

## Service Area Summaries P6 2023/24

## Resources

## Finance, Assets &amp; Legal

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
<b>Industrial Estates</b>							
Premises	45,755	38,031	25,092	(12,939)	3,712	16,951	Insurance premiums paid in Period 7.
Supplies & Services	0	0	399	399	0	(399)	No Major Variances.
Support Services	99,700	49,858	49,866	8	0	49,834	No Major Variances.
Capital Financing Costs	19,246	9,624	9,624	0	0	9,622	No Major Variances.
Income	(239,020)	(120,344)	(92,385)	27,959	0	(146,635)	£13,039 Vacant units at Catfield and North Walsham for first two quarters, there are companies interested in letting. Insurance premiums not recharged to tenants.
	<b>(74,319)</b>	<b>(22,831)</b>	<b>(7,404)</b>	<b>15,427</b>	<b>3,712</b>	<b>(70,626)</b>	
<b>Surveyors Allotments</b>							
Premises	10,000	0	0	0	0	10,000	No Major Variances.
Support Services	20,750	10,378	10,380	2	0	10,370	No Major Variances.
Income	(100)	(52)	(50)	2	0	(50)	No Major Variances.
	<b>30,650</b>	<b>10,326</b>	<b>10,330</b>	<b>4</b>	<b>0</b>	<b>20,320</b>	
<b>Parklands</b>							
Premises	0	0	626	626	0	(626)	No Major Variances.
	<b>0</b>	<b>0</b>	<b>626</b>	<b>626</b>	<b>0</b>	<b>(626)</b>	
<b>Revenue Services</b>							
Employee Costs	928,588	464,129	424,632	(39,497)	125	503,831	Employee costs due to vacancies.
Transport Related Expenditure	900	450	397	(53)	0	503	No Major Variances.
Supplies & Services	112,778	31,178	27,743	(3,435)	4,629	80,406	No Major Variances.
Support Services	669,580	334,721	334,818	97	0	334,762	No Major Variances.
Capital Financing Costs	0	0	19	19	0	(19)	No Major Variances.
Income	(454,130)	0	(111,761)	(111,761)	0	(342,369)	New Burdens Grant Income.
	<b>1,257,716</b>	<b>830,478</b>	<b>675,848</b>	<b>(154,630)</b>	<b>4,754</b>	<b>577,113</b>	
<b>Benefits Subsidy</b>							
Supplies & Services	0	0	76,094	76,094	0	(76,094)	£65,845 Contribution to Post Office, £10,816 Discretionary Hardship Support Grant Payments.
Transfer Payments	16,930,262	0	(0)	(0)	0	16,930,262	No Major Variances.
Income	(16,930,262)	0	(193,184)	(193,184)	0	(16,737,078)	(£196,000) Household Support Fund Allocation payment 4. (£10,704) Rent Allowance Support Payments. £13,520 Post office payout funding.
	<b>0</b>	<b>0</b>	<b>(117,090)</b>	<b>(117,090)</b>	<b>0</b>	<b>117,090</b>	
<b>Non Distributed Costs</b>							
Employee Costs	0	106,413	111,077	4,664	0	(111,077)	Superannuation added years.
	<b>0</b>	<b>106,413</b>	<b>111,077</b>	<b>4,664</b>	<b>0</b>	<b>(111,077)</b>	
<b>Estates</b>							
Employee Costs	287,073	142,489	127,149	(15,340)	100	159,824	Fixed term post currently vacant.
Premises	5,990	2,994	2,020	(974)	6,771	(2,801)	No Major Variances.
Transport Related Expenditure	5,000	2,502	1,134	(1,368)	0	3,866	No Major Variances.
Supplies & Services	42,390	7,070	3,525	(3,545)	4,411	34,454	(£9,960) in relation to outstanding accrual for 22/23 currently chasing supplier for invoice, offset by engineering insurance premium which has been paid in Period 7.
Support Services	(340,453)	(170,171)	(170,232)	(61)	0	(170,221)	No Major Variances.
Income	0	0	(170)	(170)	0	170	No Major Variances.
	<b>0</b>	<b>(15,116)</b>	<b>(36,574)</b>	<b>(21,458)</b>	<b>11,282</b>	<b>25,292</b>	
<b>Admin Buildings</b>							
Premises	450,437	279,082	279,564	482	146,289	24,583	See <b>Note A</b> .
Supplies & Services	29,781	10,307	13,740	3,433	5,460	10,581	£6,334 Overspend in relation to Legionella Surveys, offset by other minor variances.
Transfer Payments	133,630	0	0	0	0	133,630	No Major Variances.
Support Services	(219,585)	(109,737)	(109,734)	3	0	(109,851)	No Major Variances.
Capital Financing Costs	43,174	21,584	21,588	4	0	21,586	No Major Variances.
Income	(372,101)	(50,682)	33,531	84,213	0	(405,632)	See <b>Note B</b> .
	<b>65,336</b>	<b>150,554</b>	<b>238,690</b>	<b>88,136</b>	<b>151,749</b>	<b>(325,102)</b>	

