

## Detail by Assistant Director

2017/18 March - Year End Revenue Outturn Budget Monitoring Report

## ASSISTANT DIRECTOR - RESOURCES &amp; PERFORMANCE

Cost Centre Description	Expenditure Budget for Year £	Income Budget for Year £	Net Budget for Year £	Expenditure Actual for Year £	Income Actual For year £	Net Actual for Year £	Over/(Under) Spend for Year £	Year End Variance Notes
Resources & Performance	397,306	(700)	396,606	394,337	(1,502)	392,835	(3,771)	
General Fund Adjustments	3,973,415	(9,571,354)	(5,597,939)	4,322,993	(9,920,932)	(5,597,939)	0	
<b>Resources &amp; Performance:</b>	<b>4,370,721</b>	<b>(9,572,054)</b>	<b>(5,201,333)</b>	<b>4,717,330</b>	<b>(9,922,434)</b>	<b>(5,205,104)</b>	<b>(3,771)</b>	
Internal Audit	71,541	(4,725)	66,816	74,195	(4,845)	69,350	2,534	
<b>Internal Audit:</b>	<b>71,541</b>	<b>(4,725)</b>	<b>66,816</b>	<b>74,195</b>	<b>(4,845)</b>	<b>69,350</b>	<b>2,534</b>	
ICT	651,066	(155,417)	495,649	674,414	(176,077)	498,337	2,688	
<b>ICT:</b>	<b>651,066</b>	<b>(155,417)</b>	<b>495,649</b>	<b>674,414</b>	<b>(176,077)</b>	<b>498,337</b>	<b>2,688</b>	
Anglia Revenues Partnership	891,211	0	891,211	899,518	(61,212)	838,307	(52,904)	Distribution of year end surplus to the Anglia Revenues Partners as agreed by ARP Joint Committee.
Council Tax Administration	1,000	(190,386)	(189,386)	1,229	(190,986)	(189,757)	(371)	
Business Rate Administration	1,000	(96,100)	(95,100)	1,229	(94,455)	(93,226)	1,874	
Housing Benefits	15,327,995	(15,639,276)	(311,281)	14,392,173	(14,707,969)	(315,796)	(4,515)	
<b>Anglia Revenues Partnership:</b>	<b>16,221,206</b>	<b>(15,925,762)</b>	<b>295,444</b>	<b>15,294,149</b>	<b>(15,054,622)</b>	<b>239,528</b>	<b>(55,916)</b>	
Corporate Expenditure	976,923	(132,733)	844,190	1,141,200	(269,225)	871,979	27,789	Includes £20k Tour of Britain contribution, of which £5k has been externally funded, year end charge for increase to council's bad debt provision (£8k) and under achievement of credit card surcharge income due to change in regulations (£4k).
Non-Distributed Costs	0	0	0	114,564	0	114,564	114,564	Includes the council's share of the Pension Capital Costs payment in respect of ill health retirement contributions (over and above our annual allowance – linked to our current pension contribution rates) under the local government pension scheme rules.
<b>Corporate Expenditure:</b>	<b>976,923</b>	<b>(132,733)</b>	<b>844,190</b>	<b>1,255,764</b>	<b>(269,225)</b>	<b>986,543</b>	<b>142,353</b>	
Emergency Planning	19,011	0	19,011	19,348	0	19,348	337	
<b>Emergency Planning:</b>	<b>19,011</b>	<b>0</b>	<b>19,011</b>	<b>19,348</b>	<b>0</b>	<b>19,348</b>	<b>337</b>	
<b>TOTALS: RESOURCES &amp; PERFORMANCE</b>	<b>22,310,468</b>	<b>(25,790,691)</b>	<b>(3,480,223)</b>	<b>22,035,200</b>	<b>(25,427,203)</b>	<b>(3,391,998)</b>	<b>88,225</b>	

