

RESOURCES	ACTUAL	***** ESTIMATES *****		ESTIMATES
	2002/2003	***** 2003/04 *****		2004/2005
	£	ORIGINAL	REVISED	£

SERVICE ANALYSIS

Democratic Representation and Management	277,182	317,440	321,370	297,640
Corporate Management	534,661	608,890	743,150	617,620
Electoral Registration	64,514	65,430	67,980	71,680
Conducting Elections	1,362	52,200	48,050	5,560
Land Charges	(182,343)	(166,120)	(162,750)	(163,010)
Committee Administration	126,178	125,530	126,500	128,500
Public Relations Expenses	144,299	132,150	145,260	163,380
Legal Services	186,035	254,640	204,340	198,380
Personnel Services	152,350	160,950	178,530	171,220
Central Services	450,460	405,530	425,250	424,690
Office Services - Saffron Walden	54,932	57,000	56,230	54,700
Offices - Dunmow	55,097	52,800	54,880	48,080
Offices - Saffron Walden	239,343	216,320	245,660	222,840
Internal Audit Partnership	41,242	91,660	91,660	94,880
Anti-Fraud	212,689	169,110	171,960	178,710
Information Technology	314,418	544,490	553,890	555,510
Financial Services	624,815	717,700	731,630	772,390
Revenues Administration	756,896	839,430	859,100	843,710
Council Tax Collection	(112,400)	(102,550)	(103,950)	(106,550)
Non Domestic Rates	(92,878)	(93,000)	(85,440)	(87,000)
Council Tax Benefits	31,770	(32,230)	(24,800)	1,860
Housing Benefits Admin	(231,033)	(260,870)	(243,750)	(244,920)
Housing Benefits	259,077	190,000	245,000	210,000
DIRECT BUDGET TOTAL	3,908,666	4,346,500	4,649,750	4,459,870
Unused Capacity	(50,053)	(64,860)		
Internal Charges (Net)	(831,626)	(1,151,670)		
HRA share of Corporate Core	(194,500)	(199,500)		
	<u>2,832,487</u>	<u>2,930,470</u>		

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DEMOCRATIC REPRESENTATION

Members' Payroll Allowances	206,663	232,000	232,000	232,000
Members' Payroll Expenses	19,397	19,000	19,000	19,000
Other Members' Expenses	21,292	39,620	44,550	18,530
Civic Functions	5,584	4,500	3,500	4,600
Members' Accommodation	13,040	14,540	14,540	15,030
Membership to Outside Bodies	27,872	28,000	28,000	28,700
DIRECT EXPENDITURE TOTAL	293,848	337,660	341,590	317,860
Income - Hire of Premises	(16,666)	(20,220)	(20,220)	(20,220)
DIRECT BUDGET TOTAL	277,182	317,440	321,370	297,640
Internal Charges (Net)	920,807	866,330		
	1,197,989	1,183,770		

CORPORATE MANAGEMENT

Staffing - Directors	304,455	267,420	320,590	268,550
- Support	103,260	158,590	151,680	163,100
External Audit Expenses	78,094	78,300	137,400	80,400
Banking & Treasury Management	14,439	29,850	30,500	34,200
Corporate Policy Making	1,256	20,200	32,660	21,250
Risk Management Initiatives	0	2,000	13,800	2,000
Corporate Accountability	15,710	36,700	36,700	29,200
Direct Admin Costs	17,447	15,830	19,820	18,920
DIRECT BUDGET TOTAL	534,661	608,890	743,150	617,620
Internal Charges (Net)	71,454	131,290		
	606,115	740,180		

HOUSING REVENUE ACCOUNT SHARE

HRA Share of Corporate Core Costs	(194,500)	(199,500)		
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RESOURCES	ACTUAL	***** ESTIMATES *****		ESTIMATES
	2002/2003	***** 2003/04 *****		2004/2005
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ELECTORAL REGISTRATION

Staffing Costs	45,573	47,890	47,550	49,250
Computer System Costs	2,000	2,040	2,000	4,000
Direct Admin Costs	17,922	15,820	19,430	19,030
DIRECT EXPENDITURE TOTAL	65,495	65,750	68,980	72,280
Income - Sale of Registers	(981)	(320)	(1,000)	(600)
DIRECT BUDGET TOTAL	64,514	65,430	67,980	71,680
Internal Charges (Net)	18,976	16,020		
	83,490	81,450		