**Note A:** Overspends in relation to £5,398 Business rates and £8,992 Rafters cleaning. Underspends in relation to (£4,269) Rent accrual for 22/23 outstanding for Kings Arms Street, (£5,476) Electricity underspend and (£4,285) SERCO Variable billing invoices outstanding.

**Note B:** £7,500 reduction in rental income due to North Walsham New Road being vacant. £69,193 Service Charge accrual in relation to Fakenham Connect and Cromer Office for 22/23 not yet received. Insurance premiums to be recovered totalling £15,868. (£3,351) Income in relation to North Walsham Kings Arms Street that needs to be refunded as this has been paid to us in error, offset by other minor variances.

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
<b>Corporate Finance</b>							
Employee Costs	584,228	292,017	205,446	(86,571)	0	378,782	Employee costs due to vacancies.
Transport Related Expenditure	1,044	526	9	(517)	0	1,035	No Major Variances.
Supplies & Services	100,895	86,053	89,086	3,033	17,106	(5,296)	£4,307 Bip Solutions Procurement Software, offset by other minor variances.
Support Services	(699,798)	(349,812)	(349,938)	(126)	0	(349,860)	No Major Variances.
Capital Financing Costs	13,631	6,816	6,816	0	0	6,815	No Major Variances.
Income	0	0	(8,229)	(8,229)	0	8,229	(£8,103) Transparency - New Burdens Grant Income.
	<b>0</b>	<b>35,600</b>	<b>(56,811)</b>	<b>(92,411)</b>	<b>17,106</b>	<b>39,705</b>	
<b>Insurance &amp; Risk Management</b>							
Employee Costs	39,906	19,955	9,779	(10,176)	38,554	(8,427)	Zurich invoices partially paid.
Premises	274	138	67	(71)	223	(16)	No Major Variances.
Transport Related Expenditure	10,555	5,277	2,587	(2,690)	6,512	1,456	Zurich invoices partially paid.
Supplies & Services	101,811	50,899	24,954	(25,945)	102,602	(25,745)	Zurich invoices partially paid.
Support Services	(152,546)	(76,271)	(76,290)	(19)	0	(76,256)	No Major Variances.
Income	0	0	(13)	(13)	0	13	No Major Variances.
	<b>0</b>	<b>(2)</b>	<b>(38,916)</b>	<b>(38,914)</b>	<b>147,891</b>	<b>(108,975)</b>	
<b>Internal Audit</b>							
Supplies & Services	84,000	42,000	13,797	(28,203)	59,382	10,821	(£3,757) Balance of 22/23 accrual as invoice was less than expected. Quarter 2 invoice not yet received.
Support Services	(84,000)	(41,987)	(41,994)	(7)	0	(42,006)	No Major Variances.
Income	0	0	0	0	0	0	No Major Variances.
	<b>0</b>	<b>13</b>	<b>(28,197)</b>	<b>(28,210)</b>	<b>59,382</b>	<b>(31,185)</b>	
<b>Chalets/Beach Huts</b>							
Premises	29,994	9,532	12,721	3,189	8,562	8,711	£4,317 Overspend in relation to Business Rates, offset by other minor variances.
Supplies & Services	16,200	9,923	9,289	(634)	0	6,911	No Major Variances.
Support Services	113,390	56,705	56,700	(5)	0	56,690	No Major Variances.
Income	(263,770)	(131,833)	(139,036)	(7,203)	0	(124,734)	Additional income in relation to storage costs (£6,160) and Rents (£3,915) offset by other minor variances.
	<b>(104,186)</b>	<b>(55,673)</b>	<b>(60,326)</b>	<b>(4,653)</b>	<b>8,562</b>	<b>(52,422)</b>	
<b>Investment Properties</b>							
Premises	167,122	94,808	128,988	34,180	94,781	(56,647)	See Note A.
Supplies & Services	4,719	2,365	1,218	(1,147)	0	3,501	No Major Variances.
Support Services	148,750	74,361	74,382	21	0	74,368	No Major Variances.
Capital Financing Costs	76,841	38,409	38,412	3	0	38,429	No Major Variances.
Income	(251,633)	(134,221)	(99,481)	34,740	0	(152,152)	See Note B.
	<b>145,799</b>	<b>75,722</b>	<b>143,519</b>	<b>67,797</b>	<b>94,781</b>	<b>(92,501)</b>	
