

RESOURCES	ACTUAL	***** ESTIMATES *****		ESTIMATES
	2003/2004	***** 2004/05 *****		2005/2006
	£	ORIGINAL	REVISED	£

**SERVICE ANALYSIS**

Democratic Representation and Management	1,228,730	1,203,940	1,269,720	1,251,850
Corporate Management	834,993	833,900	883,380	1,007,040
Executive Programme Office	0	0	134,540	69,350
Committee Administration	234,717	225,840	264,970	273,500
Public Relations	179,953	126,730	158,280	127,210
Legal Services	183,140	218,220	266,060	243,680
Personnel Services	278,752	256,350	305,600	325,170
Central Services	595,280	601,660	595,690	594,100
Office Services - Saffron Walden	76,147	63,270	94,800	74,690
Offices - Dunmow	111,203	102,720	99,480	82,090
Offices - Saffron Walden	656,606	614,520	652,660	647,040
Internal Audit Partnership	125,533	140,520	128,740	135,840
Anti Fraud	237,318	236,950	158,590	140,580
Information Technology	767,721	793,740	789,880	815,440
Financial Services	938,792	994,430	1,023,470	1,076,520
Revenues Administration	1,232,823	1,226,720	1,246,810	1,277,330
Council Tax Collection	438,437	466,390	464,150	478,560
Non Domestic Rates	47,213	44,000	44,000	44,000
Council Tax Benefits	251,267	158,767	143,790	155,850
Housing Benefits Admin	160,949	159,580	157,260	167,420
Housing Benefits	185,295	24,000	5,910	56,840
Conducting Elections	46,281	7,880	8,030	8,230
Electoral Registration	90,610	92,400	90,270	91,770
Land Charges	(134,409)	(146,090)	(153,360)	(149,280)
Miscellaneous	0	115,200	(71,800)	(165,800)
Recharged to Services	<u>(5,421,998)</u>	<u>(5,397,580)</u>	<u>(5,766,210)</u>	<u>(5,733,260)</u>
<b>COMMITTEE TOTAL</b>	<b>3,345,353</b>	<b>3,164,057</b>	<b>2,994,710</b>	<b>3,095,760</b>
Unused Capacity	(61,578)	(58,000)		
HRA share of Corporate Core	<u>(199,500)</u>	<u>(205,000)</u>	<u>(205,000)</u>	<u>(211,000)</u>
	<b><u>3,084,275</u></b>	<b><u>2,901,057</u></b>	<b><u>2,789,710</u></b>	<b><u>2,884,760</u></b>

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### DEMOCRATIC REPRESENTATION

Members' Payroll Allowances	234,301	253,000	255,780	255,780
Members' Payroll Expenses	21,989	19,000	19,000	19,000
Other Members' Expenses	40,777	30,530	48,760	35,800
Civic Functions	3,789	4,600	4,600	4,670
Members' Accommodation	12,156	15,030	12,730	14,000
Membership to Outside Bodies	27,984	28,700	28,700	29,300
Internal Charges - Accommodation	134,196	126,060	130,240	129,160
- Officer Support	467,621	434,920	440,280	429,510
- Committee Administration	234,717	225,840	264,970	273,500
- Information Technology	55,971	69,160	69,660	73,940
- Other Support Services	2,217	2,300	2,660	2,710
- Capital Charges	13,110	15,020	12,560	4,700
	<b>1,248,828</b>	<b>1,224,160</b>	<b>1,289,940</b>	<b>1,272,070</b>
Income - Hire of Premises	(20,098)	(20,220)	(20,220)	(20,220)
	<b>1,228,730</b>	<b>1,203,940</b>	<b>1,269,720</b>	<b>1,251,850</b>

### CORPORATE MANAGEMENT

Staffing Costs	484,168	426,650	322,810	313,310
External Audit Expenses	140,227	80,400	81,000	101,000
Banking & Treasury Management	22,784	34,200	36,200	38,300
Corporate Policy Making	45,085	39,850	39,850	52,950
Risk Management Initiatives	10,374	2,000	2,000	2,000
Corporate Accountability	14,406	29,200	29,200	29,500
Direct Admin Costs	36,594	18,920	13,170	5,820
Internal Charges - Budgets & Accounts	279,830	305,190	322,530	353,150
- Public Relations	63,999	76,730	108,280	127,210
- Other Corporate Support	119,417	110,580	143,190	170,740
- Insurances	71,761	75,080	76,890	78,750
- Information Technology	26,033	26,360	26,230	26,980
- Other Support Services	32,264	22,290	20,090	19,840
- Office Accommodation	28,991	27,070	13,420	13,330
	<b>1,375,933</b>	<b>1,274,520</b>	<b>1,234,860</b>	<b>1,332,880</b>
Income - DRM Support	(200,870)	(168,360)	(129,330)	(116,950)
- Central Management	(332,470)	(272,260)	(222,150)	(208,890)
- Grants	(7,600)	0	0	0
	<b>834,993</b>	<b>833,900</b>	<b>883,380</b>	<b>1,007,040</b>

