

| Sum of Value            |             |                             | Year           |
|-------------------------|-------------|-----------------------------|----------------|
| Inc Exp                 | Dir / Indir | Subjective Analysis         | 2005/06 Actual |
| 1: Expenditure          | DIR         | Employees                   | 3,023,051      |
|                         |             | Internal Charge Debits      | 0              |
|                         |             | Offsets Against Expenditure | (131,314)      |
|                         |             | Other Client Receipts       | (3,086)        |
|                         |             | Premises                    | 377,034        |
|                         |             | Supplies and Services       | 2,137,677      |
|                         |             | Transfer Payments           | 10,932,632     |
|                         |             | Transport                   | 172,111        |
|                         | DIR Total   | 16,508,106                  |                |
|                         | RCH         | Capital Charges             | 484,912        |
|                         |             | Internal Charge Credits     | (6,970,557)    |
| Internal Charge Debits  |             | 5,184,383                   |                |
| RCH Total               | (1,301,262) |                             |                |
| 1: Expenditure Total    |             |                             | 15,206,845     |
| 2: Income               | DIR         | Government Grants           | (11,679,885)   |
|                         |             | Other Client Receipts       | (500,685)      |
|                         |             | Other Income                | (120,774)      |
|                         | DIR Total   | (12,301,344)                |                |
|                         | RCH         | Internal Charge Credits     | 0              |
|                         |             | Other Client Receipts       | (183)          |
|                         |             | Other Grant & Contributions | 0              |
| Supplies and Services   |             | 0                           |                |
| RCH Total               | (183)       |                             |                |
| 2: Income Total         |             |                             | (12,301,527)   |
| 3: Below the Line       | DIR         | Inter-fund Transfers        | (211,000)      |
|                         | DIR Total   | (211,000)                   |                |
| 3: Below the Line Total |             |                             | (211,000)      |
| Grand Total             |             |                             | 2,694,318      |

|             |
|-------------|
| (624,727)   |
| (1,301,262) |

| 2006/07 Original | 2006/07 Revised | 2007/08 Original |
|------------------|-----------------|------------------|
| 3,391,060        | 3,317,751       | 3,690,130        |
| 0                | 0               | 1,380            |
| (41,200)         | (51,115)        | (48,115)         |
| (1,480)          | (1,510)         | (1,510)          |
| 404,050          | 511,890         | 493,560          |
| 1,664,540        | 2,430,855       | 2,012,140        |
| 11,098,610       | 11,098,610      | 11,546,570       |
| 173,600          | 193,310         | 226,610          |
| 16,689,180       | 17,499,791      | 17,920,765       |
| 416,130          | 306,692         | 306,692          |
| (7,415,930)      | (8,145,308)     | (8,160,850)      |
| 5,564,160        | 6,211,665       | 6,180,567        |
| (1,435,640)      | (1,626,951)     | (1,673,591)      |
| 15,253,540       | 15,872,840      | 16,247,174       |
| (11,416,530)     | (11,416,530)    | (11,858,670)     |
| (466,800)        | (470,190)       | (474,030)        |
| (129,000)        | (129,000)       | (132,230)        |
| (12,012,330)     | (12,015,720)    | (12,464,930)     |
| 0                | (212,400)       | (436,460)        |
| 0                | 0               | 0                |
| 0                | 0               | 0                |
| 0                | 0               | 0                |
| 0                | (212,400)       | (436,460)        |
| (12,012,330)     | (12,228,120)    | (12,901,390)     |
| (267,000)        | (267,000)       | (267,000)        |
| (267,000)        | (267,000)       | (267,000)        |
| (267,000)        | (267,000)       | (267,000)        |
| 2,974,210        | 3,377,720       | 3,078,784        |
| (597,280)        | (600,700)       | (607,770)        |
| (1,435,640)      | (1,839,351)     | (2,108,671)      |

Employees  
Internal Charges (Net)  
Agency Recharges  
Other Income  
Premises  
Supplies & Services  
Transfer Payments  
Transport

Internal Charges (Net)  
Internal Charges (Net)  
Internal Charges (Net)

Government Grants  
Other Income  
Other Income

Internal Charges (Net)  
Other Income

HRA Share of Corporate Core

|                        |
|------------------------|
| Other Income           |
| Internal Charges (Net) |

| Service                             | Inc Exp                        | Dir / Indir                    | Nom Group                   | Total 06/07    | Internal         |         |
|-------------------------------------|--------------------------------|--------------------------------|-----------------------------|----------------|------------------|---------|
| ANTI-FRAUD                          | 1: Expenditure                 | DIR                            | Benefit Fraud Investigation | 13,060         | (160,420)        |         |
|                                     |                                |                                | Staffing Costs              | 61,450         |                  |         |
|                                     |                                | DIR Total                      |                             | 74,510         |                  |         |
|                                     | RCH                            | Income - Internal Charges      | (160,420)                   |                |                  |         |
|                                     |                                | Recharges - Accommodation      | 8,640                       |                |                  |         |
|                                     |                                | Recharges - Capital Charges    | 0                           |                |                  |         |
|                                     |                                | Recharges - Central Management | 31,690                      |                |                  |         |
|                                     |                                | Recharges - IT Services        | 14,050                      |                |                  |         |
|                                     |                                | Recharges - Other support      | 31,530                      |                |                  |         |
|                                     | RCH Total                      |                                | (74,510)                    |                |                  |         |
| 1: Expenditure Total                |                                |                                |                             | 0              |                  |         |
| 2: Income                           | RCH                            | Income - Internal Charges      | 0                           |                |                  |         |
|                                     | RCH Total                      |                                | 0                           |                |                  |         |
| 2: Income Total                     |                                |                                |                             | 0              |                  |         |
| <b>ANTI-FRAUD Total</b>             |                                |                                |                             | <b>0</b>       | <b>(160,420)</b> |         |
| BENEFIT ADMINISTRATION              | 1: Expenditure                 | DIR                            | Income - DWP Admin Subsidy  | 0              |                  |         |
|                                     |                                | DIR Total                      |                             | 0              |                  |         |
|                                     |                                | RCH                            | Recharged - re CT Benefits  | (249,100)      |                  |         |
|                                     |                                |                                | Recharges - Determinations  | 511,090        |                  |         |
|                                     | Recharges - Fraud Investigat'n |                                | 161,960                     |                |                  |         |
|                                     | RCH Total                      |                                | 423,950                     |                |                  |         |
|                                     | 1: Expenditure Total           |                                |                             |                |                  | 423,950 |
|                                     | 2: Income                      | DIR                            | Income - DWP Admin Subsidy  | (120,460)      |                  |         |
|                                     |                                |                                | Income - Fraud Initiative   | (127,000)      |                  |         |
|                                     |                                | DIR Total                      |                             | (247,460)      |                  |         |
| 2: Income Total                     |                                |                                |                             | (247,460)      |                  |         |
| <b>BENEFIT ADMINISTRATION Total</b> |                                |                                |                             | <b>176,490</b> | <b>0</b>         |         |
| CAR LEASING                         | 1: Expenditure                 | DIR                            | Car Leasing Costs           | 126,100        |                  |         |
|                                     |                                |                                | Recharged to Services       | (105,600)      |                  |         |
|                                     |                                | DIR Total                      |                             | 20,500         |                  |         |
|                                     | 1: Expenditure Total           |                                |                             |                |                  | 20,500  |
|                                     | 2: Income                      | DIR                            | Recharged to Users          | (20,500)       |                  |         |
|                                     |                                | DIR Total                      |                             | (20,500)       |                  |         |
| 2: Income Total                     |                                |                                |                             | (20,500)       |                  |         |
| <b>CAR LEASING Total</b>            |                                |                                |                             | <b>0</b>       | <b>0</b>         |         |
| CASHIER SERVICE                     | 1: Expenditure                 | DIR                            | Computer System Costs       | 5,970          | (241,970)        |         |
|                                     |                                |                                | Direct Admin Costs          | 9,890          |                  |         |
|                                     |                                |                                | Staffing Costs              | 129,670        |                  |         |
|                                     |                                | DIR Total                      |                             | 145,530        |                  |         |
|                                     | RCH                            | Income - Cashiers Services     | (241,970)                   |                |                  |         |
|                                     |                                | Recharges - Accommodation      | 15,540                      |                |                  |         |
|                                     |                                | Recharges - Capital Charges    | 12,280                      |                |                  |         |
|                                     |                                | Recharges - Management         | 19,800                      |                |                  |         |
|                                     |                                | Recharges - Other support      | 48,820                      |                |                  |         |
|                                     |                                | RCH Total                      |                             | (145,530)      |                  |         |
| 1: Expenditure Total                |                                |                                |                             | 0              |                  |         |
| 2: Income                           | DIR                            | Direct Admin Costs             | 0                           |                |                  |         |
|                                     | DIR Total                      |                                | 0                           |                |                  |         |
| 2: Income Total                     |                                |                                |                             | 0              |                  |         |
| <b>CASHIER SERVICE Total</b>        |                                |                                |                             | <b>0</b>       | <b>(241,970)</b> |         |
| CENTRAL SERVICES                    | 1: Expenditure                 | DIR                            | Main Office Telephones      | 51,730         |                  |         |