CONDUCTING ELECTIONS

Staffing Costs	716	66,150	40,000	0
Direct Admin Costs	3,309	590	27,090	960
Contingency Allowance	0	4,500	0	4,600
DIRECT EXPENDITURE TOTAL	4,025	71,240	67,090	5,560
Income - Other Authorities	(2,663)	(19,040)	(19,040)	0
DIRECT BUDGET TOTAL	1,362	52,200	48,050	5,560
Internal Charges (Net)	3,041	2,300		
	4,403	54,500		

LAND CHARGES

Staffing Costs	51,031	54,910	54,310	55,830
Computer System Costs	7,230	7,490	7,460	7,680
Direct Admin Costs	48,322	51,480	50,480	51,480
DIRECT EXPENDITURE TOTAL	106,583	113,880	112,250	114,990
Income - Land Charges	(288,926)	(280,000)	(275,000)	(278,000)
DIRECT BUDGET TOTAL	(182,343)	(166,120)	(162,750)	(163,010)
Internal Charges (Net)	182,343	166,120		
	0	0		

RESOURCES	ACTUAL	***** ESTIMATES *****		ESTIMATES
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COMMITTEE ADMINISTRATION

Staffing Costs	115,917	117,720	118,290	119,930
Direct Admin Costs	10,471	8,210	8,410	8,770
DIRECT EXPENDITURE TOTAL	126,388	125,930	126,700	128,700
Income - Sale of Minutes	(210)	(400)	(200)	(200)
DIRECT BUDGET TOTAL	126,178	125,530	126,500	128,500
Internal Charges (Net)	(126,178)	(125,530)		
	0	0		

PUBLIC RELATIONS EXPENSES

Staffing Costs	-	-	12,550	30,680
Airport Project	121,635	100,000	100,000	100,000
Corporate Publicity	12,072	12,000	12,000	12,500
Development	10,000	20,000	20,000	20,000
Direct Admin Costs	1,450	1,000	1,560	1,050
DIRECT EXPENDITURE TOTAL	145,157	133,000	146,110	164,230
Income - Concessions	(858)	(850)	(850)	(850)
DIRECT BUDGET TOTAL	144,299	132,150	145,260	163,380
Internal Charges (Net)	(144,299)	(132,150)		
	0	0		

LEGAL SERVICES

Staffing Costs	142,995	151,650	150,290	151,030
External Legal Services	42,722	80,000	36,000	30,000
External Legal Expenses	4,240	10,000	10,000	10,000
Direct Admin Costs	17,229	22,990	33,050	24,850
DIRECT EXPENDITURE TOTAL	207,186	264,640	229,340	215,880
Income - Costs	(21,151)	(10,000)	(25,000)	(17,500)
DIRECT BUDGET TOTAL	186,035	254,640	204,340	198,380
Internal Charges (Net)	(186,035)	(254,640)		
	0	0		

RESOURCES	ACTUAL	***** ESTIMATES *****		ESTIMATES
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PERSONNEL SERVICES

Staffing Costs	122,728	129,580	131,750	136,150
Consultancy Fees	20,443	17,000	32,000	17,000
Long Service Awards	500	1,000	1,000	1,000
Investors in People	4,050	5,000	4,000	5,000
Data Processing	531	1,430	1,430	1,470
Direct Admin Costs	4,098	6,940	8,350	10,600
DIRECT BUDGET TOTAL	152,350	160,950	178,530	171,220
Internal Charges (Net)	(152,350)	(160,950)		
	0	0		

CENTRAL SERVICES

Staffing Costs	298,865	279,900	285,060	288,660
Main Office Telephones	65,368	55,350	58,100	59,750
Vending Costs	19,402	22,100	22,100	22,600
Supplies and Services	85,075	66,320	80,930	74,620
DIRECT EXPENDITURE TOTAL	468,710	423,670	446,190	445,630
Income - Main Office Telephone	(1,699)	(1,940)	(1,940)	(1,940)
- Vending	(12,232)	(14,800)	(14,800)	(14,800)
- Supplies and Services	(4,319)	(1,400)	(4,200)	(4,200)
DIRECT BUDGET TOTAL	450,460	405,530	425,250	424,690
Internal Charges (Net)	(414,407)	(405,530)		
	36,053	0		