### EXECUTIVE PROGRAMME OFFICE

Staffing Costs		88,630	64,210
Direct Admin Costs		40,740	0
Internal Charges - Other Support Services		5,170	5,140
		<b>134,540</b>	<b>69,350</b>
Income - Internal Charges		(134,540)	(69,350)
		<b>0</b>	<b>0</b>

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### COMMITTEE ADMINISTRATION

Staffing Costs	119,733	119,930	138,130	142,790
Direct Admin Costs	13,167	8,770	9,190	9,160
Internal Charges - Central Management	7,440	6,030	8,170	6,930
- Central Services	82,035	84,610	83,670	86,640
- Information Technology	8,916	9,030	8,990	9,250
- Other Support Services	24,242	24,440	26,910	27,190
	<b>255,533</b>	<b>252,810</b>	<b>275,060</b>	<b>281,960</b>
Income - Sale of Minutes	0	(200)	(600)	(600)
- Internal Charges	(20,816)	(26,770)	(9,490)	(7,860)
- Admin Charged to DRM	(234,717)	(225,840)	(264,970)	(273,500)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### PUBLIC RELATIONS EXPENSES

Staffing Costs	15,912	30,680	30,600	30,830
Airport Project	113,160	50,000	50,000	0
Corporate Publicity	13,994	12,500	12,500	12,750
Development	10,000	16,500	29,000	29,030
Direct Admin Costs	1,618	1,050	18,550	38,550
Internal Charges - Management & Admin	25,275	16,850	18,480	16,900
	<b>179,959</b>	<b>127,580</b>	<b>159,130</b>	<b>128,060</b>
Income - Concessions	(6)	(850)	(850)	(850)
- Charged to Corporate Mgt	(179,953)	(126,730)	(158,280)	(127,210)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### LEGAL SERVICES

Staffing Costs	137,072	151,030	158,770	174,100
External Legal Services	13,875	25,000	75,000	25,000
External Legal Expenses	5,486	10,000	10,000	10,000
Direct Admin Costs	38,726	24,850	36,100	36,100
Internal Charges - Central Management	8,960	7,270	8,720	7,230
- Information Technology	13,982	14,160	14,090	14,490
- Office Services	13,988	13,590	17,440	15,990
- Office Accommodation	12,109	11,310	12,010	11,930
- Other Support Services	6,049	6,050	6,040	6,160
	<b>250,247</b>	<b>263,260</b>	<b>338,170</b>	<b>301,000</b>
Income - Costs	(37,347)	(17,500)	(32,500)	(17,500)
- DRM Support	(29,760)	(27,540)	(39,610)	(39,820)
- Legal Services	(183,140)	(218,220)	(266,060)	(243,680)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### HOUSING REVENUE ACCOUNT SHARE

HRA Share of Corporate Core Costs	<b>(199,500)</b>	<b>(205,000)</b>	<b>(205,000)</b>	<b>(211,000)</b>
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### PERSONNEL SERVICES

Staffing Costs	131,666	136,150	153,520	168,860
Consultancy, Training and Development	50,634	17,000	53,560	55,990 R
Long Service Awards	479	1,000	500	500
Investors in People	2,603	5,000	5,000	5,000
Information Technology	1,836	1,470	1,840	4,080
Direct Admin Costs	7,688	10,600	10,390	12,930
Internal Charges - Central Management	20,000	18,850	22,670	18,790
- Liability Insurance	16,105	16,910	15,070	15,520
- Information Technology	12,285	12,440	12,380	12,740
- Office Service	13,477	15,300	14,570	14,380
- Office Accommodation	11,853	11,070	11,760	11,680
- Other Support Services	13,886	14,310	6,800	7,210
	<b>282,512</b>	<b>260,100</b>	<b>308,060</b>	<b>327,680</b>
Income - DRM Support	(3,760)	(3,750)	(2,460)	(2,510)
- Personnel Services	(278,752)	(256,350)	(305,600)	(325,170)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### CENTRAL SERVICES