Detail by Assistant Director

2017/18 March - Year End Revenue Outturn Budget Monitoring Report

**ASSISTANT DIRECTOR - HUMAN RESOURCES , LEGAL & DEMOCRATIC SERVICES**

Cost Centre Description	Expenditure Budget for Year £	Income Budget for Year £	Net Budget for Year £	Expenditure Actual for Year £	Income Actual For year £	Net Actual for Year £	Over/(Under) Spend for Year £	Year End Variance Notes
Human Resources & Payroll	317,865	(66,915)	250,950	275,358	(61,967)	213,391	(37,559)	Under-utilisation of central agency allocation.
<b>Human Resources:</b>	<b>317,865</b>	<b>(66,915)</b>	<b>250,950</b>	<b>275,358</b>	<b>(61,967)</b>	<b>213,391</b>	<b>(37,559)</b>	
Health & Safety	58,484	(1,800)	56,684	54,703	(3,838)	50,865	(5,819)	
<b>Health &amp; Safety:</b>	<b>58,484</b>	<b>(1,800)</b>	<b>56,684</b>	<b>54,703</b>	<b>(3,838)</b>	<b>50,865</b>	<b>(5,819)</b>	
Central Training Services	77,809	(800)	77,009	55,548	(803)	54,746	(22,263)	Training spend lower than budgeted along with a vacancy in the team.
<b>Learning &amp; Development:</b>	<b>77,809</b>	<b>(800)</b>	<b>77,009</b>	<b>55,548</b>	<b>(803)</b>	<b>54,746</b>	<b>(22,263)</b>	
Legal Services	305,860	(160,170)	145,690	331,501	(201,114)	130,387	(15,303)	
<b>Legal Services:</b>	<b>305,860</b>	<b>(160,170)</b>	<b>145,690</b>	<b>331,501</b>	<b>(201,114)</b>	<b>130,387</b>	<b>(15,303)</b>	
Democratic Services	110,407	0	110,407	146,118	0	146,118	35,711	Overspend includes the council's share of additional costs to be incurred as a result of the General Data Protection Regulation requirements.
Members Allowances & Expenses	211,550	0	211,550	220,454	0	220,454	8,904	
Mayoralty & Civic Functions	9,713	0	9,713	5,997	(400)	5,597	(4,116)	
<b>Democratic Services:</b>	<b>331,670</b>	<b>0</b>	<b>331,670</b>	<b>372,569</b>	<b>(400)</b>	<b>372,169</b>	<b>40,499</b>	
Electoral Registration	90,658	(1,507)	89,151	131,452	(21,302)	110,150	20,999	Overspend due to additional elections.
Election Expenses	12,000	(15,300)	(3,300)	12,000	0	12,000	15,300	
<b>Elections:</b>	<b>102,658</b>	<b>(16,807)</b>	<b>85,851</b>	<b>143,452</b>	<b>(21,302)</b>	<b>122,150</b>	<b>36,299</b>	
<b>TOTALS: HR, LEGAL &amp; DEMOCRATIC</b>	<b>1,194,346</b>	<b>(246,492)</b>	<b>947,854</b>	<b>1,233,131</b>	<b>(289,424)</b>	<b>943,708</b>	<b>(4,146)</b>	