<b>Note A:</b>	£11,565 Repairs and maintenance overspend for installation of new doors, lift repairs, boiler works and Electrical Installation Condition Report at Rocket House. £14,775 Overspend on vinyl, water supply installation, repairing tarmac, making electrics safe and repairing brickwork and rails on Other Lettings. £6,490 Electricity overspend. Other minor variances.						
<b>Note B:</b>	£5,612 Other lettings income not received yet. £10,166 Other Lettings insurance premiums that are due to be recharged. £22,281 Rocket House accruals in relation to other recoverable costs and service charge for 22/23. Offset by other minor variances.						
<b>Central Costs</b>							
Employee Costs	38,913	19,452	19,516	64	0	19,397	No Major Variances.
Premises	0	0	42	42	0	(42)	No Major Variances.
Transport Related Expenditure	0	0	131	131	0	(131)	No Major Variances.
Supplies & Services	15,500	0	0	0	2,000	13,500	No Major Variances.
Support Services	(54,413)	(27,227)	(27,228)	(1)	0	(27,185)	No Major Variances.
Income	0	0	0	0	0	0	No Major Variances.
	<b>0</b>	<b>(7,775)</b>	<b>(7,540)</b>	<b>235</b>	<b>2,000</b>	<b>5,540</b>	
<b>Corporate &amp; Democratic Core</b>							
Transport Related Expenditure	100	52	0	(52)	0	100	No Major Variances.
Supplies & Services	415,478	137,589	(20,947)	(158,536)	0	436,425	(£153,333) 22/23 Audit Fee accrual outstanding. (£3,360) Other professional fees underspend. £2,535 Mandatory Participation Cabinet Office.
Support Services	1,615,410	807,407	807,708	301	0	807,702	No Major Variances.
Capital Financing Costs	900,000	0	0	0	0	900,000	No Major Variances.
Income	0	0	(18,264)	(18,264)	0	18,264	Unbudgeted income from Department for Levelling Up, Housing and Communities.
	<b>2,930,988</b>	<b>945,048</b>	<b>768,497</b>	<b>(176,551)</b>	<b>0</b>	<b>2,162,491</b>	

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
<b>Members Services</b>							
Employee Costs	188,583	99,270	100,826	1,556	350	87,407	No Major Variances.
Premises	0	0	0	0	500	(500)	No Major Variances.
Transport Related Expenditure	17,610	8,807	3,837	(4,970)	0	13,773	New members have not been set up on MyView so have been unable to submit claims.
Supplies & Services	373,000	182,700	173,859	(8,842)	60	199,082	Reduced payments when elections were taking place.
Support Services	87,025	43,537	43,530	(7)	0	43,495	No Major Variances.
	<b>666,218</b>	<b>334,314</b>	<b>322,051</b>	<b>(12,263)</b>	<b>910</b>	<b>343,257</b>	
<b>Legal Services</b>							
Employee Costs	544,864	272,338	192,952	(79,386)	3,274	348,638	Employee costs due to vacancies.
Transport Related Expenditure	3,586	1,796	710	(1,086)	0	2,876	No Major Variances.
Supplies & Services	73,710	49,268	72,307	23,039	150	1,253	£22,456 Other professional fees for Locum Lawyer, this is to be offset by employee cost underspend.
Support Services	(577,160)	(288,463)	(288,684)	(221)	0	(288,476)	No Major Variances.
Income	(45,000)	(28,800)	(31,464)	(2,664)	0	(13,536)	Legal fee income
	<b>0</b>	<b>6,139</b>	<b>(54,179)</b>	<b>(60,318)</b>	<b>3,424</b>	<b>50,755</b>	
<b>Ad Finance, Assets &amp; Legal</b>							
Employee Costs	91,814	45,897	46,966	1,069	375	44,473	No Major Variances.
Transport Related Expenditure	1,213	609	482	(128)	0	732	No Major Variances.
Supplies & Services	300	150	13	(137)	0	287	No Major Variances.
Support Services	(93,327)	(46,647)	(46,662)	(15)	0	(46,665)	No Major Variances.
Income	0	0	0	0	0	0	No Major Variances.
	<b>0</b>	<b>9</b>	<b>798</b>	<b>789</b>	<b>375</b>	<b>(1,173)</b>	
<b>Total Finance, Assets &amp; Legal</b>	<b>4,918,202</b>	<b>2,393,219</b>	<b>1,864,401</b>	<b>(528,818)</b>	<b>505,927</b>	<b>2,547,874</b>	