|                                       |                             |                           |                                |                  |                  |
|---------------------------------------|-----------------------------|---------------------------|--------------------------------|------------------|------------------|
|                                       |                             |                           | Staffing Costs                 | 277,430          |                  |
|                                       |                             |                           | Supplies & Services            | 87,500           |                  |
|                                       |                             |                           | Vending Costs                  | 23,980           |                  |
|                                       |                             |                           | <b>DIR Total</b>               | <b>440,640</b>   |                  |
|                                       |                             | RCH                       | Income - Internal Charges      | (610,760)        | (610,760)        |
|                                       |                             |                           | Recharges - Accommodation      | 49,010           |                  |
|                                       |                             |                           | Recharges - Capital Charges    | 23,230           |                  |
|                                       |                             |                           | Recharges - IT Services        | 57,760           |                  |
|                                       |                             |                           | Recharges - Management         | 28,120           |                  |
|                                       |                             |                           | Recharges - Office Services    | 7,600            |                  |
|                                       |                             |                           | Recharges - Other support      | 25,530           |                  |
|                                       |                             |                           | <b>RCH Total</b>               | <b>(419,510)</b> |                  |
|                                       |                             |                           | <b>1: Expenditure Total</b>    | <b>21,130</b>    |                  |
|                                       | 2: Income                   | DIR                       | Income - Main Office Phones    | (1,940)          |                  |
|                                       |                             |                           | Income - Supplies & Services   | (4,190)          |                  |
|                                       |                             |                           | Income - Vending               | (15,000)         |                  |
|                                       |                             |                           | <b>DIR Total</b>               | <b>(21,130)</b>  |                  |
|                                       |                             |                           | <b>2: Income Total</b>         | <b>(21,130)</b>  |                  |
| <b>CENTRAL SERVICES Total</b>         |                             |                           |                                | <b>0</b>         | <b>(610,760)</b> |
| <b>COMMITTEE ADMINISTRATION</b>       | 1: Expenditure              | DIR                       | Direct Admin Costs             | 9,150            | (276,890)        |
|                                       |                             |                           | Staffing Costs                 | 143,970          |                  |
|                                       |                             |                           | <b>DIR Total</b>               | <b>153,120</b>   |                  |
|                                       |                             | RCH                       | Income - Charged to DRM        | (276,890)        |                  |
|                                       |                             |                           | Income - Internal Charges      | (8,080)          |                  |
|                                       |                             |                           | Recharges - Central Management | 10,810           |                  |
|                                       |                             |                           | Recharges - Central Services   | 78,740           |                  |
|                                       |                             |                           | Recharges - IT Services        | 10,070           |                  |
|                                       |                             |                           | Recharges - Other support      | 32,830           |                  |
|                                       |                             |                           | <b>RCH Total</b>               | <b>(152,520)</b> |                  |
|                                       | <b>1: Expenditure Total</b> | <b>600</b>                |                                |                  |                  |
| 2: Income                             | DIR                         | Income - Sale of Minutes  | (600)                          |                  |                  |
|                                       |                             | <b>DIR Total</b>          | <b>(600)</b>                   |                  |                  |
|                                       | <b>2: Income Total</b>      | <b>(600)</b>              |                                |                  |                  |
| <b>COMMITTEE ADMINISTRATION Total</b> |                             |                           |                                | <b>0</b>         | <b>(276,890)</b> |
| <b>CONDUCTING ELECTIONS</b>           | 1: Expenditure              | DIR                       | Contingency Allowance          | 4,840            |                  |
|                                       |                             |                           | Direct Admin Costs             | 1,020            |                  |
|                                       |                             |                           | Income - Other Authorities     | 0                |                  |
|                                       |                             |                           | Recharges - Other support      | 0                |                  |
|                                       |                             |                           | Staffing Costs                 | 0                |                  |
|                                       |                             |                           | <b>DIR Total</b>               | <b>5,860</b>     |                  |
|                                       | RCH                         | Recharges - Other support | 1,880                          |                  |                  |
|                                       | <b>RCH Total</b>            | <b>1,880</b>              |                                |                  |                  |
|                                       | <b>1: Expenditure Total</b> | <b>7,740</b>              |                                |                  |                  |
| <b>CONDUCTING ELECTIONS Total</b>     |                             |                           |                                | <b>7,740</b>     | <b>0</b>         |
| <b>CORPORATE MANAGEMENT</b>           | 1: Expenditure              | DIR                       | Banking & Treasury Management  | 39,280           |                  |
|                                       |                             |                           | Corporate Accountability       | 29,200           |                  |
|                                       |                             |                           | Corporate Policy Making        | 55,510           |                  |
|                                       |                             |                           | Direct Admin Costs             | 5,960            |                  |
|                                       |                             |                           | External Audit Expenses        | 119,360          |                  |
|                                       |                             |                           | Risk Management Initiatives    | 2,000            |                  |
|                                       |                             |                           | Staffing - Directors           | 100,870          |                  |
|                                       |                             |                           | Staffing - Strategic Developme | 38,090           |                  |
|                                       |                             |                           | Staffing - Support             | 270,030          |                  |

|                                       |                      |           |                                |             |
|---------------------------------------|----------------------|-----------|--------------------------------|-------------|
|                                       |                      | DIR Total | 660,300                        |             |
|                                       |                      | RCH       | Recharged - Central Management | (272,880)   |
|                                       |                      |           | Recharged - DRM Support        | (109,660)   |
|                                       |                      |           | Recharges - Accommodation      | 13,900      |
|                                       |                      |           | Recharges - Budgets & Accounts | 359,970     |
|                                       |                      |           | Recharges - Central Insurances | 82,960      |
|                                       |                      |           | Recharges - Corporate Support  | 188,150     |
|                                       |                      |           | Recharges - IT Services        | 29,370      |
|                                       |                      |           | Recharges - Management         | 0           |
|                                       |                      |           | Recharges - Other support      | 25,280      |
|                                       |                      |           | Recharges - Public Relations   | 156,900     |
|                                       |                      | RCH Total | 473,990                        |             |
|                                       | 1: Expenditure Total |           | 1,134,290                      |             |
|                                       | 2: Income            | DIR       | Direct Admin Costs             | 0           |
|                                       |                      | DIR Total | 0                              |             |
|                                       |                      | RCH       | Recharges - Corporate Support  | 0           |
|                                       |                      | RCH Total | 0                              |             |
|                                       | 2: Income Total      |           | 0                              |             |
| <b>CORPORATE MANAGEMENT Total</b>     |                      |           | <b>1,134,290</b>               | <b>0</b>    |
| <b>COUNCIL TAX BENEFITS</b>           | 1: Expenditure       | DIR       | Benefits Paid                  | 2,650,790   |
|                                       |                      | DIR Total | 2,650,790                      |             |
|                                       |                      | RCH       | Recharges - Benefits Admin     | 249,100     |
|                                       |                      | RCH Total | 249,100                        |             |
|                                       | 1: Expenditure Total |           | 2,899,890                      |             |
|                                       | 2: Income            | DIR       | Income - Government Grants     | (2,761,930) |
|                                       |                      | DIR Total | (2,761,930)                    |             |
|                                       | 2: Income Total      |           | (2,761,930)                    |             |
| <b>COUNCIL TAX BENEFITS Total</b>     |                      |           | <b>137,960</b>                 | <b>0</b>    |
| <b>CUSTOMER SERVICES CENTRE</b>       | 1: Expenditure       | DIR       | Direct Admin Costs             | 0           |
|                                       |                      |           | ICL Software Charges           | 0           |
|                                       |                      |           | Staffing Costs                 | 0           |
|                                       |                      | DIR Total | 0                              |             |
|                                       |                      | RCH       | Recharges - Accomodation       | 0           |
|                                       |                      |           | Recharges - Capital Charges    | 0           |
|                                       |                      |           | Recharges - Management         | 0           |
|                                       |                      |           | Recharges - Other support      | 0           |
|                                       |                      | RCH Total | 0                              |             |
|                                       | 1: Expenditure Total |           | 0                              |             |
|                                       | 2: Income            | RCH       | Recharges - Other support      | 0           |
|                                       |                      | RCH Total | 0                              |             |
|                                       | 2: Income Total      |           | 0                              |             |
| <b>CUSTOMER SERVICES CENTRE Total</b> |                      |           | <b>0</b>                       | <b>0</b>    |
| <b>DEMOCRATIC REPRESENTATION</b>      | 1: Expenditure       | DIR       | Civic Functions                | 4,170       |
|                                       |                      |           | Members Accommodation          | 15,290      |
|                                       |                      |           | Members Payroll Allowances     | 273,240     |
|                                       |                      |           | Members Payroll Expenses       | 19,000      |
|                                       |                      |           | Membership of Outside Bodies   | 30,180      |
|                                       |                      |           | Other Members Expenses         | 35,540      |
|                                       |                      | DIR Total | 377,420                        |             |
|                                       |                      | RCH       | Income - Internal Charges      | 0           |
|                                       |                      |           | Recharges - Accommodation      | 135,210     |
|                                       |                      |           | Recharges - Capital Charges    | 4,700       |

|   |                  |                               |                             |                  |                  |
|---|------------------|-------------------------------|-----------------------------|------------------|------------------|
|   |                  |                               | Recharges - Committee Admin | 276,890          |                  |
|   |                  |                               | Recharges - IT Services     | 70,590           |                  |
|   |                  |                               | Recharges - Officer Support | 394,130          |                  |
|   |                  |                               | Recharges - Other support   | 2,280            |                  |
|   |                  |                               | <b>RCH Total</b>            | <b>883,800</b>   |                  |
|   |                  |                               | <b>1: Expenditure Total</b> | <b>1,261,220</b> |                  |
|   | 2: Income        | DIR                           | Income - External Charges   | 0                |                  |
|   |                  |                               | Income - Hire of Premises   | (20,220)         |                  |
|   |                  |                               | <b>DIR Total</b>            | <b>(20,220)</b>  |                  |
|   |                  |                               | <b>2: Income Total</b>      | <b>(20,220)</b>  |                  |
| <b>DEMOCRATIC REPRESENTATION Total</b>  |                  |                               |                             | <b>1,241,000</b> | <b>0</b>         |
| <b>ELECTORAL REGISTRATION</b>           | 1: Expenditure   | DIR                           | Computer System Costs       | 4,650            |                  |
|   |                  |                               | Direct Admin Costs          | 20,220           |                  |
|   |                  |                               | Staffing Costs              | 50,970           |                  |
|   |                  |                               | <b>DIR Total</b>            | <b>75,840</b>    |                  |
|   | RCH              | Recharges - Accommodation     | 2,130                       |                  |                  |
|   |                  | Recharges - Capital Charges   | 1,030                       |                  |                  |
|   |                  | Recharges - IT Services       | 5,460                       |                  |                  |
|   |                  | Recharges - Office Services   | 10,320                      |                  |                  |
|   |                  | Recharges - Other support     | 3,520                       |                  |                  |
|   | <b>RCH Total</b> | <b>22,460</b>                 |                             |                  |                  |
| <b>1: Expenditure Total</b>             | <b>98,300</b>    |                               |                             |                  |                  |
| 2: Income                               | DIR              | Direct Admin Costs            | 0                           |                  |                  |
|   |                  | Income - Sale of Registers    | (1,300)                     |                  |                  |
|   |                  | <b>DIR Total</b>              | <b>(1,300)</b>              |                  |                  |
|   |                  | <b>2: Income Total</b>        | <b>(1,300)</b>              |                  |                  |
| <b>ELECTORAL REGISTRATION Total</b>     |                  |                               |                             | <b>97,000</b>    | <b>0</b>         |
| <b>EXECUTIVE PROGRAMME OFFICE</b>       | 1: Expenditure   | DIR                           | Direct Admin Costs          | 54,030           |                  |
|   |                  |                               | Income - Partnerships       | 0                |                  |
|   |                  |                               | Information Technology      | 0                |                  |
|   |                  |                               | Projects                    | 0                |                  |
|   |                  |                               | Staffing Costs              | 103,540          |                  |
|   | <b>DIR Total</b> | <b>157,570</b>                |                             |                  |                  |
|   | RCH              | Income - Internal Charges     | (168,490)                   | (168,490)        |                  |
|   |                  | Recharges - Management        | 0                           |                  |                  |
|   |                  | Recharges - Other support     | 10,920                      |                  |                  |
|   | <b>RCH Total</b> | <b>(157,570)</b>              |                             |                  |                  |
| <b>1: Expenditure Total</b>             | <b>0</b>         |                               |                             |                  |                  |
| 2: Income                               | DIR              | Direct Admin Costs            | 0                           |                  |                  |
|   |                  | <b>DIR Total</b>              | <b>0</b>                    |                  |                  |
|   |                  | <b>2: Income Total</b>        | <b>0</b>                    |                  |                  |
| <b>EXECUTIVE PROGRAMME OFFICE Total</b> |                  |                               |                             | <b>0</b>         | <b>(168,490)</b> |
| <b>FINANCIAL SERVICES</b>               | 1: Expenditure   | DIR                           | Computer System Costs       | 21,920           |                  |
|   |                  |                               | Direct Admin Costs          | 16,270           |                  |
|   |                  |                               | Insurances                  | 244,290          |                  |
|   |                  |                               | Payroll Provider            | 27,260           |                  |
|   |                  |                               | Staffing Costs              | 452,510          |                  |
|   | <b>DIR Total</b> | <b>762,250</b>                |                             |                  |                  |
|   | RCH              | Income - Accountancy Services | (527,900)                   | (527,900)        |                  |
|   |                  | Income - DRM Support          | (43,000)                    | (43,000)         |                  |
|   |                  | Income - Exchequer Services   | (125,070)                   | (125,070)        |                  |
|   |                  | Income - Insurances           | (265,400)                   | (265,400)        |                  |
| Recharges - Accommodation               |                  | 20,630                        |                             |                  |                  |