## Detail by Assistant Director

2017/18 March - Year End Revenue Outturn Budget Monitoring Report

## ASSISTANT DIRECTOR - FAMILIES &amp; COMMUNITIES

Cost Centre Description	Expenditure Budget for Year £	Income Budget for Year £	Net Budget for Year £	Expenditure Actual for Year £	Income Actual For Year £	Net Actual for Year £	Over/(Under) Spend for Year £	Year End Variance Notes
Policy	129,781	0	129,781	105,244	(7,679)	97,565	(32,216)	The staff saving represents a combination of a vacancy in the projects team which will be filled in 2018/19, once the wider review of resourcing is complete and a secondment of a part time member of staff to fill a full time post.
<b>Policy:</b>	<b>129,781</b>	<b>0</b>	<b>129,781</b>	<b>105,244</b>	<b>(7,679)</b>	<b>97,565</b>	<b>(32,216)</b>	
Communications	74,887	0	74,887	73,836	0	73,836	(1,051)	
Website and Intranet	21,475	0	21,475	22,182	0	22,182	707	
<b>Communications:</b>	<b>96,362</b>	<b>0</b>	<b>96,362</b>	<b>96,018</b>	<b>0</b>	<b>96,018</b>	<b>(344)</b>	
Customer Services	342,489	0	342,489	357,910	0	357,910	15,421	
Bus Stations	59,067	(13,231)	45,836	55,006	(4,785)	50,221	4,385	
<b>Customer Services:</b>	<b>401,556</b>	<b>(13,231)</b>	<b>388,325</b>	<b>412,916</b>	<b>(4,785)</b>	<b>408,131</b>	<b>19,806</b>	
Families & Communities	204,444	(28,088)	176,357	176,157	(7,507)	168,649	(7,708)	
Community Chest - Families & Communities	287,356	(197,606)	89,750	248,586	(158,836)	89,750	0	
Health, Culture & Arts	10,000	0	10,000	9,767	0	9,767	(233)	
Community Centres	2,870	0	2,870	8,053	(4,124)	3,929	1,059	
<b>Families &amp; Communities:</b>	<b>504,670</b>	<b>(225,694)</b>	<b>278,977</b>	<b>442,563</b>	<b>(170,467)</b>	<b>272,095</b>	<b>(6,882)</b>	
Housing Options: Choice Based Lettings	82,303	(28,195)	54,108	206,608	(170,199)	36,409	(17,699)	
Housing Options: Advice & Prevention	188,605	(64,552)	124,053	248,139	(130,254)	117,885	(6,168)	
Housing Options: Solutions	58,634	(6,265)	52,368	50,364	(2,342)	48,022	(4,346)	
Housing Options: Severe Weather Emergency Provision (SW)	0	0	0	2,372	0	2,372	2,372	
<b>Housing Options:</b>	<b>329,542</b>	<b>(99,012)</b>	<b>230,529</b>	<b>507,483</b>	<b>(302,795)</b>	<b>204,688</b>	<b>(25,841)</b>	
<b>TOTALS: FAMILIES &amp; COMMUNITIES</b>	<b>1,461,911</b>	<b>-337,937</b>	<b>1,123,974</b>	<b>1,564,224</b>	<b>-485,726</b>	<b>1,078,497</b>	<b>-45,477</b>	

## Detail by Assistant Director

2017/18 March - Year End Revenue Outturn Budget Monitoring Report

## ASSISTANT DIRECTOR - PLANNING &amp; REGULATORY SERVICES

Cost Centre Description	Expenditure Budget for Year £	Income Budget for Year £	Net Budget for Year £	Expenditure Actual for Year £	Income Actual For year £	Net Actual for Year £	Over/(Under) Spend for Year £	Year End Variance Notes
Development Control	439,371	(690,488)	(251,117)	430,079	(614,573)	(184,494)	66,623	Planning application fees down on budget.
<b>Development Control:</b>	<b>439,371</b>	<b>(690,488)</b>	<b>(251,117)</b>	<b>430,079</b>	<b>(614,573)</b>	<b>(184,494)</b>	<b>66,623</b>	
Land Charges	51,022	(92,600)	(41,578)	45,050	(117,928)	(72,878)	(31,300)	Land Charges income exceeded budget.
Building Control	133,608	(165,141)	(31,533)	130,683	(111,708)	18,975	50,508	Fee income/Energy Assessments underachieved by £50k. Budget reviewed for 2018/19
Planning & Regulatory Support	173,349	0	173,349	190,390	0	190,390	17,041	
<b>Business (BC &amp; Support):</b>	<b>357,979</b>	<b>(257,741)</b>	<b>100,238</b>	<b>366,123</b>	<b>(229,636)</b>	<b>136,487</b>	<b>36,249</b>	
Prevention of Pollution	37,369	(9,715)	27,654	28,089	(6,422)	21,667	(5,987)	
Environmental Management	32,420	(80,395)	(47,975)	40,258	(55,438)	(15,180)	32,795	Solar for business income underachieved by £30k due to lower Capital investment than previously anticipated.
Drinking Water Quality	24,162	(340)	23,822	23,849	(7,775)	16,075	(7,747)	
Climate Change	21,953	0	21,953	24,230	0	24,230	2,277	
Solar Farm	293,000	(1,214,000)	(921,000)	288,945	(1,229,296)	(940,351)	(19,351)	The Solar Farm achieved £11k more income than budget as well as lower maintenance costs.
Home Energy Conservation	6,210	(2,702)	3,508	8,677	0	8,677	5,169	
<b>Environment:</b>	<b>415,114</b>	<b>(1,307,152)</b>	<b>(892,038)</b>	<b>414,048</b>	<b>(1,298,931)</b>	<b>(884,882)</b>	<b>7,156</b>	
Licensing	86,510	(93,736)	(7,226)	83,818	(94,251)	(10,433)	(3,207)	
Hackney Carriage & Private Hire Licensing	2,370	(53,265)	(50,895)	2,750	(40,655)	(37,905)	12,990	
Food Safety	67,695	(3,100)	64,595	58,194	(2,195)	55,999	(8,596)	
Health & Safety at Work Act/Enforcement	50,099	(2,600)	47,499	49,343	(2,000)	47,343	(156)	
<b>Business Regulations &amp; Licensing:</b>	<b>206,674</b>	<b>(152,701)</b>	<b>53,973</b>	<b>194,105</b>	<b>(139,101)</b>	<b>55,004</b>	<b>1,031</b>	
Housing Renewals	77,608	(195)	77,413	71,043	(199)	70,844	(6,569)	
Burial of the Dead	9,769	(33)	9,736	10,434	170	10,603	867	
Other Public Health Services	128,573	(2,480)	126,093	120,132	(6,656)	113,476	(12,617)	
<b>Public Health &amp; Housing:</b>	<b>215,950</b>	<b>(2,708)</b>	<b>213,242</b>	<b>201,609</b>	<b>(6,685)</b>	<b>194,923</b>	<b>(18,319)</b>	
<b>TOTALS: PLANNING</b>	<b>1,635,088</b>	<b>-2,410,790</b>	<b>-775,702</b>	<b>1,605,964</b>	<b>-2,288,926</b>	<b>-682,962</b>	<b>92,740</b>	