## Service Area Summaries P6 2023/24

## Resources

## Organisational Resources

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
<b>Car Parking</b>							
Premises	654,665	468,301	452,688	(15,613)	22,204	179,773	See <b>Note A.</b>
Supplies & Services	357,000	168,286	(118,616)	(286,902)	557,135	(81,519)	(£223,962) 22/23 Management fee accrual not yet paid. Quarter 2 23/24 management fee not yet invoiced.
Support Services	187,090	103,518	103,554	36	0	83,536	No Major Variances.
Capital Financing Costs	75,820	37,896	37,896	0	0	37,924	No Major Variances.
Income	(3,032,799)	(2,054,757)	(2,082,645)	(27,888)	0	(950,154)	See <b>Note B.</b>
	<b>(1,758,224)</b>	<b>(1,276,756)</b>	<b>(1,607,123)</b>	<b>(330,367)</b>	<b>579,339</b>	<b>(730,439)</b>	
<b>Note A:</b>	Overspend in relation to: Repairs and maintenance of £26,166, expecting full year effect to be around £72,000 and £9,312 Electricity overspend. Underspends in relation to: SERCO Grounds maintenance variable billing (£28,998) and Business Rates (£22,875).						
<b>Note B:</b>	(£16,543) Unbudgeted Electric Vehicle Charging Point income. (£11,029) Credit card income and (£3,123) Cash income both higher than budgeted, but no full year effect predicted, (£5,000) Unbudgeted income in relation to Millers walk. £8,407 Quarter 2 Penalty Charge Notice income not yet received.						
<b>It - Support Services</b>							
Employee Costs	927,631	459,658	377,977	(81,681)	850	548,804	Employee costs due to vacancies.
Transport Related Expenditure	1,000	502	48	(454)	0	952	No Major Variances.
Supplies & Services	893,520	295,069	360,779	65,710	95,994	436,748	See <b>Note A.</b>
Support Services	(1,950,129)	(974,767)	(975,102)	(335)	0	(975,027)	No Major Variances.
Capital Financing Costs	127,978	63,966	63,966	0	0	64,012	No Major Variances.
Income	0	0	(3,367)	(3,367)	0	3,367	Sale of equipment.
	<b>0</b>	<b>(155,572)</b>	<b>(175,699)</b>	<b>(20,127)</b>	<b>96,844</b>	<b>78,855</b>	
<b>Note A:</b>	Expecting a full year effect of around £40,000 this is due to a number of software components being purchased by service areas without ICT being aware of the ongoing cost and commitment. Inflation costs have also been greater than predicted for some software.						
<b>Poppyfields</b>							
Premises	3,114	906	292	(614)	471	2,352	No Major Variances.
Supplies & Services	19,700	6,280	3,962	(2,318)	0	15,738	Waiting for Quarter 2 invoice.
Support Services	22,770	11,387	11,388	1	0	11,382	No Major Variances.
	<b>45,584</b>	<b>18,573</b>	<b>15,641</b>	<b>(2,932)</b>	<b>471</b>	<b>29,472</b>	
<b>Property Services</b>							
	614,974	297,262	289,036	(8,226)	7,332	318,606	Employee underspend, however no full year effect anticipated as two members of staff are now increasing hours to full time to cover staff sickness.
<b>Employee Costs</b>							
Premises	0	0	2,872	2,872	2,717	(5,589)	See <b>Note A.</b>
Transport Related Expenditure	29,431	11,841	10,469	(1,372)	0	18,962	No Major Variances.
Supplies & Services	25,085	15,713	19,212	3,499	29,601	(23,728)	Upgrading works to Concerto System.
Support Services	(712,795)	(356,224)	(356,382)	(158)	0	(356,413)	No Major Variances.
Capital Financing Costs	47,755	23,874	23,874	0	0	23,881	No Major Variances.
Income	0	0	1,308	1,308	0	(1,308)	22/23 Accrual outstanding from Cromer Town Council in relation to water leak at North Lodge Park.
	<b>4,450</b>	<b>(7,534)</b>	<b>(9,611)</b>	<b>(2,077)</b>	<b>39,649</b>	<b>(25,588)</b>	
<b>Note A:</b>	Repairs and Maintenance spend that has no budget, mainly in relation to Skip Hire, Waste collection/Hire, NNDC Labour in relation to Elections and Support for 60's Weekend.						
<b>Playgrounds</b>							
Premises	29,135	14,565	17,114	2,549	32,369	(20,348)	SERCO Grounds maintenance.
Supplies & Services	63,500	58,825	74,451	15,626	24,729	(35,680)	Playgrounds repairs.
Support Services	54,070	27,034	27,042	8	0	27,028	No Major Variances.
Income	0	0	(7,815)	(7,815)	0	7,815	Contribution towards installation of accessible roundabout Cromer Road, Sheringham.
	<b>146,705</b>	<b>100,424</b>	<b>110,792</b>	<b>10,368</b>	<b>57,098</b>	<b>(21,185)</b>	
<b>Amenity Lighting</b>							
Premises	37,875	13,536	14,693	1,157	6,878	16,303	Electricity higher than budgeted.
Support Services	29,980	14,994	15,000	6	0	14,980	No Major Variances.
	<b>67,855</b>	<b>28,530</b>	<b>29,693</b>	<b>1,163</b>	<b>6,878</b>	<b>31,283</b>	
<b>Community Centres</b>							
Premises	10,520	3,806	1,772	(2,034)	5,210	3,539	No Major Variances.
Support Services	18,140	9,073	9,072	(1)	0	9,068	No Major Variances.
	<b>28,660</b>	<b>12,879</b>	<b>10,844</b>	<b>(2,035)</b>	<b>5,210</b>	<b>12,607</b>	