|                                     |                |                           |                                |                    |                           |           |           |
|-------------------------------------|----------------|---------------------------|--------------------------------|--------------------|---------------------------|-----------|-----------|
|                                     |                |                           | Recharges - Capital Charges    | 37,040             |                           |           |           |
|                                     |                |                           | Recharges - Central Management | 40,950             |                           |           |           |
|                                     |                |                           | Recharges - IT Services        | 35,720             |                           |           |           |
|                                     |                |                           | Recharges - Other support      | 64,780             |                           |           |           |
|                                     |                |                           | <b>RCH Total</b>               | <b>(762,250)</b>   |                           |           |           |
|                                     |                |                           | <b>1: Expenditure Total</b>    | <b>0</b>           |                           |           |           |
|                                     |                | DIR                       | Insurances                     | 0                  |                           |           |           |
|                                     |                |                           | <b>DIR Total</b>               | <b>0</b>           |                           |           |           |
|                                     |                |                           | <b>2: Income Total</b>         | <b>0</b>           |                           |           |           |
| <b>FINANCIAL SERVICES Total</b>     |                |                           |                                | <b>0</b>           | <b>(961,370)</b>          |           |           |
| <b>HOUSING BENEFITS</b>             | 1: Expenditure | DIR                       | Other Housing Benefits         | 3,662,980          |                           |           |           |
|                                     |                |                           | Rent Rebates                   | 4,734,310          |                           |           |           |
|                                     |                |                           | <b>DIR Total</b>               | <b>8,397,290</b>   |                           |           |           |
|                                     |                |                           | <b>1: Expenditure Total</b>    | <b>8,397,290</b>   |                           |           |           |
|                                     | 2: Income      | DIR                       | Income - Other Benefit Subsidy | (3,650,960)        |                           |           |           |
|                                     |                |                           | Income - Rent Rebate Subsidy   | (4,707,280)        |                           |           |           |
|                                     |                |                           | <b>DIR Total</b>               | <b>(8,358,240)</b> |                           |           |           |
|                                     |                | <b>2: Income Total</b>    | <b>(8,358,240)</b>             |                    |                           |           |           |
| <b>HOUSING BENEFITS Total</b>       |                |                           |                                | <b>39,050</b>      | <b>0</b>                  |           |           |
| <b>INFORMATION TECHNOLOGY</b>       | 1: Expenditure | DIR                       | Direct Accommodation Costs     | 5,050              |                           |           |           |
|                                     |                |                           | Direct Admin Costs             | 16,190             |                           |           |           |
|                                     |                |                           | Electronic Filing              | 0                  |                           |           |           |
|                                     |                |                           | Equipment Rental Charges       | 4,740              |                           |           |           |
|                                     |                |                           | External Support Services      | 52,920             |                           |           |           |
|                                     |                |                           | ICL Hardware Maintenance       | 14,790             |                           |           |           |
|                                     |                |                           | ICL Software Charges           | 66,530             |                           |           |           |
|                                     |                |                           | Staffing Costs                 | 454,430            |                           |           |           |
|                                     |                |                           | Supplies & Services            | 90,600             |                           |           |           |
|                                     |                |                           | User Training                  | 0                  |                           |           |           |
|                                     |                |                           |                                | <b>DIR Total</b>   | <b>705,250</b>            |           |           |
|                                     |                |                           |                                | RCH                | Income - Internal Charges | (872,020) | (872,020) |
|                                     |                |                           |                                |                    | Recharges - Accommodation | 54,320    |           |
|                                     |                |                           | Recharges - Capital Charges    | 68,670             |                           |           |           |
|                                     |                |                           | Recharges - Management         | 12,390             |                           |           |           |
|                                     |                |                           | Recharges - Office Services    | 11,150             |                           |           |           |
|                                     |                |                           | Recharges - Other support      | 20,340             |                           |           |           |
|                                     |                |                           | <b>RCH Total</b>               | <b>(705,150)</b>   |                           |           |           |
|                                     |                |                           | <b>1: Expenditure Total</b>    | <b>100</b>         |                           |           |           |
|                                     | 2: Income      | DIR                       | Income - ODPM Grant            | 0                  |                           |           |           |
| Supplies & Services                 |                |                           | (100)                          |                    |                           |           |           |
|                                     |                | <b>DIR Total</b>          | <b>(100)</b>                   |                    |                           |           |           |
|                                     |                | <b>2: Income Total</b>    | <b>(100)</b>                   |                    |                           |           |           |
| <b>INFORMATION TECHNOLOGY Total</b> |                |                           |                                | <b>0</b>           | <b>(872,020)</b>          |           |           |
| <b>INTERNAL AUDIT PARTNERSHIP</b>   | 1: Expenditure | DIR                       | Direct Admin Costs             | 180                |                           |           |           |
|                                     |                |                           | Income - Partnership           | 0                  |                           |           |           |
|                                     |                |                           | Partnership Costs              | 40,630             |                           |           |           |
|                                     |                |                           | Staffing Costs                 | 65,780             |                           |           |           |
|                                     |                |                           |                                | <b>DIR Total</b>   | <b>106,590</b>            |           |           |
|                                     |                | RCH                       | Income - Internal Charges      | (141,940)          | (141,940)                 |           |           |
|                                     |                |                           | Recharges - Accommodation      | 6,480              |                           |           |           |
|                                     |                |                           | Recharges - Central Management | 6,340              |                           |           |           |
|                                     |                | Recharges - IT Services   | 11,240                         |                    |                           |           |           |
|                                     |                | Recharges - Other support | 11,290                         |                    |                           |           |           |



|   |                      |                       |                                |                |                  |         |  |
|---|----------------------|-----------------------|--------------------------------|----------------|------------------|---------|--|
|   |                      | RCH Total             |                                | (106,590)      |                  |         |  |
|   | 1: Expenditure Total |                       |                                | 0              |                  |         |  |
| <b>INTERNAL AUDIT PARTNERSHIP Total</b> |                      |                       |                                | <b>0</b>       | <b>(141,940)</b> |         |  |
| <b>LAND CHARGES</b>                     | 1: Expenditure       | DIR                   | Computer System Costs          | 9,500          | 119,760          |         |  |
|   |                      |                       | Direct Admin Costs             | 46,690         |                  |         |  |
|   |                      |                       | Recharges - Other support      | 0              |                  |         |  |
|   |                      |                       | Staffing Costs                 | 58,390         |                  |         |  |
|   |                      | DIR Total             |                                |                |                  | 114,580 |  |
|   |                      | RCH                   | Income - Internal Charges      | (20,930)       |                  |         |  |
|   |                      |                       | Income Re-allocation           | 119,760        |                  |         |  |
|   |                      |                       | Recharges - Accommodation      | 7,490          |                  |         |  |
|   |                      |                       | Recharges - IT Services        | 5,700          |                  |         |  |
|   |                      | RCH Total             |                                |                |                  | 128,420 |  |
| 1: Expenditure Total                    |                      |                       | 243,000                        |                |                  |         |  |
| 2: Income                               | DIR                  | Income - Land Charges | (243,000)                      |                |                  |         |  |
|   |                      | DIR Total             |                                | (243,000)      |                  |         |  |
| 2: Income Total                         |                      |                       | (243,000)                      |                |                  |         |  |
| <b>LAND CHARGES Total</b>               |                      |                       |                                | <b>0</b>       | <b>119,760</b>   |         |  |
| <b>LEGAL SERVICES</b>                   | 1: Expenditure       | DIR                   | Direct Admin Costs             | 36,670         | (300,010)        |         |  |
|   |                      |                       | External Legal Expenses        | 6,000          |                  |         |  |
|   |                      |                       | External Legal Services        | 20,000         |                  |         |  |
|   |                      |                       | Staffing Costs                 | 182,430        |                  |         |  |
|   |                      | DIR Total             |                                |                |                  | 245,100 |  |
|   |                      | RCH                   | Income - DRM Support           | (4,930)        |                  |         |  |
|   |                      |                       | Income - Legal Services        | (300,010)      |                  |         |  |
|   |                      |                       | Recharges - Accommodation      | 12,450         |                  |         |  |
|   |                      |                       | Recharges - Central Management | 11,800         |                  |         |  |
|   |                      |                       | Recharges - IT Services        | 15,780         |                  |         |  |
| Recharges - Office Services             | 28,380               |                       |                                |                |                  |         |  |
| RCH Total                               |                      |                       | (227,600)                      |                |                  |         |  |
| 1: Expenditure Total                    |                      |                       | 17,500                         |                |                  |         |  |
| 2: Income                               | DIR                  | Income - Costs        | (17,500)                       |                |                  |         |  |
|   |                      | DIR Total             |                                | (17,500)       |                  |         |  |
| 2: Income Total                         |                      |                       | (17,500)                       |                |                  |         |  |
| <b>LEGAL SERVICES Total</b>             |                      |                       |                                | <b>0</b>       | <b>(300,010)</b> |         |  |
| <b>LOCAL TAX COLLECTION</b>             | 1: Expenditure       | RCH                   | Recharges - Revenues Admin     | 557,380        |                  |         |  |
|   |                      | RCH Total             |                                | 557,380        |                  |         |  |
|   | 1: Expenditure Total |                       |                                | 557,380        |                  |         |  |
|   | 2: Income            | DIR                   | Income - Costs & Penalties     | (100,000)      |                  |         |  |
|   |                      |                       | DIR Total                      |                | (100,000)        |         |  |
| 2: Income Total                         |                      |                       | (100,000)                      |                |                  |         |  |
| <b>LOCAL TAX COLLECTION Total</b>       |                      |                       |                                | <b>457,380</b> | <b>0</b>         |         |  |
| <b>NON DOMESTIC RATES</b>               | 1: Expenditure       | DIR                   | Rate Relief Proportion         | 44,000         |                  |         |  |
|   |                      | DIR Total             |                                | 44,000         |                  |         |  |
|   |                      | RCH                   | Recharges - Revenues Admin     | 135,000        |                  |         |  |
|   | RCH Total            |                       |                                | 135,000        |                  |         |  |
|   | 1: Expenditure Total |                       |                                | 179,000        |                  |         |  |
|   | 2: Income            | DIR                   | Income - Business Rate Charge  | (129,000)      |                  |         |  |
| Income - Costs & Penalties              |                      |                       | (6,000)                        |                |                  |         |  |
| DIR Total                               |                      |                       | (135,000)                      |                |                  |         |  |
| 2: Income Total                         |                      |                       | (135,000)                      |                |                  |         |  |