## Detail by Assistant Director

2017/18 March - Year End Revenue Outturn Budget Monitoring Report

## ASSISTANT DIRECTOR - OPERATIONS

Cost Centre Description	Expenditure Budget for Year £	Income Budget for Year £	Net Budget for Year £	Expenditure Actual for Year £	Income Actual For year £	Net Actual for Year £	Over/(Under) Spend for Year £	Year End Variance Notes
Pool Cars	516	0	516	513	0	513	(3)	
Vehicle Workshop Trading Account - FHDC	0	0	0	2,897	(2,897)	0	0	
<b>Fleet Management:</b>	<b>516</b>	<b>0</b>	<b>516</b>	<b>3,410</b>	<b>(2,897)</b>	<b>513</b>	<b>(3)</b>	
Depots	74,367	(112,597)	(38,230)	(2,874)	(36,468)	(39,342)	(1,112)	
Grounds Maintenance Operatives	354	0	354	65,750	(26,259)	39,491	39,137	Overspend is a result of one-off start-up costs associated with the mobilisation of the Grounds Maintenance service becoming an in-house service from 01/11/17.
Waste & Cleansing Operatives	1,541,986	(1,575,429)	(33,443)	1,613,126	(1,626,590)	(13,464)	19,979	
Markets	98,357	(27,350)	71,007	97,145	(20,373)	76,771	5,764	
<b>Operational:</b>	<b>1,715,064</b>	<b>(1,715,376)</b>	<b>(312)</b>	<b>1,773,147</b>	<b>(1,709,690)</b>	<b>63,456</b>	<b>63,768</b>	
Street Cleansing	613,948	(10,210)	603,738	622,651	(7,146)	615,504	11,766	
Refuse Collection (Black Bin)	433,820	(11,981)	421,839	461,905	(13,253)	448,652	26,813	Staffing costs £12k over budget, and Fee income £12k short of budget.
Recycling Collection (Blue Bin)	458,378	(109,900)	348,478	522,314	(184,667)	337,646	(10,832)	Includes £55k transfer to the Invest to Save Reserve.
Compostable Collection (Brown Bin)	566,467	(460,000)	106,467	509,453	(527,576)	(18,123)	(124,590)	Includes £67k transfer to the Invest to Save Reserve.
Bulky, Fridges, Metal & Scrap Collection	57,689	(17,027)	40,662	61,555	(30,676)	30,879	(9,783)	
Clinical & Hazardous Waste Collection	5,211	(1,020)	4,191	7,403	(306)	7,097	2,906	
Multi-Bank Recycling Sites	29,997	(67,150)	(37,153)	30,835	(67,828)	(36,993)	160	
Trade Waste	394,820	(477,994)	(83,174)	480,410	(573,119)	(92,709)	(9,535)	
<b>Waste - Business &amp; Commercial</b>	<b>2,560,330</b>	<b>(1,155,282)</b>	<b>1,405,048</b>	<b>2,696,526</b>	<b>(1,404,571)</b>	<b>1,291,953</b>	<b>(113,095)</b>	
Non-HRA Housing Properties	30,525	(19,650)	10,875	23,404	(15,084)	8,319	(2,556)	
Property Services	381,704	(53,237)	328,467	328,645	(3,797)	324,849	(3,618)	
<b>Property Maintenance:</b>	<b>412,229</b>	<b>(72,887)</b>	<b>339,342</b>	<b>352,049</b>	<b>(18,881)</b>	<b>333,168</b>	<b>(6,174)</b>	