Staffing Costs	269,191	288,660	270,110	266,900
Main Office Telephones	59,986	57,250	64,790	58,760 R
Vending Costs	16,854	22,600	22,600	25,700
Supplies and Services	91,677	74,620	81,040	86,960
Internal Charges - Management	18,780	18,730	25,450	26,180
- Information Technology	52,693	54,280	54,010	55,560
- Office Services	14,670	12,350	7,930	6,080
- Office Accommodation	46,994	44,510	47,280	46,950
- Other Support Services	20,636	26,440	20,850	20,340
- Capital Charges	23,430	23,160	22,610	21,800
	<b>614,911</b>	<b>622,600</b>	<b>616,670</b>	<b>615,230</b>
Income - Internal Charges	(595,280)	(601,660)	(595,690)	(594,100)
- Main Office Telephone	(1,796)	(1,940)	(1,940)	(1,940)
- Vending	(14,427)	(14,800)	(14,800)	(15,000)
- Supplies and Services	(3,408)	(4,200)	(4,240)	(4,190)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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### OFFICE SERVICES - SAFFRON WALDEN

Staffing Costs	61,601	51,770	76,280	55,760
Direct Admin Costs	3,333	2,930	2,930	3,080
Internal Charges - Management	6,911	7,390	12,300	12,560
- Other Support Services	4,302	1,180	3,290	3,290
	<b>76,147</b>	<b>63,270</b>	<b>94,800</b>	<b>74,690</b>
Income - Internal Charges	(76,147)	(63,270)	(94,800)	(74,690)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### OFFICES - DUNMOW

Maintenance and Cleaning	21,705	14,840	17,970	18,320
Other Premises Costs	33,620	33,860	33,810	31,990
Internal Charges - Management	10,000	10,000	10,000	10,000
- Other Support Services	7,110	6,170	6,430	6,480
- Capital Charges	38,768	37,850	38,770	38,300
	<b>111,203</b>	<b>102,720</b>	<b>106,980</b>	<b>105,090</b>
Income - External Charges	0	0	(7,500)	(23,000)
- Internal Charges	(49,625)	(44,720)	(99,480)	(82,090)
	<b>61,578</b>	<b>58,000</b>	<b>0</b>	<b>0</b>

### OFFICES - SAFFRON WALDEN

Maintenance	59,046	50,780	48,320	53,740
Cleaning	47,626	47,630	41,320	37,240
Heat and Water	54,342	34,660	34,670	40,380
Rates	100,659	103,330	103,100	108,940
Internal Charges - Management	15,000	15,000	15,000	15,000
- Caretaking	36,944	25,400	62,100	42,550
- Other Support Services	26,192	24,530	23,850	23,990
- Central Office	136,252	139,620	140,260	143,350
- Capital Charges	188,974	182,000	192,470	190,280
	<b>665,035</b>	<b>622,950</b>	<b>661,090</b>	<b>655,470</b>
Income - External Charges	(8,429)	(8,430)	(8,430)	(8,430)
- Internal Charges	(656,606)	(614,520)	(652,660)	(647,040)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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### INTERNAL AUDIT PARTNERSHIP

Staffing Costs UDC VFM	0	16,000	0	0
Staffing Costs	121,650	152,390	136,990	81,900
Direct Admin Costs	1,307	0	150	0
Partnership Costs	0	0	0	25,610
Internal Charges - Central Management	4,050	3,290	4,880	4,200
- Information Technology	9,927	10,090	10,040	10,330
- Office Accommodation	6,216	5,890	6,250	6,210
- Other Support Services	7,559	7,560	7,600	7,590
	<b>150,709</b>	<b>195,220</b>	<b>165,910</b>	<b>135,840</b>
Income - Partnership	(25,176)	(54,700)	(37,170)	0
- Internal Charges	(125,533)	(140,520)	(128,740)	(135,840)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### ANTI-FRAUD

Staffing Costs	165,368	168,210	84,300	69,260
Benefit Fraud Investigation	10,334	10,500	13,190	13,700
Internal Charges - Central Management	20,260	16,430	24,360	20,980
- Information Technology	12,401	12,610	12,550	12,910
- Office Accommodation	11,325	10,580	8,340	8,280
- Other Support Services	16,060	18,620	15,850	15,450
- Capital Charges	1,570	0	0	0
	<b>237,318</b>	<b>236,950</b>	<b>158,590</b>	<b>140,580</b>
Income - Internal Charges	(237,318)	(236,950)	(158,590)	(140,580)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### INFORMATION TECHNOLOGY