|                                       |                             |                             |                           |                 |                  |
|---------------------------------------|-----------------------------|-----------------------------|---------------------------|-----------------|------------------|
| <b>NON DOMESTIC RATES Total</b>       |                             |                             |                           | <b>44,000</b>   | <b>0</b>         |
| <b>OFFICE SERVICES</b>                | 1: Expenditure              | DIR                         | Direct Admin Costs        | 2,440           | (65,550)         |
|                                       |                             |                             | Staffing Costs            | 49,870          |                  |
|                                       |                             | <b>DIR Total</b>            |                           | <b>52,310</b>   |                  |
|                                       |                             | RCH                         | Income - Internal Charges | (65,550)        |                  |
|                                       | Recharges - Management      |                             | 9,300                     |                 |                  |
|                                       | Recharges - Other support   |                             | 3,960                     |                 |                  |
|                                       | <b>RCH Total</b>            |                             | <b>(52,290)</b>           |                 |                  |
|                                       | <b>1: Expenditure Total</b> |                             |                           |                 |                  |
| 2: Income                             | DIR                         | Direct Admin Costs          | (20)                      |                 |                  |
|                                       |                             | <b>DIR Total</b>            |                           | <b>(20)</b>     |                  |
| <b>2: Income Total</b>                |                             |                             |                           | <b>(20)</b>     |                  |
| <b>OFFICE SERVICES Total</b>          |                             |                             |                           | <b>0</b>        | <b>(65,550)</b>  |
| <b>OFFICES - DUNMOW</b>               | 1: Expenditure              | DIR                         | Maintenance & Cleaning    | 19,640          | (84,150)         |
|                                       |                             |                             | Other Premises Costs      | 32,190          |                  |
|                                       |                             | Repair & Maintenance        | 0                         |                 |                  |
|                                       |                             | <b>DIR Total</b>            |                           | <b>51,830</b>   |                  |
|                                       | RCH                         | Income - Internal Charges   | (84,150)                  |                 |                  |
|                                       |                             | Recharges - Capital Charges | 38,300                    |                 |                  |
|                                       |                             | Recharges - Central Office  | 0                         |                 |                  |
|                                       |                             | Recharges - Management      | 10,000                    |                 |                  |
| Recharges - Other support             |                             | 7,020                       |                           |                 |                  |
| <b>RCH Total</b>                      |                             | <b>(28,830)</b>             |                           |                 |                  |
| <b>1: Expenditure Total</b>           |                             |                             |                           | <b>23,000</b>   |                  |
| 2: Income                             | DIR                         | Income from Lettings        | (23,000)                  |                 |                  |
|                                       |                             | <b>DIR Total</b>            |                           | <b>(23,000)</b> |                  |
| <b>2: Income Total</b>                |                             |                             |                           | <b>(23,000)</b> |                  |
| <b>OFFICES - DUNMOW Total</b>         |                             |                             |                           | <b>0</b>        | <b>(84,150)</b>  |
| <b>OFFICES - SAFFRON WALDEN</b>       | 1: Expenditure              | DIR                         | Cleaning                  | 43,880          | (675,350)        |
|                                       |                             |                             | Heat and Water            | 52,500          |                  |
|                                       |                             |                             | Maintenance               | 45,090          |                  |
|                                       |                             |                             | Office Alterations        | 25,000          |                  |
|                                       |                             |                             | Rates                     | 113,660         |                  |
|                                       |                             |                             | Repair & Maintenance      | 0               |                  |
|                                       | <b>DIR Total</b>            |                             | <b>280,130</b>            |                 |                  |
|                                       | RCH                         | Income - Internal Charges   | (675,350)                 |                 |                  |
| Recharges - Capital Charges           |                             | 190,280                     |                           |                 |                  |
| Recharges - Caretaking                |                             | 29,540                      |                           |                 |                  |
| Recharges - Central Office            |                             | 148,540                     |                           |                 |                  |
| Recharges - Management                |                             | 15,000                      |                           |                 |                  |
| Recharges - Other support             | 24,290                      |                             |                           |                 |                  |
| <b>RCH Total</b>                      |                             | <b>(267,700)</b>            |                           |                 |                  |
| <b>1: Expenditure Total</b>           |                             |                             |                           | <b>12,430</b>   |                  |
| 2: Income                             | DIR                         | Income - External Charges   | (12,430)                  |                 |                  |
|                                       |                             | <b>DIR Total</b>            |                           | <b>(12,430)</b> |                  |
| <b>2: Income Total</b>                |                             |                             |                           | <b>(12,430)</b> |                  |
| <b>OFFICES - SAFFRON WALDEN Total</b> |                             |                             |                           | <b>0</b>        | <b>(675,350)</b> |
| <b>PERSONNEL SERVICES</b>             | 1: Expenditure              | DIR                         | Consultancy Fees          | 61,490          |                  |
|                                       |                             |                             | Direct Admin Costs        | 11,220          |                  |
|                                       |                             |                             | Education Fund            | 10,300          |                  |
|                                       |                             |                             | Employee Reward Scheme    | 20,600          |                  |
|                                       |                             |                             | Information Technology    | 8,840           |                  |
|                                       |                             |                             |                           |                 |                  |

|                                      |                |     |                                 |                  |                  |
|--------------------------------------|----------------|-----|---------------------------------|------------------|------------------|
|                                      |                |     | Investors in People             | 0                |                  |
|                                      |                |     | Long Service Awards             | 1,750            |                  |
|                                      |                |     | Staffing Costs                  | 203,590          |                  |
|                                      |                |     | <b>DIR Total</b>                | <b>317,790</b>   |                  |
|                                      |                | RCH | Income - DRM Support            | (4,300)          | (422,630)        |
|                                      |                |     | Income - Personnel Services     | (422,630)        |                  |
|                                      |                |     | Recharges - Accommodation       | 12,190           |                  |
|                                      |                |     | Recharges - Capital Charges     | 6,770            |                  |
|                                      |                |     | Recharges - Central Managment   | 30,700           |                  |
|                                      |                |     | Recharges - IT Services         | 13,860           |                  |
|                                      |                |     | Recharges - Liability Insurance | 21,020           |                  |
|                                      |                |     | Recharges - Office Services     | 15,460           |                  |
|                                      |                |     | Recharges - Other support       | 9,140            |                  |
|                                      |                |     | <b>RCH Total</b>                | <b>(317,790)</b> |                  |
|                                      |                |     | <b>1: Expenditure Total</b>     | <b>0</b>         |                  |
|                                      | 2: Income      | DIR | Direct Admin Costs              | 0                |                  |
|                                      |                |     | <b>DIR Total</b>                | <b>0</b>         |                  |
|                                      |                |     | <b>2: Income Total</b>          | <b>0</b>         |                  |
| <b>PERSONNEL SERVICES Total</b>      |                |     |                                 | <b>0</b>         | <b>(422,630)</b> |
| <b>PUBLIC RELATIONS</b>              | 1: Expenditure | DIR | Airport Project                 | 0                | (156,900)        |
|                                      |                |     | Corporate Publicity             | 11,390           |                  |
|                                      |                |     | Development                     | 29,420           |                  |
|                                      |                |     | Direct Admin Costs              | 28,890           |                  |
|                                      |                |     | Staffing Costs                  | 68,550           |                  |
|                                      |                |     | <b>DIR Total</b>                | <b>138,250</b>   |                  |
|                                      |                | RCH | Income - Charge to Corp Mgt     | (156,900)        |                  |
|                                      |                |     | Recharges - Management & Admin  | 19,650           |                  |
|                                      |                |     | <b>RCH Total</b>                | <b>(137,250)</b> |                  |
|                                      |                |     | <b>1: Expenditure Total</b>     | <b>1,000</b>     |                  |
|                                      | 2: Income      | DIR | Income - Concessions            | (1,000)          |                  |
|                                      |                |     | <b>DIR Total</b>                | <b>(1,000)</b>   |                  |
|                                      |                |     | <b>2: Income Total</b>          | <b>(1,000)</b>   |                  |
| <b>PUBLIC RELATIONS Total</b>        |                |     |                                 | <b>0</b>         | <b>(156,900)</b> |
| <b>RESOURCES MISCELLANEOUS</b>       | 1: Expenditure | DIR | Admin Review Savings            | 0                |                  |
|                                      |                |     | Audit VFM Savings               | 0                |                  |
|                                      |                |     | ECC PSA Reward Scheme           | 0                |                  |
|                                      |                |     | ECC Second Homes                | (41,200)         |                  |
|                                      |                |     | Energy Efficiency               | (35,000)         |                  |
|                                      |                |     | ICM Savings                     | (12,500)         |                  |
|                                      |                |     | Joint Working                   | (5,000)          |                  |
|                                      |                |     | Online Procurement Savings      | 0                |                  |
|                                      |                |     | Quality of Life Plan            | 0                |                  |
|                                      |                |     | <b>DIR Total</b>                | <b>(93,700)</b>  |                  |
|                                      |                |     | <b>1: Expenditure Total</b>     | <b>(93,700)</b>  |                  |
| <b>RESOURCES MISCELLANEOUS Total</b> |                |     |                                 | <b>(93,700)</b>  | <b>0</b>         |
| <b>REVENUES ADMINISTRATION</b>       | 1: Expenditure | DIR | Computer System Costs           | 90,020           |                  |
|                                      |                |     | Direct Admin Costs              | 42,160           |                  |
|                                      |                |     | External Audit Fees             | 35,020           |                  |
|                                      |                |     | External Support Services       | 8,240            |                  |
|                                      |                |     | Fraud & Tax Credit Initiatives  | 0                |                  |
|                                      |                |     | Income - Minor Recharges        | (250)            |                  |
|                                      |                |     | Staffing Costs                  | 630,240          |                  |
|                                      |                |     |                                 |                  |                  |

|                                      |  |                                |                             |                    |
|--------------------------------------|--|--------------------------------|-----------------------------|--------------------|
|                                      |  | <b>DIR Total</b>               | <b>805,430</b>              |                    |
|                                      | RCH  | Income - Internal Charges      | (1,236,260)                 | (1,236,260)        |
|                                      |  | Recharges - Accomodation       | 45,560                      |                    |
|                                      |  | Recharges - Capital Charges    | 33,830                      |                    |
|                                      |  | Recharges - Cashiers Service   | 119,210                     |                    |
|                                      |  | Recharges - Central Management | 45,740                      |                    |
|                                      |  | Recharges - IT Services        | 83,020                      |                    |
|                                      |  | Recharges - Other support      | 152,370                     |                    |
|                                      |  | <b>RCH Total</b>               | <b>(756,530)</b>            |                    |
|                                      | <b>1: Expenditure Total</b>                |                                | <b>48,900</b>               |                    |
|                                      | 2: Income                                  | DIR                            | Income - Government Grants  | (48,900)           |
|                                      |  |                                | Income - Minor Recharges    | 0                  |
|                                      |  | <b>DIR Total</b>               | <b>(48,900)</b>             |                    |
|                                      | <b>2: Income Total</b>                     |                                | <b>(48,900)</b>             |                    |
| <b>REVENUES ADMINISTRATION Total</b> |  |                                | <b>0</b>                    | <b>(1,236,260)</b> |
| <b>SHARE OF CORPORATE CORE COSTS</b> | 3: Below the Line                          | DIR                            | HRA Share of Corporate Core | (267,000)          |
|                                      |  | <b>DIR Total</b>               |                             | <b>(267,000)</b>   |
|                                      | <b>3: Below the Line Total</b>             |                                |                             | <b>(267,000)</b>   |
|                                      | <b>SHARE OF CORPORATE CORE COSTS Total</b> |                                |                             | <b>(267,000)</b>   |
|                                      |  |                                | <b>2,974,210</b>            | <b>(6,254,950)</b> |

**Net Cost**

**160,420**

**176,490**

**0**

**241,970**

610,760

276,890

7,740

1,134,290

137,960

0

1,241,000

97,000

168,490



961,370

39,050

872,020

141,940

(119,760)

300,010

457,380

44,000

65,550

84,150

675,350

422,630

156,900

(93,700)

|           |
|-----------|
| 1,236,260 |
| (267,000) |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
|---|---------------------------------|-----------------------------------|----------------------------------|-----------------------------------|
|---|---------------------------------|-----------------------------------|----------------------------------|-----------------------------------|