## Detail by Assistant Director

2017/18 March - Year End Revenue Outturn Budget Monitoring Report

## ASSISTANT DIRECTOR - OPERATIONS (continued)

Cost Centre Description	Expenditure Budget for Year £	Income Budget for Year £	Net Budget for Year £	Expenditure Actual for Year £	Income Actual For year £	Net Actual for Year £	Over/(Under) Spend for Year £	Year End Variance Notes
Industrial & Business Units	706,900	(1,309,782)	(602,882)	708,919	(1,342,007)	(633,089)	(30,207)	Industrial rent income currently forecasted to exceed budget reflecting better occupancy levels than previously anticipated. Ongoing budget being reviewed
Town Centres & Shops	30,833	(907,075)	(876,242)	46,955	(895,271)	(848,317)	27,925	Shop rental income lower than budgeted
<b>Property Management:</b>	<b>737,733</b>	<b>(2,216,857)</b>	<b>(1,479,124)</b>	<b>755,874</b>	<b>(2,237,278)</b>	<b>(1,481,406)</b>	<b>(2,282)</b>	
Offices: College Heath Road	255,521	(394,301)	(138,780)	290,326	(423,724)	(133,398)	5,382	
Offices: Brandon & Newmarket Guineas	15,087	(34,287)	(19,200)	40,412	(44,712)	(4,299)	14,901	
Public Conveniences	62,439	(10,400)	52,039	74,025	(9,922)	64,103	12,064	
CCTV	89,752	0	89,752	103,136	0	103,136	13,384	
District Highways Services	25,834	(33,714)	(7,880)	29,504	(45,350)	(15,846)	(7,966)	
Land Drainage & Associated Works	74,500	0	74,500	78,919	0	78,919	4,419	
<b>Facilities, CCTV &amp; Highways Services:</b>	<b>523,133</b>	<b>(472,702)</b>	<b>50,431</b>	<b>616,322</b>	<b>(523,708)</b>	<b>92,615</b>	<b>42,184</b>	
Courier & Postal Service	18,659	0	18,659	22,129	0	22,129	3,470	
Printing & Copying Service	52,084	(5,981)	46,103	21,893	(833)	21,060	(25,043)	Staffing costs underspent. Budget under review.
<b>Central Services:</b>	<b>70,743</b>	<b>(5,981)</b>	<b>64,762</b>	<b>44,022</b>	<b>(833)</b>	<b>43,189</b>	<b>(21,573)</b>	
Off Street Car Parks	259,526	(628,314)	(368,788)	366,461	(767,196)	(400,735)	(31,947)	Car park transactions are up in the last year by around 25,000, mostly likely as a result of visits to the home of horse racing
<b>Car Parking:</b>	<b>259,526</b>	<b>(628,314)</b>	<b>(368,788)</b>	<b>366,461</b>	<b>(767,196)</b>	<b>(400,735)</b>	<b>(31,947)</b>	
Arboriculture (Tree Maintenance Works)	98,052	0	98,052	100,205	(470)	99,735	1,683	
Other Parks and Play Provision	276,895	(17,651)	259,244	363,202	(124,919)	238,283	(20,961)	
Children's Play Areas	65,438	(4,799)	60,639	79,776	(22,028)	57,748	(2,891)	
Cemeteries & Closed Churchyards	0	0	0	78,135	(81,815)	(3,680)	(3,680)	
Allotments	0	0	0	0	(214)	(214)	(214)	
<b>Parks &amp; Open Spaces</b>	<b>440,385</b>	<b>(22,450)</b>	<b>417,935</b>	<b>621,318</b>	<b>(229,446)</b>	<b>391,872</b>	<b>(26,063)</b>	

## Detail by Assistant Director

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## ASSISTANT DIRECTOR - OPERATIONS (continued)