	Full Year Budget	YTD Budget	YTD Actuals	YTD Variance	Immediate Commitments	Remaining Budget	Explanation for Major Variances.
	£	£	£	£	£	£	
<b>Tic'S</b>							
Employee Costs	75,138	37,563	39,628	2,065	0	35,510	Employee costs.
Premises	16,604	9,945	17,191	7,246	11,556	(12,143)	£2,749 Heating repairs instructed by Property Services. £3,262 Electricity overspend. Other minor variances.
Transport Related Expenditure	85	43	0	(43)	0	85	No Major Variances.
Supplies & Services	18,370	9,195	6,480	(2,715)	7,251	4,640	No Major Variances.
Support Services	54,820	27,428	27,420	(8)	0	27,400	No Major Variances.
Capital Financing Costs	6,040	3,020	3,024	4	0	3,016	No Major Variances.
Income	(30,170)	(18,388)	(17,025)	1,363	0	(13,145)	No Major Variances.
	<b>140,887</b>	<b>68,806</b>	<b>76,718</b>	<b>7,912</b>	<b>18,807</b>	<b>45,363</b>	
<b>Cromer Pier</b>							
Premises	209,667	80,559	42,716	(37,843)	88,995	77,956	Insurance premiums paid in Period 7.
Supplies & Services	4,000	2,001	194	(1,807)	0	3,806	Other professional fees underspend.
Support Services	106,990	53,487	53,490	3	0	53,500	No Major Variances.
Capital Financing Costs	20,737	10,367	10,368	1	0	10,369	No Major Variances.
	<b>341,394</b>	<b>146,414</b>	<b>106,769</b>	<b>(39,645)</b>	<b>88,995</b>	<b>145,631</b>	
<b>Public Conveniences</b>							
Premises	700,772	360,847	405,593	44,746	276,350	18,830	See <b>Note A</b> .
Transport Related Expenditure	0	0	91	91	0	(91)	No Major Variances.
Supplies & Services	38,250	17,830	13,008	(4,822)	4,859	20,383	Legionella Surveys underspend.
Transfer Payments	14,175	0	0	0	0	14,175	No Major Variances.
Support Services	214,450	107,195	107,226	31	0	107,224	No Major Variances.
Capital Financing Costs	82,028	40,998	40,998	0	0	41,030	No Major Variances.
Income	0	0	(7,707)	(7,707)	0	7,707	Insurance claim income.
	<b>1,049,675</b>	<b>526,870</b>	<b>559,209</b>	<b>32,339</b>	<b>281,209</b>	<b>209,257</b>	
<b>Note A:</b>	Overspends in relation to: £8,340 Hire and empty of temporary toilet in Weybourne, £21,470 Electricity costs, £29,946 SERCO Contract Cleaning. Underspends in relation to: (£8,702) Business Rates and (£4,851) Insurance Premiums which have been paid in Period 7.						