### SERVICE ANALYSIS

|  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|
| Democratic Representation and Management | 1,335,071        | 1,295,897        | 1,373,470        | 1,401,230        |
| Corporate Management                     | 1,558,206        | 1,113,630        | 1,061,540        | 898,590          |
| Committee Administration                 | 282,523          | 266,560          | 284,890          | 296,460          |
| Communications                           | 350,969          | 188,940          | 171,110          | 178,290          |
| Legal Services                           | 288,241          | 294,630          | 279,630          | 283,920          |
| Human Resources                          | 454,541          | 477,900          | 461,550          | 424,030          |
| Central Services                         | 530,415          | 559,770          | 570,110          | 565,860          |
| Office Services - Saffron Walden         | 67,142           | 63,610           | 71,170           | 70,050           |
| Offices - Dunmow                         | 74,037           | 69,790           | 62,190           | 64,880           |
| Offices - Saffron Walden                 | 798,560          | 1,036,580        | 1,127,670        | 1,210,430        |
| Customer Services Centre                 | 212,110          | 421,710          | 540,680          | 574,900          |
| Internal Audit Partnership               | 139,155          | 144,930          | 134,670          | 148,770          |
| Anti Fraud                               | 146,368          | 162,340          | 168,320          | 169,180          |
| Cashier Service                          | 164,731          | 0                | 0                | 0                |
| Information Technology                   | 960,947          | 1,038,060        | 1,001,320        | 1,214,250        |
| Financial Services                       | 1,211,655        | 1,132,090        | 1,276,510        | 1,164,690        |
| Revenues Administration                  | 1,252,920        | 1,163,930        | 1,106,500        | 1,231,340        |
| Council Tax Collection                   | 462,299          | 409,530          | 387,020          | 439,570          |
| Non Domestic Rates                       | 45,451           | 42,010           | 35,180           | 46,970           |
| Council Tax Benefits                     | 106,184          | 145,480          | 110,570          | 147,570          |
| Housing Benefits Admin                   | 64,171           | 144,670          | 168,120          | 220,070          |
| Housing Benefits                         | (27,373)         | 43,730           | 70,600           | 67,060           |
| Conducting Elections                     | 16,235           | 80,730           | 76,030           | 7,920            |
| Electoral Registration                   | 111,394          | 104,450          | 106,700          | 106,250          |
| Land Charges                             | (127,100)        | (105,040)        | (110,770)        | (106,700)        |
| Miscellaneous                            | (48,116)         | (204,565)        | (48,110)         | (48,110)         |
| Recharged to Services                    | (6,939,694)      | (7,033,800)      | (7,221,790)      | (7,490,350)      |
| <b>COMMITTEE TOTAL</b>                   | <b>3,491,042</b> | <b>3,057,562</b> | <b>3,264,880</b> | <b>3,287,120</b> |
| HRA share of Corporate Core              | (267,000)        | (267,000)        | (267,000)        | (267,000)        |
|  | <b>3,224,042</b> | <b>2,790,562</b> | <b>2,997,880</b> | <b>3,020,120</b> |

### Subjective Analysis

|                             |                   |                   |                   |                   |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Employees                   | 3,316,980         | 3,485,850         | 3,751,260         | 4,000,160         |
| Premises                    | 473,998           | 493,560           | 465,110           | 516,010           |
| Transport                   | 211,859           | 226,610           | 224,320           | 234,910           |
| Supplies & Services         | 2,326,219         | 1,827,790         | 2,262,120         | 1,752,290         |
| Transfer Payments           | 11,858,260        | 11,541,070        | 11,939,230        | 11,322,350        |
|                             | <b>18,187,316</b> | <b>17,574,880</b> | <b>18,642,040</b> | <b>17,825,720</b> |
| Agency Recharges            | (96,802)          | (93,115)          | (100,610)         | (48,110)          |
| Government Grants           | (12,331,875)      | (11,809,770)      | (12,275,520)      | (11,566,710)      |
| Other Income                | (661,165)         | (607,770)         | (622,260)         | (608,070)         |
| <b>Direct Budget Total</b>  | <b>5,097,474</b>  | <b>5,064,225</b>  | <b>5,643,650</b>  | <b>5,602,830</b>  |
| Internal Charges Net        | (1,606,432)       | (2,006,663)       | (2,378,770)       | (2,315,710)       |
| <b>Service Budget Total</b> | <b>3,491,042</b>  | <b>3,057,562</b>  | <b>3,264,880</b>  | <b>3,287,120</b>  |
| HRA Share of Corporate Core | (267,000)         | (267,000)         | (267,000)         | (267,000)         |
| <b>Committee Total</b>      | <b>3,224,042</b>  | <b>2,790,562</b>  | <b>2,997,880</b>  | <b>3,020,120</b>  |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### DEMOCRATIC REPRESENTATION

|                                  |                  |                  |                  |                  |
|----------------------------------|------------------|------------------|------------------|------------------|
| Members' Payroll Allowances      | 278,839          | 283,800          | 283,800          | 283,800          |
| Members' Payroll Expenses        | 13,784           | 19,480           | 19,480           | 19,480           |
| Other Members' Expenses          | 39,852           | 39,510           | 37,300           | 37,220           |
| Civic Functions                  | 8,283            | 3,990            | 3,990            | 3,990            |
| Members' Accommodation           | 12,029           | 15,830           | 10,630           | 10,820           |
| Membership to Outside Bodies     | 28,821           | 30,930           | 25,180           | 28,930           |
| <b>Direct Expenditure Total</b>  | <b>381,608</b>   | <b>393,540</b>   | <b>380,380</b>   | <b>384,240</b>   |
| Internal Charges - Accommodation | 142,484          | 208,230          | 226,430          | 243,350          |
| - Officer Support                | 434,535          | 354,987          | 388,450          | 363,000          |
| - Committee Administration       | 282,523          | 266,560          | 284,890          | 296,460          |
| - Information Technology         | 100,577          | 82,690           | 97,970           | 114,970          |
| - Other Support Services         | 1,686            | 4,200            | 4,860            | 5,060            |
| - Capital Charges                | 10,580           | 7,040            | 10,570           | 14,230           |
| <b>Gross Expenditure Total</b>   | <b>1,353,993</b> | <b>1,317,247</b> | <b>1,393,550</b> | <b>1,421,310</b> |
| Income - Hire of Premises        | (18,922)         | (21,350)         | (20,080)         | (20,080)         |
| <b>Direct Income Total</b>       | <b>(18,922)</b>  | <b>(21,350)</b>  | <b>(20,080)</b>  | <b>(20,080)</b>  |
| <b>Net Total</b>                 | <b>1,335,071</b> | <b>1,295,897</b> | <b>1,373,470</b> | <b>1,401,230</b> |

### CORPORATE MANAGEMENT

|                                       |                  |                  |                    |                    |
|---------------------------------------|------------------|------------------|--------------------|--------------------|
| Staffing Costs                        | 576,573          | 531,780          | 1,010,630          | 876,600            |
| External Audit Expenses               | 128,908          | 130,430          | 136,250            | 146,250            |
| Banking & Treasury Management         | 55,759           | 60,520           | 61,120             | 57,500             |
| Corporate Policy Making               | 56,413           | 55,430           | 41,240             | 47,190             |
| Risk Management Initiatives           | 800              | 1,870            | 870                | 1,870              |
| Corporate Accountability              | 6,122            | 14,320           | 7,390              | 9,550              |
| Projects                              | 36,237           | 0                | 0                  | 0                  |
| Direct Admin Costs                    | 56,680           | 5,820            | 19,420             | 14,560             |
| <b>Direct Expenditure Total</b>       | <b>917,492</b>   | <b>800,170</b>   | <b>1,276,920</b>   | <b>1,153,520</b>   |
| Internal Charges - Budgets & Accounts | 613,032          | 207,290          | 280,090            | 171,540            |
| - Communications                      | 225,563          | 188,940          | 171,110            | 178,290            |
| - Other Corporate Support             | 199,206          | 156,510          | 162,880            | 154,350            |
| - Insurances                          | 90,654           | 104,380          | 108,520            | 117,850            |
| - Information Technology              | 27,020           | 35,170           | 24,750             | 31,850             |
| - Other Support Services              | 28,003           | 34,100           | 47,870             | 44,380             |
| - Office Accommodation                | 16,010           | 21,350           | 57,140             | 57,090             |
| <b>Gross Expenditure Total</b>        | <b>2,116,980</b> | <b>1,547,910</b> | <b>2,129,280</b>   | <b>1,908,870</b>   |
| Income - Partnership                  | (39,237)         | 0                | 0                  | 0                  |
| <b>Direct Income Total</b>            | <b>(39,237)</b>  | <b>0</b>         | <b>0</b>           | <b>0</b>           |
| Income - Internal Charges             | (132,480)        | (118,000)        | (76,240)           | 0                  |
| - DRM Support                         | (126,740)        | (112,410)        | (203,460)          | (180,430)          |
| - Central Management                  | (392,797)        | (321,870)        | (864,280)          | (829,850)          |
| <b>Gross Income Total</b>             | <b>(691,254)</b> | <b>(552,280)</b> | <b>(1,143,980)</b> | <b>(1,010,280)</b> |
| <b>Net Total</b>                      | <b>1,425,726</b> | <b>995,630</b>   | <b>985,300</b>     | <b>898,590</b>     |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### COMMITTEE ADMINISTRATION

|                                       |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Staffing Costs                        | 143,150          | 139,030          | 145,170          | 143,490          |
| Direct Admin Costs                    | 9,958            | 8,930            | 8,320            | 8,090            |
| <b>Direct Expenditure Total</b>       | <b>153,108</b>   | <b>147,960</b>   | <b>153,490</b>   | <b>151,580</b>   |
| Internal Charges - Central Management | 13,097           | 10,590           | 20,620           | 28,180           |
| - Central Services                    | 80,849           | 70,450           | 75,940           | 77,780           |
| - Information Technology              | 9,262            | 11,550           | 8,130            | 10,460           |
| - Other Support Services              | 34,997           | 34,910           | 35,720           | 37,580           |
| <b>Gross Expenditure Total</b>        | <b>291,313</b>   | <b>275,460</b>   | <b>293,900</b>   | <b>305,580</b>   |
| Income - Sale of Minutes              | 0                | (620)            | 0                | 0                |
| <b>Direct Income Total</b>            | <b>0</b>         | <b>(620)</b>     | <b>0</b>         | <b>0</b>         |
| - Internal Charges                    | (8,790)          | (8,280)          | (9,010)          | (9,120)          |
| - Admin Charged to DRM                | (282,523)        | (266,560)        | (284,890)        | (296,460)        |
| <b>Gross Income Total</b>             | <b>(291,313)</b> | <b>(275,460)</b> | <b>(293,900)</b> | <b>(305,580)</b> |
| <b>Net Total</b>                      | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |

### COMMUNICATIONS

|                                       |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Staffing Costs                        | 106,256          | 94,370           | 117,330          | 116,540          |
| Airport Project                       | 122,347          | 0                | 0                | 0                |
| Corporate Publicity                   | 65,568           | 10,910           | 38,000           | 38,000           |
| Development                           | 25,413           | 28,060           | 7,000            | 17,680           |
| Direct Admin Costs                    | 6,900            | 29,850           | 26,560           | 16,990           |
| <b>Direct Expenditure Total</b>       | <b>326,484</b>   | <b>163,190</b>   | <b>188,890</b>   | <b>189,210</b>   |
| Internal Charges - Management & Admin | 25,485           | 26,780           | 30,060           | 32,420           |
| <b>Gross Expenditure Total</b>        | <b>351,969</b>   | <b>189,970</b>   | <b>218,950</b>   | <b>221,630</b>   |
| Income - Concessions                  | (1,000)          | (1,030)          | (1,000)          | (1,000)          |
| <b>Direct Income Total</b>            | <b>(1,000)</b>   | <b>(1,030)</b>   | <b>(1,000)</b>   | <b>(1,000)</b>   |
| - Internal Recharges                  | 0                | 0                | (46,840)         | (42,340)         |
| - Charged to Corporate Mgt            | (350,969)        | (188,940)        | (171,110)        | (178,290)        |
| <b>Gross Income Total</b>             | <b>(351,969)</b> | <b>(189,970)</b> | <b>(218,950)</b> | <b>(221,630)</b> |
| <b>Net Total</b>                      | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |



| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### LEGAL SERVICES

|                                       |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Staffing Costs                        | 187,874          | 181,740          | 116,490          | 118,380          |
| External Legal Services               | 0                | 20,500           | 20,500           | 20,500           |
| External Legal Expenses               | 38,570           | 5,750            | 5,750            | 5,750            |
| Direct Admin Costs                    | 34,030           | 28,040           | 28,080           | 28,150           |
| <b>Direct Expenditure Total</b>       | <b>260,474</b>   | <b>236,030</b>   | <b>170,820</b>   | <b>172,780</b>   |
| Internal Charges - Central Management | 14,071           | 11,490           | 60,630           | 59,970           |
| - Information Technology              | 17,321           | 17,290           | 17,300           | 21,090           |
| - Office Services                     | 29,439           | 23,530           | 26,400           | 24,430           |
| - Office Accommodation                | 15,059           | 19,120           | 13,830           | 14,920           |
| - Other Support Services              | 8,849            | 10,160           | 8,590            | 8,670            |
| <b>Gross Expenditure Total</b>        | <b>345,213</b>   | <b>317,620</b>   | <b>297,570</b>   | <b>301,860</b>   |
| Income - Costs                        | (51,602)         | (17,940)         | (17,940)         | (17,940)         |
| <b>Direct Income Total</b>            | <b>(51,602)</b>  | <b>(17,940)</b>  | <b>(17,940)</b>  | <b>(17,940)</b>  |
| - DRM Support                         | (5,370)          | (5,050)          | 0                | 0                |
| - Legal Services                      | (288,241)        | (294,630)        | (279,630)        | (283,920)        |
| <b>Gross Income Total</b>             | <b>(345,213)</b> | <b>(317,620)</b> | <b>(297,570)</b> | <b>(301,860)</b> |
| <b>Net Total</b>                      | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |

### HUMAN RESOURCES

|                                       |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Staffing Costs                        | 221,839          | 175,080          | 212,730          | 172,680          |
| Consultancy, Training and Development | 75,493           | 127,020          | 45,000           | 55,000           |
| Long Service Awards                   | 1,250            | 1,790            | 1,500            | 1,750            |
| Investors in People                   | 378              | 0                | 0                | 0                |
| Employee Reward Scheme                | 715              | 19,740           | 7,000            | 12,000           |
| Education Fund                        | 0                | 10,560           | 10,000           | 10,000           |
| Information Technology                | 20,932           | 9,060            | 9,060            | 9,000            |
| Direct Admin Costs                    | 16,648           | 10,830           | 8,850            | 8,480            |
| <b>Direct Expenditure Total</b>       | <b>337,255</b>   | <b>354,080</b>   | <b>294,140</b>   | <b>268,910</b>   |
| Internal Charges - Central Management | 36,618           | 29,900           | 57,560           | 41,600           |
| - Liability Insurance                 | 26,530           | 27,330           | 28,570           | 31,060           |
| - Information Technology              | 12,748           | 15,920           | 24,960           | 14,420           |
| - Office Service                      | 14,205           | 12,570           | 16,210           | 16,350           |
| - Office Accommodation                | 14,179           | 21,130           | 22,910           | 29,300           |
| - Other Support Services              | 9,466            | 15,410           | 15,140           | 15,600           |
| - Capital Charges                     | 6,460            | 5,960            | 6,460            | 8,620            |
| <b>Gross Expenditure Total</b>        | <b>457,461</b>   | <b>482,300</b>   | <b>465,950</b>   | <b>425,860</b>   |
| Income - DRM Support                  | (2,920)          | (4,400)          | (4,400)          | (1,830)          |
| - Human Resources                     | (454,541)        | (477,900)        | (461,550)        | (424,030)        |
| <b>Gross Income Total</b>             | <b>(457,461)</b> | <b>(482,300)</b> | <b>(465,950)</b> | <b>(425,860)</b> |
| <b>Net Total</b>                      | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### HOUSING REVENUE ACCOUNT SHARE

|                                   |                  |                  |                  |                  |
|-----------------------------------|------------------|------------------|------------------|------------------|
| HRA Share of Corporate Core Costs | <u>(267,000)</u> | <u>(267,000)</u> | <u>(267,000)</u> | <u>(267,000)</u> |
|-----------------------------------|------------------|------------------|------------------|------------------|

### CENTRAL SERVICES

|                                 |                  |                  |                  |                  |
|---------------------------------|------------------|------------------|------------------|------------------|
| Staffing Costs                  | 240,780          | 212,010          | 193,920          | 194,770          |
| Main Office Telephones          | 51,603           | 56,400           | 132,360          | 107,360          |
| Vending Costs                   | 14,892           | 23,370           | 18,950           | 18,950           |
| Supplies and Services           | <u>70,683</u>    | <u>93,050</u>    | <u>71,800</u>    | <u>72,770</u>    |
| <b>Direct Expenditure Total</b> | <b>377,958</b>   | <b>384,830</b>   | <b>417,030</b>   | <b>393,850</b>   |
| Internal Charges - Management   | 15,320           | 17,620           | 12,550           | 17,030           |
| - Information Technology        | 44,246           | 41,160           | 27,990           | 36,410           |
| - Office Services               | 8,418            | 8,040            | 3,440            | 3,390            |
| - Office Accommodation          | 56,449           | 75,640           | 79,370           | 83,370           |
| - Other Support Services        | 24,421           | 33,960           | 26,080           | 26,180           |
| - Capital Charges               | <u>24,430</u>    | <u>20,160</u>    | <u>25,550</u>    | <u>25,550</u>    |
| <b>Gross Expenditure Total</b>  | <b>551,242</b>   | <b>581,410</b>   | <b>592,010</b>   | <b>585,780</b>   |
| Income - Main Office Telephone  | (1,783)          | (1,970)          | (1,970)          | (1,970)          |
| - Vending                       | (13,608)         | (15,380)         | (13,680)         | (13,700)         |
| - Supplies and Services         | <u>(5,436)</u>   | <u>(4,290)</u>   | <u>(6,250)</u>   | <u>(4,250)</u>   |
| <b>Direct Income Total</b>      | <b>(20,827)</b>  | <b>(21,640)</b>  | <b>(21,900)</b>  | <b>(19,920)</b>  |
| Income - Internal Charges       | <u>(530,415)</u> | <u>(559,770)</u> | <u>(570,110)</u> | <u>(565,860)</u> |
| <b>Gross Income Total</b>       | <b>(551,242)</b> | <b>(581,410)</b> | <b>(592,010)</b> | <b>(585,780)</b> |
| <b>Net Total</b>                | <b><u>0</u></b>  | <b><u>0</u></b>  | <b><u>0</u></b>  | <b><u>0</u></b>  |

### CUSTOMER SERVICE CENTRE

|                                 |                  |                  |                  |                  |
|---------------------------------|------------------|------------------|------------------|------------------|
| Staffing Costs                  | 90,395           | 212,380          | 266,050          | 283,480          |
| ICL Software Charges            | 0                | 6,120            | 12,560           | 0                |
| Direct Admin Costs              | <u>11,921</u>    | <u>23,670</u>    | <u>35,450</u>    | <u>36,250</u>    |
| <b>Direct Expenditure Total</b> | <b>102,316</b>   | <b>242,170</b>   | <b>314,060</b>   | <b>319,730</b>   |
| Internal Charges - Management   | 7,290            | 11,260           | 20,490           | 7,950            |
| - Office Accommodation          | 12,592           | 19,970           | 21,870           | 22,840           |
| - Other Support Services        | 84,012           | 136,550          | 173,640          | 213,760          |
| - Capital Charges               | <u>5,900</u>     | <u>11,760</u>    | <u>10,620</u>    | <u>10,620</u>    |
| <b>Gross Expenditure Total</b>  | <b>212,110</b>   | <b>421,710</b>   | <b>540,680</b>   | <b>574,900</b>   |
| Income - Internal Charges       | <u>(212,110)</u> | <u>(421,710)</u> | <u>(540,680)</u> | <u>(574,900)</u> |
| <b>Gross Income Total</b>       | <b>(212,110)</b> | <b>(421,710)</b> | <b>(540,680)</b> | <b>(574,900)</b> |
| <b>Net Total</b>                | <b><u>0</u></b>  | <b><u>0</u></b>  | <b><u>0</u></b>  | <b><u>0</u></b>  |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### OFFICE SERVICES - SAFFRON WALDEN

|                                 |                 |                 |                 |                 |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|
| Staffing Costs                  | 54,142          | 47,520          | 59,300          | 57,710          |
| Direct Admin Costs              | 750             | 2,390           | 1,350           | 1,350           |
| <b>Direct Expenditure Total</b> | <b>54,892</b>   | <b>49,910</b>   | <b>60,650</b>   | <b>59,060</b>   |
| Internal Charges - Management   | 9,300           | 9,530           | 5,970           | 6,400           |
| - Other Support Services        | 2,950           | 4,170           | 4,550           | 4,590           |
| <b>Gross Expenditure Total</b>  | <b>67,142</b>   | <b>63,610</b>   | <b>71,170</b>   | <b>70,050</b>   |
| Income - Internal Charges       | (67,142)        | (63,610)        | (71,170)        | (70,050)        |
| <b>Gross Income Total</b>       | <b>(67,142)</b> | <b>(63,610)</b> | <b>(71,170)</b> | <b>(70,050)</b> |
| <b>Net Total</b>                | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>        |

### OFFICES - DUNMOW

|                                 |                  |                 |                 |                 |
|---------------------------------|------------------|-----------------|-----------------|-----------------|
| Maintenance and Cleaning        | 33,882           | 28,900          | 26,280          | 26,910          |
| Other Premises Costs            | 32,795           | 32,750          | 35,450          | 36,590          |
| <b>Direct Expenditure Total</b> | <b>66,677</b>    | <b>61,650</b>   | <b>61,730</b>   | <b>63,500</b>   |
| Internal Charges - Management   | 10,000           | 10,000          | 1,450           | 1,430           |
| - Other Support Services        | 9,432            | 11,850          | 11,410          | 11,930          |
| - Capital Charges               | 15,290           | 13,890          | 15,200          | 15,620          |
| <b>Gross Expenditure Total</b>  | <b>101,399</b>   | <b>97,390</b>   | <b>89,790</b>   | <b>92,480</b>   |
| Income - External Charges       | (27,362)         | (27,600)        | (27,600)        | (27,600)        |
| <b>Direct Income Total</b>      | <b>(27,362)</b>  | <b>(27,600)</b> | <b>(27,600)</b> | <b>(27,600)</b> |
| - Internal Charges              | (74,037)         | (69,790)        | (62,190)        | (64,880)        |
| <b>Gross Income Total</b>       | <b>(101,399)</b> | <b>(97,390)</b> | <b>(89,790)</b> | <b>(92,480)</b> |
| <b>Net Total</b>                | <b>0</b>         | <b>0</b>        | <b>0</b>        | <b>0</b>        |