RESOURCES	ACTUAL	***** ESTIMATES *****		ESTIMATES
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OFFICE SERVICES - SAFFRON WALDEN

Staffing Costs	52,103	54,130	53,360	51,770
Direct Admin Costs	2,829	2,870	2,870	2,930
DIRECT BUDGET TOTAL	54,932	57,000	56,230	54,700
Internal Charges	(54,932)	(57,000)		
	0	0		

OFFICES - DUNMOW

Maintenance and Cleaning	19,731	19,560	22,560	14,840
Other Premises Costs	35,366	33,240	32,320	33,240
DIRECT BUDGET TOTAL	55,097	52,800	54,880	48,080
Internal Charges (Net)	(41,097)	12,060		
	14,000	64,860		

OFFICES - SAFFRON WALDEN

Maintenance	58,560	49,440	51,440	50,190
Cleaning	54,198	46,240	46,240	47,630
Heat and Water	27,728	28,550	55,750	30,120
Rates	106,858	100,520	100,660	103,330
DIRECT EXPENDITURE TOTAL	247,344	224,750	254,090	231,270
Income - External Charges	(8,001)	(8,430)	(8,430)	(8,430)
DIRECT BUDGET TOTAL	239,343	216,320	245,660	222,840
Internal Charges (Net)	(239,343)	(216,320)		
	0	0		

RESOURCES	ACTUAL	***** ESTIMATES *****		ESTIMATES
	2002/2003	***** 2003/04 *****		2004/2005
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INTERNAL AUDIT PARTNERSHIP

Staffing Costs	48,444	107,260	126,390	152,390
Direct Admin Costs	11	0	860	0
DIRECT EXPENDITURE TOTAL	48,455	107,260	127,250	152,390
Income - Partnership	(7,213)	(15,600)	(35,590)	(57,510)
DIRECT BUDGET TOTAL	41,242	91,660	91,660	94,880
Internal Charges (Net)	(41,242)	(91,660)		
	0	0		

ANTI-FRAUD

Staffing Costs	197,477	158,670	158,020	168,210
Benefit Fraud Investigation	14,984	10,440	13,940	10,500
Direct Admin Costs	228	0	0	0
DIRECT BUDGET TOTAL	212,689	169,110	171,960	178,710
Internal Charges (Net)	(212,689)	(169,110)		
	0	0		

INFORMATION TECHNOLOGY

Staffing Costs	255,510	298,560	278,940	305,150
ICL Software Charges	40,760	32,670	32,670	33,430
ICL Hardware Maintenance	22,896	15,820	15,820	16,220
External Support Service	44,205	50,000	65,940	50,000
User Training	3,640	8,350	8,350	8,560
Equipment Rental Charges	4,500	4,500	4,500	4,500
Supplies and Services	111,830	109,870	122,870	112,390
Electronic Filing	1,598	2,300	2,380	2,440
Direct Accommodation Costs	8,680	4,700	4,700	4,800
Direct Admin Costs	20,799	17,720	17,720	18,020
DIRECT EXPENDITURE TOTAL	514,418	544,490	553,890	555,510
Income - DETR Grant	(200,000)	0	0	0
DIRECT BUDGET TOTAL	314,418	544,490	553,890	555,510
Internal Charges (Net)	(314,418)	(544,490)		
	0	0		

RESOURCES	ACTUAL	***** ESTIMATES *****		ESTIMATES
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FINANCIAL SERVICES

Staffing Costs	401,242	459,400	458,400	488,370
Payroll Provider	18,300	25,000	24,950	25,600
Insurances	173,762	198,000	211,980	222,550
Computer System Costs	16,256	15,000	15,000	15,570
Direct Admin Costs	15,255	20,300	21,300	20,300
DIRECT BUDGET TOTAL	624,815	717,700	731,630	772,390
Internal Charges (Net)	(624,815)	(717,700)		
	0	0		