Staffing Costs	273,077	305,150	362,650	419,460
ICL Software Charges	29,105	44,330	54,330	45,180
ICL Hardware Maintenance	16,239	16,220	16,220	16,550
External Support Service	55,109	50,000	50,000	51,380
User Training	8,935	8,560	0	0
Equipment Rental Charges	4,500	4,500	4,500	4,600
Supplies and Services	125,740	115,990	115,990	118,340
Electronic Filing	2,382	4,940	4,940	3,000
Direct Accommodation Costs	8,750	4,800	4,800	4,900
Direct Admin Costs	28,283	18,020	17,720	18,020
Internal Charges - Accommodation	35,937	33,980	42,470	42,170
- Management	75,460	76,740	29,670	13,620
- Office Services	11,913	11,790	11,730	11,320
- Other Support Services	17,826	17,600	18,940	17,730
- Capital Charges	274,465	281,120	405,920	199,170
	<b>967,721</b>	<b>993,740</b>	<b>1,139,880</b>	<b>965,440</b>
Income - ODPM Grant	(200,000)	(200,000)	(350,000)	(150,000)
- Internal Charges	(767,721)	(793,740)	(789,880)	(815,440)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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### FINANCIAL SERVICES

Staffing Costs	460,226	488,370	488,370	510,720
Payroll Provider	24,949	25,600	25,600	26,300
Insurances	211,420	222,550	230,610	233,350
Computer System Costs	15,949	15,570	22,700	23,970
Direct Admin Costs	19,612	20,300	26,280	33,050
Internal Charges - Central Management	31,010	25,150	44,240	39,560
- Information Technology	31,658	32,050	31,900	32,820
- Office Accommodation	45,195	42,280	44,860	44,540
- Other Support Services	84,788	80,790	80,830	81,700
- Capital Charges	13,985	41,770	28,080	50,510
	<b>938,792</b>	<b>994,430</b>	<b>1,023,470</b>	<b>1,076,520</b>
Income - DRM Support	(27,000)	(33,000)	(38,000)	(42,000)
- Accountancy	(393,880)	(422,650)	(439,990)	(474,130)
- Cashiers Services	(179,260)	(186,260)	(186,260)	(191,830)
- Insurance	(229,706)	(240,830)	(247,280)	(253,680)
- Exchequer Services	(108,946)	(111,690)	(111,940)	(114,880)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### REVENUES ADMINISTRATION

Staffing Costs	613,661	641,080	617,690	655,330
Computer System Costs	157,721	164,180	170,790	163,120
Allowed for Fraud & Tax Credit Initiatives	0	18,710	0	0
External Support Services	24,505	8,000	13,500	8,000
External Audit Fees	45,203	16,500	32,000	34,000
Direct Admin Costs	53,324	48,620	48,710	46,990
Internal Charges - Central Management	34,640	28,090	33,780	28,000
- Information Technology	70,022	74,500	74,140	76,270
- Cashiers	91,330	94,980	94,980	97,830
- Office Accommodation	44,295	41,380	43,950	43,630
- Other Support Services	93,765	97,690	127,350	132,680
- Capital Charges	61,144	41,140	38,070	40,630
	<b>1,289,610</b>	<b>1,274,870</b>	<b>1,294,960</b>	<b>1,326,480</b>
Income - Mobile Phones	(100)	(250)	(250)	(250)
- Government Grants	(56,687)	(47,900)	(47,900)	(48,900)
- Internal Charges	(1,232,823)	(1,226,720)	(1,246,810)	(1,277,330)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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### LOCAL TAX COLLECTION

Internal Charges - Revenues Administration	579,987	572,940	570,700	585,110
	<b>579,987</b>	<b>572,940</b>	<b>570,700</b>	<b>585,110</b>
Income - Costs and Penalties	(141,550)	(106,550)	(106,550)	(106,550)
	<b>438,437</b>	<b>466,390</b>	<b>464,150</b>	<b>478,560</b>

### NON DOMESTIC RATES

Rate Relief Proportion	47,213	44,000	44,000	44,000
Internal Charges - Revenues Administration	135,288	131,000	133,000	135,000
	<b>182,501</b>	<b>175,000</b>	<b>177,000</b>	<b>179,000</b>
Income - Costs and Penalties	(10,996)	(6,000)	(6,000)	(6,000)
- Business Rate Charge	(124,292)	(125,000)	(127,000)	(129,000)
	<b>47,213</b>	<b>44,000</b>	<b>44,000</b>	<b>44,000</b>

