	(23)	(25)	(2)	(23)	(23)
Professional Fees	50	70	20	70	70
Council Tax on Voids	23	12	(11)	23	23
Publicity	0	10	10	10	10
Telephones	0	30	30	30	30
Other variances	3	8	5	(8)	87
<b>Total Non-Pay Variances</b>	<b>251</b>	<b>348</b>	<b>97</b>	<b>379</b>	<b>414</b>
<b>Total Expenditure Variances</b>	<b>483</b>	<b>600</b>	<b>117</b>	<b>669</b>	<b>604</b>
<b>Business Transformation Expenditure C/F</b>	<b>(281)</b>	<b>(349)</b>	<b>(68)</b>	<b>(380)</b>	<b>(380)</b>
<b>Total Operating Summary Variance per Appendix 1</b>	<b>296</b>	<b>368</b>	<b>72</b>	<b>390</b>	<b>390</b>

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- Surpluses will be shown without brackets
- Deficits will be shown with brackets

## Operating Statement: February 2012

## Non-HRA Services &amp; Other Council Services

	Contribution to Overherheads Per Property (YTD)	YEAR TO DATE		
		Budget £	Actual £	Variance £
<b>Spirita &lt;66 properties&gt;</b>				
Rents and Service Charges		242,796	246,495	3,699
Fee income		17,243	17,237	(6)
Other Income		24,188	36,166	11,978
Less:				
Direct Employee Costs		12,677	13,031	(354)
Rents		238,333	234,940	3,393
Repairs		24,200	33,606	(9,406)
Other Expenditure		1,375	3,602	(2,227)
Contribution to Overheads & Managment Costs	£223.02	7,642	14,719	7,077
<b>NCHA Bedford Street &lt;33 properties&gt;</b>				
Fee Income		7,883	7,876	(7)
Less:				
Employee Costs		0	0	0
Other Expenditure		0	0	0
Contribution to Overheads	£238.67	7,883	7,876	(7)
<b>Green Hill Apartments &lt;5 properties&gt;</b>				
Rents		16,931	13,309	(1,271)
Fee income & Service charges		13,287	14,034	(256)
Less:				
Employee Costs		0		0
Rents		16,931	13,309	3,622
Other Expenditure		8,090	5,104	2,986
Contribution to Overheads & Managment Costs	£1,786.00	5,198	8,930	5,081
<b>Leytonstone Drive &lt;9 properties&gt;</b>				
Rents		31,556	32,877	1,321
Fee income		4,659	4,568	(91)
Less:				
Employee Costs		0		0
Rents		31,556	32,877	(1,321)
Other Expenditure		2,750	75	2,675
Contribution to Overheads & Managment Costs	£499.22	1,909	4,493	2,584
<b>Lillian Prime &lt;5 properties&gt;</b>				
Rents		0	21,656	21,656
Other Income		0	5,922	5,922
Less:				
Employee Costs		0	0	0
Rents		0	21,656	(21,656)
Other Expenditure		0	2,102	(2,102)
Contribution to Overheads & Managment Costs	£764.00	0	3,820	3,820

**Total External Management**

Rents and Service Charges	291,283	314,337	23,054
Fee Income	43,072	43,715	643
Other Income	24,188	42,088	17,900
Less:			
Employee Costs	12,677	13,031	(354)
Rents	286,820	302,782	(15,962)
Repairs	24,200	33,606	(9,406)
Other Expenditure	12,215	10,883	1,332
Contribution to Overheads & Managment Costs	22,632	39,838	17,206

**Notes**

- 1) Income includes rents collected for managed properties and management fees
- 2) Other expenditure includes payments of rents collected and other management costs

## Appendix 8 (Cont'd)

### Other Council Services

	YEAR TO DATE		
	Budget £	Actual £	Variance £
<u>Housing Options Homeless Initiative</u>			
Income (cost plus)	95,627	97,576	1,949
Less:			
Employee Costs	30,397	12,603	17,794
Other Expenditure	61,921	81,477	(19,556)
Contribution to Overheads & Managment Costs	<u>3,310</u>	<u>3,496</u>	<u>186</u>
 <u>London Road Homeless Accomodation</u>			
Income (Budgeted)	29,414	29,414	0
Less:			
Employee Costs	12,528	12,603	(75)
Other Expenditure	13,286	14,705	(1,419)
Contribution to Overheads & Managment Costs	<u>3,600</u>	<u>2,106</u>	<u>(1,494)</u>
 <u>Milestone House</u>			
Income (Cost recovered / Repairs only)	18,454	12,314	(6,140)
Less:			
Employee Costs	6,075	0	6,075
Other Expenditure	9,304	10,262	(958)
Contribution to Overheads & Managment Costs	<u>3,075</u>	<u>2,052</u>	<u>(1,023)</u>

### Total Other Council Services

Income (agreed to Operating Statement D)	143,495	139,304	(4,191)
Less:			
Employee Costs (included in Operating Statement C)	49,000	25,206	23,794
Expenses (included in Operating Statement)	84,511	106,444	(21,933)
Contribution to Overheads	<u>9,985</u>	<u>7,654</u>	<u>(2,331)</u>

### Notes

1) Operations in respect of the above properties are not viewed as taxable in view of their social benefit nature.