### OFFICES - SAFFRON WALDEN

|                                 |                  |                    |                    |                    |
|---------------------------------|------------------|--------------------|--------------------|--------------------|
| Maintenance                     | 97,563           | 91,220             | 86,550             | 108,480            |
| Office Alterations              | 2,637            | 15,380             | 1,370              | 13,880             |
| Cleaning                        | 48,166           | 44,970             | 43,290             | 45,020             |
| Heat and Water                  | 56,017           | 62,750             | 72,350             | 73,340             |
| Rates                           | 113,662          | 116,500            | 116,550            | 121,010            |
| <b>Direct Expenditure Total</b> | <b>318,045</b>   | <b>330,820</b>     | <b>320,110</b>     | <b>361,730</b>     |
| Internal Charges - Management   | 15,000           | 15,000             | 7,500              | 8,170              |
| - Caretaking                    | 28,440           | 25,380             | 39,090             | 36,880             |
| - Other Support Services        | 33,155           | 36,170             | 37,470             | 41,700             |
| - Central Office                | 348,016          | 575,650            | 659,370            | 698,340            |
| - Capital Charges               | 69,350           | 66,320             | 76,890             | 76,370             |
| <b>Gross Expenditure Total</b>  | <b>812,006</b>   | <b>1,049,340</b>   | <b>1,140,430</b>   | <b>1,223,190</b>   |
| Income - External Charges       | (13,446)         | (12,760)           | (12,760)           | (12,760)           |
| <b>Direct Income Total</b>      | <b>(13,446)</b>  | <b>(12,760)</b>    | <b>(12,760)</b>    | <b>(12,760)</b>    |
| Income - Internal Charges       | (798,560)        | (1,036,580)        | (1,127,670)        | (1,210,430)        |
| <b>Gross Income Total</b>       | <b>(812,006)</b> | <b>(1,049,340)</b> | <b>(1,140,430)</b> | <b>(1,223,190)</b> |
| <b>Net Total</b>                | <b>0</b>         | <b>0</b>           | <b>0</b>           | <b>0</b>           |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### INTERNAL AUDIT

|                                       |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Staffing Costs                        | 59,924           | 65,370           | 91,670           | 102,060          |
| Direct Admin Costs                    | 1,612            | 180              | 3,290            | 3,290            |
| Partnership Costs                     | 40,288           | 41,650           | 0                | 0                |
| <b>Direct Expenditure Total</b>       | <b>101,824</b>   | <b>107,200</b>   | <b>94,960</b>    | <b>105,350</b>   |
| Internal Charges - Central Management | 7,762            | 6,210            | 9,020            | 8,950            |
| - Information Technology              | 10,342           | 12,880           | 9,070            | 11,670           |
| - Office Accommodation                | 7,832            | 9,950            | 10,790           | 11,640           |
| - Other Support Services              | 11,395           | 8,690            | 10,830           | 11,160           |
| <b>Gross Expenditure Total</b>        | <b>139,155</b>   | <b>144,930</b>   | <b>134,670</b>   | <b>148,770</b>   |
| Income - Internal Charges             | (139,155)        | (144,930)        | (134,670)        | (148,770)        |
| <b>Gross Income Total</b>             | <b>(139,155)</b> | <b>(144,930)</b> | <b>(134,670)</b> | <b>(148,770)</b> |
| <b>Net Total</b>                      | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |

### ANTI-FRAUD

|                                       |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Staffing Costs                        | 62,125           | 61,180           | 69,940           | 67,780           |
| Benefit Fraud Investigation           | 8,692            | 10,880           | 9,930            | 7,460            |
| <b>Direct Expenditure Total</b>       | <b>70,817</b>    | <b>72,060</b>    | <b>79,870</b>    | <b>75,240</b>    |
| Internal Charges - Central Management | 36,780           | 29,440           | 35,860           | 37,240           |
| - Information Technology              | 12,922           | 16,130           | 11,350           | 14,610           |
| - Office Accommodation                | 10,549           | 13,270           | 14,390           | 15,520           |
| - Other Support Services              | 16,379           | 31,440           | 28,850           | 28,570           |
| <b>Gross Expenditure Total</b>        | <b>147,447</b>   | <b>162,340</b>   | <b>170,320</b>   | <b>171,180</b>   |
| Income - Charges                      | (1,079)          | 0                | (2,000)          | (2,000)          |
| <b>Direct Income Total</b>            | <b>(1,079)</b>   | <b>0</b>         | <b>(2,000)</b>   | <b>(2,000)</b>   |
| Income - Internal Charges             | (146,368)        | (162,340)        | (168,320)        | (169,180)        |
| <b>Gross Income Total</b>             | <b>(147,447)</b> | <b>(162,340)</b> | <b>(170,320)</b> | <b>(171,180)</b> |
| <b>Net Total</b>                      | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |

### CASHIER SERVICE

|                                       |                  |
|---------------------------------------|------------------|
| Staffing Costs                        | 87,405           |
| Direct Admin Costs                    | 13,946           |
| <b>Direct Expenditure Total</b>       | <b>101,351</b>   |
| Internal Charges - Central Management | 13,200           |
| - Office Accommodation                | 10,060           |
| - Other Support Services              | 28,360           |
| - Capital Charges                     | 11,760           |
| <b>Gross Expenditure Total</b>        | <b>164,731</b>   |
| Income - Cashiers Services            | (164,731)        |
| <b>Gross Income Total</b>             | <b>(164,731)</b> |
| <b>Net Total</b>                      | <b>0</b>         |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### INFORMATION TECHNOLOGY

|                                  |                  |                    |                    |                    |
|----------------------------------|------------------|--------------------|--------------------|--------------------|
| Staffing Costs                   | 400,506          | 432,010            | 404,570            | 479,710            |
| ICL Software Charges             | 121,360          | 136,030            | 140,000            | 140,000            |
| ICL Hardware Maintenance         | 4,992            | 14,170             | 2,000              | 4,170              |
| External Support Service         | 23,048           | 54,240             | 47,240             | 47,240             |
| Supplies and Services            | 107,029          | 113,980            | 104,620            | 104,620            |
| Direct Accommodation Costs       | 5,007            | 4,840              | 0                  | 0                  |
| Direct Admin Costs               | 12,268           | 26,740             | 26,740             | 26,740             |
| <b>Direct Expenditure Total</b>  | <b>674,210</b>   | <b>782,010</b>     | <b>725,170</b>     | <b>802,480</b>     |
| Internal Charges - Accommodation | 61,835           | 83,050             | 91,520             | 95,540             |
| - Management                     | 12,390           | 12,700             | 9,970              | 9,760              |
| - Office Services                | 14,101           | 11,780             | 16,070             | 15,160             |
| - Other Support Services         | 21,963           | 31,700             | 30,240             | 31,060             |
| - Capital Charges                | 176,448          | 116,820            | 128,350            | 260,250            |
| <b>Gross Expenditure Total</b>   | <b>960,947</b>   | <b>1,038,060</b>   | <b>1,001,320</b>   | <b>1,214,250</b>   |
| Income - Internal Charges        | (960,947)        | (1,038,060)        | (1,001,320)        | (1,214,250)        |
| <b>Gross Income Total</b>        | <b>(960,947)</b> | <b>(1,038,060)</b> | <b>(1,001,320)</b> | <b>(1,214,250)</b> |
| <b>Net Total</b>                 | <b>0</b>         | <b>0</b>           | <b>0</b>           | <b>0</b>           |

### FINANCIAL SERVICES

|                                       |                    |                    |                    |                    |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Staffing Costs                        | 612,454            | 520,020            | 526,600            | 457,120            |
| Payroll Provider                      | 26,785             | 27,960             | 27,960             | 28,660             |
| Insurances                            | 308,699            | 347,560            | 325,790            | 360,950            |
| Computer System Costs                 | 19,625             | 21,560             | 24,310             | 25,270             |
| Direct Admin Costs                    | 52,749             | 20,960             | 55,290             | 18,100             |
| <b>Direct Expenditure Total</b>       | <b>1,020,312</b>   | <b>938,060</b>     | <b>959,950</b>     | <b>890,100</b>     |
| Internal Charges - Central Management | 48,843             | 39,880             | 148,370            | 104,660            |
| - Information Technology              | 35,280             | 41,000             | 59,470             | 39,360             |
| - Office Accommodation                | 23,991             | 31,680             | 30,120             | 32,480             |
| - Other Support Services              | 50,659             | 49,490             | 46,030             | 49,230             |
| - Capital Charges                     | 32,570             | 31,980             | 32,570             | 48,860             |
| <b>Gross Expenditure Total</b>        | <b>1,211,655</b>   | <b>1,132,090</b>   | <b>1,276,510</b>   | <b>1,164,690</b>   |
| Income - DRM Support                  | 0                  | 0                  | 0                  | 0                  |
| - Accountancy                         | (782,792)          | (782,970)          | (915,370)          | (764,500)          |
| - Insurance                           | (308,699)          | (347,470)          | (361,140)          | (400,190)          |
| - Exchequer Services                  | (120,164)          | (1,650)            | 0                  | 0                  |
| <b>Gross Income Total</b>             | <b>(1,211,655)</b> | <b>(1,132,090)</b> | <b>(1,276,510)</b> | <b>(1,164,690)</b> |
| <b>Net Total</b>                      | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### REVENUES ADMINISTRATION

|                                       |                    |                    |                    |                    |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Staffing Costs                        | 613,922            | 560,250            | 610,890            | 653,060            |
| Computer System Costs                 | 85,920             | 92,060             | 134,830            | 95,010             |
| External Support Services             | 54,850             | 46,380             | 43,940             | 43,940             |
| External Audit Fees                   | 42,862             | 35,890             | 50,540             | 51,560             |
| Direct Admin Costs                    | 40,010             | 46,510             | 34,480             | 37,930             |
| Local Housing Allowance               | 0                  | 0                  | 290                | 290                |
| <b>Direct Expenditure Total</b>       | <b>837,564</b>     | <b>781,090</b>     | <b>874,970</b>     | <b>881,790</b>     |
| Internal Charges - Central Management | 56,586             | 46,200             | 68,280             | 66,160             |
| - Information Technology              | 88,481             | 72,340             | 69,560             | 100,290            |
| - Cashiers                            | 87,782             | 0                  | 0                  | 0                  |
| - Office Accommodation                | 52,980             | 69,970             | 75,870             | 81,850             |
| - Other Support Services              | 135,894            | 162,560            | 140,800            | 142,700            |
| - Capital Charges                     | 31,820             | 32,020             | 13,820             | 0                  |
| <b>Gross Expenditure Total</b>        | <b>1,291,107</b>   | <b>1,164,180</b>   | <b>1,243,300</b>   | <b>1,272,790</b>   |
| Income - Charges                      | (2,530)            | (250)              | (30)               | (30)               |
| - Government Grants                   | (35,657)           | 0                  | (136,770)          | (41,420)           |
| <b>Direct Income Total</b>            | <b>(38,187)</b>    | <b>(250)</b>       | <b>(136,800)</b>   | <b>(41,450)</b>    |
| - Internal Charges                    | (1,252,920)        | (1,163,930)        | (1,106,500)        | (1,231,340)        |
| <b>Gross Income Total</b>             | <b>(1,291,107)</b> | <b>(1,164,180)</b> | <b>(1,243,300)</b> | <b>(1,272,790)</b> |
| <b>Net Total</b>                      | <b>0</b>           | <b>0</b>           | <b>0</b>           | <b>0</b>           |