### COUNCIL TAX BENEFITS

Benefits Paid	2,124,971	2,437,000	2,437,000	2,558,800
Internal Charges - Benefits Administration	279,283	268,520	253,540	256,280
	<b>2,404,254</b>	<b>2,705,520</b>	<b>2,690,540</b>	<b>2,815,080</b>
Income - Government Grants	(2,152,987)	(2,546,753)	(2,546,750)	(2,659,230)
	<b>251,267</b>	<b>158,767</b>	<b>143,790</b>	<b>155,850</b>

### HOUSING BENEFIT ADMINISTRATION

Internal Charges - Determination	517,548	522,780	510,240	523,170
- Fraud Investigation	159,045	157,320	142,410	142,110
	<b>676,593</b>	<b>680,100</b>	<b>652,650</b>	<b>665,280</b>
Income - DWP Admin Subsidy	(127,194)	(124,230)	(114,080)	(114,080)
- Fraud Initiative	(109,167)	(127,770)	(127,770)	(127,500)
- Internal Charges CTB	(279,283)	(268,520)	(253,540)	(256,280)
	<b>160,949</b>	<b>159,580</b>	<b>157,260</b>	<b>167,420</b>

### HOUSING BENEFITS

Rent Rebates	11,873	3,980,000	4,259,960	4,438,000
Other Housing Benefits	3,430,421	3,754,900	3,449,960	3,554,520
	<b>3,442,294</b>	<b>7,734,900</b>	<b>7,709,920</b>	<b>7,992,520</b>
Income - Rent Rebates Subsidy	0	(3,980,000)	(4,254,390)	(4,382,020)
- Other Benefit Subsidy	(3,256,999)	(3,730,900)	(3,449,620)	(3,553,660)
	<b>185,295</b>	<b>24,000</b>	<b>5,910</b>	<b>56,840</b>



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### CONDUCTING ELECTIONS

Staffing Costs	42,541	0	0	0
Direct Admin Costs	20,041	960	960	1,010
Contingency Allowance	0	4,600	4,600	4,700
Internal Charges - Other Support Services	2,029	2,320	2,470	2,520
	<b>64,611</b>	<b>7,880</b>	<b>8,030</b>	<b>8,230</b>
Income - Other Authorities	(18,330)	0	0	0
	<b>46,281</b>	<b>7,880</b>	<b>8,030</b>	<b>8,230</b>

### ELECTORAL REGISTRATION

Staffing Costs	45,692	49,250	49,300	50,520
Computer System Costs	2,000	4,000	4,300	4,390
Direct Admin Costs	28,453	19,030	20,820	20,920
Internal Charges - Information Technology	4,841	4,900	4,880	5,020
- Office Services	7,241	7,000	6,660	6,600
- Office Accommodation	2,068	1,930	2,050	2,040
- Other Support Services	1,930	1,960	1,960	1,990
- Capital Charges	29	4,930	900	890
	<b>92,254</b>	<b>93,000</b>	<b>90,870</b>	<b>92,370</b>
Income - Sale of Registers	(1,644)	(600)	(600)	(600)
	<b>90,610</b>	<b>92,400</b>	<b>90,270</b>	<b>91,770</b>

### LAND CHARGES

Staffing Costs	53,280	55,830	53,660	55,780
Computer System Costs	7,460	7,680	8,020	8,180
Direct Admin Costs	48,607	51,480	51,750	51,780
Internal Charges - Office Accommodation	7,285	6,810	7,230	7,180
- Other Support Services	13,416	14,260	14,140	14,520
- Information Technology	5,047	5,110	5,090	5,240
	<b>135,095</b>	<b>141,170</b>	<b>139,890</b>	<b>142,680</b>
Income - Land Charges	(260,914)	(278,000)	(280,000)	(280,000)
- Income Allocation	134,409	146,090	153,360	149,280
- Internal Charges	(8,590)	(9,260)	(13,250)	(11,960)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### MISCELLANEOUS

Admin Review Savings		(20,000)	0	0
ECC Second Homes		(40,000)	(40,000)	(40,000)
Quality of Life Plan		228,000	0	0
Audit VFM Savings		(21,000)	0	0
Online Procurement Savings Target		(31,800)	(31,800)	(100,800)
Joint Working		0	0	(25,000)
		<b>115,200</b>	<b>(71,800)</b>	<b>(165,800)</b>