REVENUES ADMINISTRATION

Staffing Costs	531,819	626,960	614,980	641,080
Computer System Costs	153,246	150,280	155,530	158,950
Allowed for Fraud & Tax Credit Initiatives	-	25,720	44,470	18,710
External Support Services	12,499	8,000	15,880	8,000
External Audit Fees	14,200	15,730	21,000	16,500
Direct Admin Costs	45,331	53,520	64,580	48,620
DIRECT EXPENDITURE TOTAL	757,095	880,210	916,440	891,860
Income - Mobile Phones	(199)	(250)	(250)	(250)
- Government Grants	0	(40,530)	(57,090)	(47,900)
DIRECT BUDGET TOTAL	756,896	839,430	859,100	843,710
Internal Charges (Net)	(756,896)	(839,430)		
	0	0		

RESOURCES	ACTUAL	***** ESTIMATES *****		ESTIMATES
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LOCAL TAX COLLECTION

Income - Costs and Penalties	<u>(112,400)</u>	<u>(102,550)</u>	<u>(103,950)</u>	<u>(106,550)</u>
DIRECT BUDGET TOTAL	<u>(112,400)</u>	<u>(102,550)</u>	<u>(103,950)</u>	<u>(106,550)</u>
Internal Charges (Net)	<u>533,592</u>	<u>549,970</u>		
	<u>421,192</u>	<u>447,420</u>		

NON DOMESTIC RATES

Rate Relief Proportion	<u>47,542</u>	<u>43,000</u>	<u>44,850</u>	<u>44,000</u>
DIRECT EXPENDITURE TOTAL	<u>47,542</u>	<u>43,000</u>	<u>44,850</u>	<u>44,000</u>
Income - Costs and Penalties	<u>(11,575)</u>	<u>(6,000)</u>	<u>(6,000)</u>	<u>(6,000)</u>
- Business Rate Charge	<u>(128,845)</u>	<u>(130,000)</u>	<u>(124,290)</u>	<u>(125,000)</u>
DIRECT BUDGET TOTAL	<u>(92,878)</u>	<u>(93,000)</u>	<u>(85,440)</u>	<u>(87,000)</u>
Internal Charges (Net)	<u>140,420</u>	<u>136,000</u>		
	<u>47,542</u>	<u>43,000</u>		

COUNCIL TAX BENEFITS

Benefits Paid	<u>1,762,334</u>	<u>1,770,580</u>	<u>2,065,000</u>	<u>2,437,000</u>
DIRECT EXPENDITURE TOTAL	<u>1,762,334</u>	<u>1,770,580</u>	<u>2,065,000</u>	<u>2,437,000</u>
Income - Government Grants	<u>(1,730,564)</u>	<u>(1,802,810)</u>	<u>(2,089,800)</u>	<u>(2,435,140)</u>
DIRECT BUDGET TOTAL	<u>31,770</u>	<u>(32,230)</u>	<u>(24,800)</u>	<u>1,860</u>
Internal Charges (Net)	<u>210,215</u>	<u>263,760</u>		
	<u>241,985</u>	<u>231,530</u>		

HOUSING BENEFIT ADMINISTRATION

Income - DWP Admin Subsidy	<u>(55,852)</u>	<u>(119,870)</u>	<u>(127,190)</u>	<u>(117,150)</u>
- Fraud Initiative	<u>(175,181)</u>	<u>(141,000)</u>	<u>(116,560)</u>	<u>(127,770)</u>
DIRECT BUDGET TOTAL	<u>(231,033)</u>	<u>(260,870)</u>	<u>(243,750)</u>	<u>(244,920)</u>
Internal Charges (Net)	<u>396,227</u>	<u>418,990</u>		
	<u>165,194</u>	<u>158,120</u>		

HOUSING BENEFITS

Housing Benefits Paid	<u>2,988,127</u>	<u>2,999,100</u>	<u>3,452,300</u>	<u>3,752,900</u>
Local Scheme Rent Rebates	<u>32,612</u>	<u>35,200</u>	<u>17,600</u>	<u>17,600</u>
DIRECT EXPENDITURE TOTAL	<u>3,020,739</u>	<u>3,034,300</u>	<u>3,469,900</u>	<u>3,770,500</u>
Income - Government Subsidy	<u>(2,761,662)</u>	<u>(2,844,300)</u>	<u>(3,224,900)</u>	<u>(3,560,500)</u>
DIRECT BUDGET TOTAL	<u>259,077</u>	<u>190,000</u>	<u>245,000</u>	<u>210,000</u>