### COUNCIL TAX COLLECTION

|  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|
| Internal Charges - Revenues Administration | 564,452          | 509,530          | 487,020          | 539,570          |
| <b>Gross Expenditure Total</b>             | <b>564,452</b>   | <b>509,530</b>   | <b>487,020</b>   | <b>539,570</b>   |
| Income - Costs and Penalties               | (102,153)        | (100,000)        | (100,000)        | (100,000)        |
| <b>Gross Income Total</b>                  | <b>(102,153)</b> | <b>(100,000)</b> | <b>(100,000)</b> | <b>(100,000)</b> |
| <b>Net Total</b>                           | <b>462,299</b>   | <b>409,530</b>   | <b>387,020</b>   | <b>439,570</b>   |

### NON DOMESTIC RATES

|  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|
| Rate Relief Proportion                     | 47,232           | 45,100           | 45,100           | 46,230           |
| <b>Direct Expenditure Total</b>            | <b>47,232</b>    | <b>45,100</b>    | <b>45,100</b>    | <b>46,230</b>    |
| Internal Charges - Revenues Administration | 139,259          | 135,290          | 129,310          | 143,270          |
| <b>Gross Expenditure Total</b>             | <b>186,491</b>   | <b>180,390</b>   | <b>174,410</b>   | <b>189,500</b>   |
| Income - Costs and Penalties               | (9,764)          | (6,150)          | (7,000)          | (7,000)          |
| <b>Direct Income Total</b>                 | <b>(9,764)</b>   | <b>(6,150)</b>   | <b>(7,000)</b>   | <b>(7,000)</b>   |
| Income - Business Rate Charge              | (131,276)        | (132,230)        | (132,230)        | (135,530)        |
| <b>Gross Income Total</b>                  | <b>(141,040)</b> | <b>(138,380)</b> | <b>(139,230)</b> | <b>(142,530)</b> |
| <b>Net Total</b>                           | <b>45,451</b>    | <b>42,010</b>    | <b>35,180</b>    | <b>46,970</b>    |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### COUNCIL TAX BENEFITS

|  |                    |                    |                    |                    |
|--|--------------------|--------------------|--------------------|--------------------|
| Benefits Paid                              | 2,820,480          | 2,717,060          | 2,857,670          | 2,714,840          |
| <b>Direct Expenditure Total</b>            | <b>2,820,480</b>   | <b>2,717,060</b>   | <b>2,857,670</b>   | <b>2,714,840</b>   |
| Internal Charges - Benefits Administration | 253,123            | 256,580            | 231,660            | 256,650            |
| <b>Gross Expenditure Total</b>             | <b>3,073,603</b>   | <b>2,973,640</b>   | <b>3,089,330</b>   | <b>2,971,490</b>   |
| Income - Government Grants                 | (2,967,419)        | (2,828,160)        | (2,978,760)        | (2,823,920)        |
| <b>Direct Income Total</b>                 | <b>(2,967,419)</b> | <b>(2,828,160)</b> | <b>(2,978,760)</b> | <b>(2,823,920)</b> |
| <b>Net Total</b>                           | <b>106,184</b>     | <b>145,480</b>     | <b>110,570</b>     | <b>147,570</b>     |

### HOUSING BENEFIT ADMINISTRATION

|                                  |                  |                  |                  |                  |
|----------------------------------|------------------|------------------|------------------|------------------|
| Internal Charges - Determination | 517,128          | 484,730          | 463,320          | 513,300          |
| - Fraud Investigation            | 147,885          | 163,980          | 169,830          | 170,860          |
| <b>Gross Expenditure Total</b>   | <b>665,013</b>   | <b>648,710</b>   | <b>633,150</b>   | <b>684,160</b>   |
| Income - DWP Admin Subsidy       | (126,352)        | (120,460)        | (113,610)        | (100,980)        |
| - Fraud Initiative               | (221,367)        | (127,000)        | (119,760)        | (106,460)        |
| <b>Direct Income Total</b>       | <b>(347,719)</b> | <b>(247,460)</b> | <b>(233,370)</b> | <b>(207,440)</b> |
| Income - Internal Charges CTB    | (253,123)        | (256,580)        | (231,660)        | (256,650)        |
| <b>Gross Income Total</b>        | <b>(600,842)</b> | <b>(504,040)</b> | <b>(465,030)</b> | <b>(464,090)</b> |
| <b>Net Total</b>                 | <b>64,171</b>    | <b>144,670</b>   | <b>168,120</b>   | <b>220,070</b>   |

### HOUSING BENEFITS

|                                 |                    |                    |                    |                    |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| Rent Rebates                    | 4,663,248          | 4,932,100          | 4,876,060          | 4,631,360          |
| Other Housing Benefits          | 4,290,459          | 3,845,780          | 4,134,400          | 3,929,920          |
| <b>Direct Expenditure Total</b> | <b>8,953,707</b>   | <b>8,777,880</b>   | <b>9,010,460</b>   | <b>8,561,280</b>   |
| Income - Rent Rebates Subsidy   | (4,700,041)        | (4,903,640)        | (4,840,810)        | (4,598,770)        |
| - Other Benefit Subsidy         | (4,281,039)        | (3,830,510)        | (4,099,050)        | (3,895,450)        |
| <b>Direct Income Total</b>      | <b>(8,981,080)</b> | <b>(8,734,150)</b> | <b>(8,939,860)</b> | <b>(8,494,220)</b> |
| <b>Net Total</b>                | <b>(27,373)</b>    | <b>43,730</b>      | <b>70,600</b>      | <b>67,060</b>      |

### CONDUCTING ELECTIONS

|   |                |               |                 |              |
|---|----------------|---------------|-----------------|--------------|
| Staffing Costs                            | 1,319          | 0             | 61,130          | 0            |
| Direct Admin Costs                        | 20,158         | 72,540        | 35,200          | 1,070        |
| Contingency Allowance                     | 0              | 4,640         | 0               | 4,640        |
| <b>Direct Expenditure Total</b>           | <b>21,477</b>  | <b>77,180</b> | <b>96,330</b>   | <b>5,710</b> |
| Internal Charges - Other Support Services | 655            | 3,550         | 2,200           | 2,210        |
| <b>Gross Expenditure Total</b>            | <b>22,132</b>  | <b>80,730</b> | <b>98,530</b>   | <b>7,920</b> |
| Income - Other Authorities                | (5,897)        | 0             | (22,500)        | 0            |
| <b>Direct Income Total</b>                | <b>(5,897)</b> | <b>0</b>      | <b>(22,500)</b> | <b>0</b>     |
| <b>Net Total</b>                          | <b>16,235</b>  | <b>80,730</b> | <b>76,030</b>   | <b>7,920</b> |

| <b>FINANCE &amp; ADMINISTRATION COMMITTEE</b> | <b>2006/07<br/>Actual<br/>£</b> | <b>2007/08<br/>Original<br/>£</b> | <b>2007/08<br/>Revised<br/>£</b> | <b>2008/09<br/>Original<br/>£</b> |
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### **ELECTORAL REGISTRATION**

|   |                |                |                |                |
|---|----------------|----------------|----------------|----------------|
| Staffing Costs                            | 58,148         | 53,820         | 56,070         | 54,310         |
| Computer System Costs                     | 5,000          | 5,200          | 5,500          | 5,670          |
| Direct Admin Costs                        | 27,308         | 23,440         | 23,590         | 23,180         |
| <b>Direct Expenditure Total</b>           | <b>90,456</b>  | <b>82,460</b>  | <b>85,160</b>  | <b>83,160</b>  |
| Internal Charges - Information Technology | 5,026          | 6,270          | 4,410          | 5,680          |
| - Office Services                         | 10,272         | 9,460          | 10,360         | 10,230         |
| - Office Accommodation                    | 2,601          | 3,270          | 3,550          | 3,830          |
| - Other Support Services                  | 3,353          | 3,580          | 3,480          | 3,500          |
| - Capital Charges                         | 740            | 740            | 740            | 850            |
| <b>Gross Expenditure Total</b>            | <b>112,448</b> | <b>105,780</b> | <b>107,700</b> | <b>107,250</b> |
| Income - Sale of Registers                | (1,054)        | (1,330)        | (1,000)        | (1,000)        |
| <b>Direct Income Total</b>                | <b>(1,054)</b> | <b>(1,330)</b> | <b>(1,000)</b> | <b>(1,000)</b> |
| <b>Net Total</b>                          | <b>111,394</b> | <b>104,450</b> | <b>106,700</b> | <b>106,250</b> |

### **LAND CHARGES**

|   |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|
| Staffing Costs                          | 58,744           | 59,670           | 62,260           | 61,760           |
| Computer System Costs                   | 15,786           | 10,660           | 10,760           | 11,070           |
| Direct Admin Costs                      | 50,384           | 49,680           | 48,680           | 48,680           |
| <b>Direct Expenditure Total</b>         | <b>124,914</b>   | <b>120,010</b>   | <b>121,700</b>   | <b>121,510</b>   |
| Internal Charges - Office Accommodation | 10,100           | 11,500           | 12,470           | 13,450           |
| - Other Support Services                | 14,312           | 16,230           | 14,450           | 14,430           |
| - Information Technology                | 5,241            | 6,550            | 4,610            | 5,930            |
| <b>Gross Expenditure Total</b>          | <b>154,567</b>   | <b>154,290</b>   | <b>153,230</b>   | <b>155,320</b>   |
| Income - Land Charges                   | (257,037)        | (243,000)        | (243,000)        | (243,000)        |
| <b>Direct Income Total</b>              | <b>(257,037)</b> | <b>(243,000)</b> | <b>(243,000)</b> | <b>(243,000)</b> |
| Income - Income Allocation              | 127,100          | 105,040          | 110,770          | 106,700          |
| - Internal Charges                      | (24,630)         | (16,330)         | (21,000)         | (19,020)         |
| <b>Gross Income Total</b>               | <b>(154,567)</b> | <b>(154,290)</b> | <b>(153,230)</b> | <b>(155,320)</b> |
| <b>Net Total</b>                        | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |

### **MISCELLANEOUS**

|  |                 |                  |                 |                 |
|--|-----------------|------------------|-----------------|-----------------|
| ECC Second Homes                               | (48,116)        | (48,115)         | (48,110)        | (48,110)        |
| Local Area Agreement Reward Grant              | 0               | (45,000)         | 0               | 0               |
| Public Service Agreement Reward Grant          | 0               | 0                | 0               | 0               |
| Joint Working                                  | 0               | (5,000)          | 0               | 0               |
| Intergrated Customer Management Savings Target | 0               | (96,450)         | 0               | 0               |
| Energy Efficiency Savings Target               | 0               | (10,000)         | 0               | 0               |
|  | <b>(48,116)</b> | <b>(204,565)</b> | <b>(48,110)</b> | <b>(48,110)</b> |