### Derby Homes

	Contribution to Overherheads Per Property	YEAR TO DATE		
		Budget £	Actual £	Variance £
<u>Derby Homes New Build &lt;10 properties&gt;</u>				
Rents & Service Charges		43,366	48,715	5,349
Less:				
Employee Costs		0	0	0
Major repairs allowance		9,167	9,167	(0)
Interest cost		13,750	13,751	(1)
Other Expenditure		17,142	6,369	10,773
Taxation		0	3,167	(3,167)
Contribution to Overheads & Managment Costs	£1,626.10	<u>3,308</u>	<u>16,261</u>	<u>12,953</u>

PLEASE NOTE: Our convention for presenting financial information is:

- Income will be shown without brackets
- Under achieved income variances will be shown with brackets
- Expenditure will be shown without brackets
- Overspent expenditure variances will be shown with brackets
- Surpluses will be shown without brackets
- Deficits will be shown with brackets



## Derby Homes Limited

## Balance Sheet as at 19th February 2012



	Period Month End Feb'11 £'000	Last Month End Jan'11 £'000	Last Year End Mar'11 £'000
<b>Fixed Assets</b>	967	992	1,129
<b>Current Assets</b>			
Debtors falling due within 1 year:			
Derby City Council intercompany debtors	10,185	8,269	3,584
Other external debtors	933	811	390
Cash & Bank	(2,560)	224	3,275
	<u>8,558</u>	<u>9,304</u>	<u>7,249</u>
Creditors falling due within 1 year:			
Derby City Council intercompany creditors	(627)	(632)	(1,863)
Other external creditors	(4,435)	(5,238)	(3,401)
Payroll creditors	(1,033)	(1,039)	(28)
Taxation	(424)	(339)	(512)
	<u>(6,520)</u>	<u>(7,248)</u>	<u>(5,804)</u>
<b>Net Current Assets/(Liabilities)</b>	2,039	2,056	1,445
<b>Net Assets excluding pensions liability</b>	<u>3,006</u>	<u>3,048</u>	<u>2,574</u>
<b>Pension liability</b>	<u>(9,321)</u>	<u>(9,321)</u>	<u>(9,321)</u>
<b>Total net liability including pensions</b>	<u>(6,315)</u>	<u>(6,273)</u>	<u>(6,747)</u>
<b>Profit and Loss account - opening reserves</b>	(6,747)	(6,747)	(8,546)
<b>Profit &amp; Loss account - current year</b>	<u>432</u>	<u>474</u>	<u>1,799</u>
<b>Total Funds</b>	<u>(6,315)</u>	<u>(6,273)</u>	<u>(6,747)</u>

	Operating statement February 2011	Forecast Operating statement March 2012	Budget Full Year 2011/12	Variance
	£'000	£'000	£'000	£'000
<b>CONSOLIDATED</b>				
<b>INCOME</b>				
Management Fee and miscellaneous income	12,485	13,595	13,492	103
Repairs, Investment & Public Buildings income	15,332	16,811	16,695	116
Additional income on capital	159	177	0	177
	<b>27,976</b>	<b>30,583</b>	<b>30,187</b>	<b>396</b>
<b>EXPENDITURE</b>				
<b>Ongoing management fee operations:</b>				
Employee Costs	6,186	6,850	7,199	349
Recharge of employee costs to Repairs, Investments & Public Buildings	(186)	(319)	(378)	(59)
Vehicle and Travel Expenses	148	171	201	30
Office Costs	1,080	1,171	1,164	(7)
Supplies & Services	3,398	3,709	4,063	354
Support Services	1,141	1,243	1,243	0
	<b>11,767</b>	<b>12,825</b>	<b>13,492</b>	<b>667</b>
<b>Repairs, Investment &amp; Public Buildings:</b>				
Employee Costs	5,373	5,861	5,723	(138)
Sub-contractor costs	3,169	3,461	3,254	(207)
Materials	4,147	4,802	5,064	262
Vehicle and Travel Expenses	746	770	724	(46)
Direct Repairs overheads	457	466	286	(180)
Overheads	1,536	1,684	1,644	(40)
	<b>15,428</b>	<b>17,044</b>	<b>16,695</b>	<b>(349)</b>
<b>TOTAL EXPENDITURE</b>	<b>27,195</b>	<b>29,869</b>	<b>30,187</b>	<b>318</b>
<b>Business Transformation Expenditure c/f</b>	<b>349</b>	<b>380</b>	<b>0</b>	<b>(380)</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>432</b>	<b>334</b>	<b>0</b>	<b>334</b>