Cost Centre Description	Expenditure Budget for Year £	Income Budget for Year £	Net Budget for Year £	Expenditure Actual for Year £	Income Actual For year £	Net Actual for Year £	Over/(Under) Spend for Year £	Year End Variance Notes
Sports & Leisure Centres	584,412	(99,900)	484,512	528,795	(36,803)	491,992	7,480	
Leisure & Sports	22,000	0	22,000	15,445	0	15,445	(6,555)	
<b>Sports &amp; Leisure Development</b>	<b>606,412</b>	<b>(99,900)</b>	<b>506,512</b>	<b>544,240</b>	<b>(36,803)</b>	<b>507,437</b>	<b>925</b>	
Arts, Heritage & Cultural Services	11,333	(1,000)	10,333	9,593	(229)	9,364	(969)	
<b>Heritage</b>	<b>11,333</b>	<b>(1,000)</b>	<b>10,333</b>	<b>9,593</b>	<b>(229)</b>	<b>9,364</b>	<b>(969)</b>	
Tourist Information Centres	0	0	0	0	(20)	(20)	(20)	
Shopmobility	8,340	0	8,340	5,714	0	5,714	(2,626)	
The Pavilion - Lady Wolverton Playingfield	8,630	(16,500)	(7,870)	6,219	(14,889)	(8,670)	(800)	
Palace House and Stables	0	0	0	338,502	(321,639)	16,863	16,863	
<b>Halls &amp; Events</b>	<b>16,970</b>	<b>(16,500)</b>	<b>470</b>	<b>350,435</b>	<b>(336,548)</b>	<b>13,887</b>	<b>13,417</b>	
<b>TOTALS: OPERATIONS</b>	<b>7,354,374</b>	<b>(6,407,249)</b>	<b>947,125</b>	<b>8,133,397</b>	<b>(7,268,080)</b>	<b>865,313</b>	<b>(81,812)</b>	

## Detail by Assistant Director

2017/18 March - Year End Revenue Outturn Budget Monitoring Report

## ASSISTANT DIRECTOR - GROWTH

Cost Centre Description	Expenditure Budget for Year £	Income Budget for Year £	Net Budget for Year £	Expenditure Actual for Year £	Income Actual For year £	Net Actual for Year £	Over/(Under) Spend for Year £	Year End Variance Notes
Housing Development & Strategy	86,047	(14,350)	71,697	165,628	(101,032)	64,597	(7,100)	
Gypsies & Travellers	13,675	(33)	13,642	13,596	(33)	13,562	(80)	
<b>Housing Development &amp; Strategy:</b>	<b>99,722</b>	<b>(14,383)</b>	<b>85,339</b>	<b>179,224</b>	<b>(101,065)</b>	<b>78,159</b>	<b>(7,180)</b>	
Strategic Property	67,763	(1,000)	66,763	51,796	0	51,796	(14,967)	Underspend arising from Staff Vacancies.
<b>Strategic Property</b>	<b>67,763</b>	<b>(1,000)</b>	<b>66,763</b>	<b>51,796</b>	<b>0</b>	<b>51,796</b>	<b>(14,967)</b>	
Housing Business & Partnerships	28,263	(440)	27,823	36,233	(15,924)	20,309	(7,514)	
<b>Housing Business &amp; Partnerships:</b>	<b>28,263</b>	<b>(440)</b>	<b>27,823</b>	<b>36,233</b>	<b>(15,924)</b>	<b>20,309</b>	<b>(7,514)</b>	
Planning Policy	364,938	(20,621)	344,317	358,795	(26,296)	332,498	(11,819)	
Local Plan	289,100	(282,500)	6,600	256,617	(252,307)	4,310	(2,290)	
<b>Place Shaping:</b>	<b>654,038</b>	<b>(303,121)</b>	<b>350,917</b>	<b>615,412</b>	<b>(278,603)</b>	<b>336,808</b>	<b>(14,109)</b>	
Economic Development & Growth	207,819	(32,291)	175,528	276,588	(122,771)	153,817	(21,711)	
Strategic Tourism & Markets	29,853	0	29,853	26,107	0	26,107	(3,746)	
Vibrant Town Centres	14,680	0	14,680	10,977	0	10,977	(3,703)	
<b>Economic Development &amp; Growth:</b>	<b>252,352</b>	<b>(32,291)</b>	<b>220,061</b>	<b>313,672</b>	<b>(122,771)</b>	<b>190,901</b>	<b>(29,160)</b>	
<b>TOTALS: GROWTH:</b>	<b>1,102,138</b>	<b>-351,235</b>	<b>750,903</b>	<b>1,196,337</b>	<b>-518,363</b>	<b>677,973</b>	<b>-72,930</b>	