<b>IT Business Support</b>							
Employee Costs	138,675	66,117	66,580	463	0	72,095	No Major Variances.
Support Services	398,690	199,295	199,362	67	0	199,328	No Major Variances.
	<b>537,365</b>	<b>265,412</b>	<b>265,942</b>	<b>530</b>	<b>0</b>	<b>271,423</b>	
<b>Reprographics</b>							
Employee Costs	46,853	23,424	23,277	(147)	0	23,576	No Major Variances.
Transport Related Expenditure	250	126	0	(126)	0	250	No Major Variances.
Supplies & Services	35,290	11,088	6,716	(4,372)	1,180	27,394	Waiting on Q2 invoice for equipment operating lease rental.
Support Services	(78,393)	(39,173)	(39,192)	(19)	0	(39,201)	No Major Variances.
Income	(4,000)	(2,001)	(2,793)	(792)	0	(1,207)	No Major Variances.
	<b>0</b>	<b>(6,536)</b>	<b>(11,992)</b>	<b>(5,456)</b>	<b>1,180</b>	<b>10,812</b>	
<b>Customer Services - Corporate</b>							
Employee Costs	951,854	473,755	418,003	(55,752)	0	533,851	Employee costs due to vacancies.
Transport Related Expenditure	2,300	1,152	1,952	800	0	348	No Major Variances.
Supplies & Services	74,867	19,396	5,741	(13,655)	18,461	50,665	(£10,710) 22/23 Accrual in relation to C3 Development. Other minor variances.
Support Services	(1,065,827)	(532,719)	(532,840)	(121)	0	(532,987)	No Major Variances.
Capital Financing Costs	54,056	27,018	27,018	0	0	27,038	No Major Variances.
Income	(17,250)	(9,626)	(13,515)	(3,889)	0	(3,735)	Service charge income higher than budgeted.
	<b>0</b>	<b>(21,024)</b>	<b>(93,641)</b>	<b>(72,617)</b>	<b>18,461</b>	<b>75,180</b>	
<b>Ad Organisational Resources</b>							
Employee Costs	83,500	41,732	44,284	2,552	0	39,216	Employee costs.
Transport Related Expenditure	1,194	600	482	(119)	0	713	No Major Variances.
Supplies & Services	100	52	0	(52)	0	100	No Major Variances.
	(89,244)	(44,599)	(44,610)	(11)	0	(44,634)	No Major Variances.
Support Services							
Income	0	0	0	0	0	0	No Major Variances.
	<b>(4,450)</b>	<b>(2,215)</b>	<b>155</b>	<b>2,370</b>	<b>0</b>	<b>(4,605)</b>	
<b>Total Organisational Resources</b>	<b>599,901</b>	<b>(301,729)</b>	<b>(722,305)</b>	<b>(420,576)</b>	<b>1,194,140</b>	<b>128,066</b>	
<b>Total Resources</b>	<b>5,518,103</b>	<b>2,091,490</b>	<b>1,142,096</b>	<b>(949,394)</b>	<b>1,700,067</b>	<b>2,675,940</b>	