



**MEDIUM TERM  
FINANCIAL  
PLAN  
BUDGET BOOK  
2017/18 - 2019/20**

## GENERAL FUND SUMMARY

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
2,755,908	Environment Management & Housing Management	3,260,640	3,216,990	2,971,930	3,387,780	3,399,160	3,247,270
3,298,520	Community and Health	3,317,470	3,366,030	3,054,520	3,026,250	3,014,980	2,933,740
(434,446)	Economic Development	(445,350)	(420,490)	(396,905)	(641,990)	(644,890)	(650,610)
683,170	Planning & Licensing	1,298,110	1,302,030	1,328,835	1,361,040	1,339,910	1,232,070
3,631,148	Transformation	2,718,500	2,649,160	2,437,280	2,376,360	2,378,640	2,144,460
0	Contingency and Savings	(195,600)	(159,950)	0	(533,920)	(575,440)	(573,980)
<b>9,934,301</b>	<b>TOTAL EXPENDITURE ON CORPORATE PRIORITIES</b>	<b>9,953,770</b>	<b>9,953,770</b>	<b>9,395,660</b>	<b>8,975,520</b>	<b>8,912,360</b>	<b>8,332,950</b>
116,846	Interest and Debt Management Charges	111,700	111,700	111,700	111,700	111,700	342,920
(124,530)	Investment Income	(234,020)	(234,020)	(289,000)	(530,650)	(481,730)	(518,000)
361,474	Parish Precepts	388,410	388,410	388,410	459,910	459,910	459,910
1,525,974	Payments to Pension Fund	1,619,950	1,619,950	1,619,950	1,619,950	1,619,950	1,619,950
18,177	Provision for Loan Repayment	0	0	0	125,000	144,600	222,980
(1,161,193)	Capital Charges - Reversal	(1,388,720)	(1,388,720)	(1,066,320)	(1,015,530)	(939,990)	(737,550)
25,491	Accounting Adjustments	0	0	0	0	0	0
<b>10,696,540</b>	<b>TOTAL COST OF SERVICES</b>	<b>10,451,090</b>	<b>10,451,090</b>	<b>10,160,400</b>	<b>9,745,900</b>	<b>9,826,800</b>	<b>9,723,160</b>
	<b>Appropriations:</b>						
	Contributions to/from Reserves:						
0	Asset Management	0	0	60,000	0	0	0
(25,078)	Brentwood Community Fund	0	0	0	0	0	0
26,000	Building Control	0	0	0	0	0	0
2,330	Civic Dinner	0	0	(2,330)	0	0	0
0	Community Alarms	(2,120)	(2,120)	0	0	0	0
(4,010)	Duchess of Kent (Nightingale Centre)	(11,380)	(11,380)	(11,380)	(12,280)	(12,270)	(12,130)
(4,459)	Economic Development	0	0	7,800	0	0	0
0	Electoral Registration	0	0	0	50,000	0	0
(426,232)	Funding Volatility	181,650	181,650	281,650	135,000	157,000	140,000
0	Housing Benefit Subsidy	0	0	87,950	0	0	0
15,849	Land at Hanover House	0	0	0	0	0	0
11,924	New Burden Grant	0	0	0	0	0	0
0	Organisational Transformation	0	0	0	(149,890)	(74,710)	0
0	Pension Fund Contribution	0	0	93,980	0	0	0
91,200	PDG	0	0	(32,810)	0	0	0
(30,000)	Single Status	0	0	0	0	0	0
<b>10,354,064</b>	<b>TOTAL SPENDING REQUIREMENT</b>	<b>10,619,240</b>	<b>10,619,240</b>	<b>10,645,260</b>	<b>9,768,730</b>	<b>9,896,820</b>	<b>9,851,030</b>
	<b>Funded by:</b>						
(1,258,692)	Government Formula Grant	(710,100)	(710,100)	(710,100)	(233,000)	52,000	370,000
(5,238,500)	Council Tax - Brentwood Council	(5,504,170)	(5,504,170)	(5,504,170)	(5,715,460)	(5,744,040)	(5,749,260)
(361,474)	Council Tax - Parish Councils	(388,410)	(388,410)	(388,410)	(459,910)	(459,910)	(459,910)
(56,332)	Council Tax Freeze Grant 2014/15	0	0	0	0	0	0
(1,460,338)	New Home Bonus	(1,621,700)	(1,621,700)	(1,621,700)	(1,154,100)	(410,000)	(170,000)
0	DCLG Capitalisation Grant	0	0	0	0	0	0
357,590	Collection Fund Surplus	(431,650)	(431,650)	(431,650)	(125,000)	0	0
(249,015)	NNDR Small Business Relief	0	0	0	0	0	0
(1,296,327)	Business Rates Retention	(1,578,200)	(1,578,200)	(1,431,130)	(1,798,200)	(1,798,200)	(1,798,200)
(236,121)	Other Grants	0	0	(273,090)	0	0	0
(302,241)	NNDR Pooling Income	(100,000)	(100,000)	0	0	0	0
<b>(10,101,450)</b>	<b>TOTAL FUNDING</b>	<b>(10,334,230)</b>	<b>(10,334,230)</b>	<b>(10,360,250)</b>	<b>(9,485,670)</b>	<b>(8,360,150)</b>	<b>(7,807,370)</b>
4,508,833	Working Balance Brought Forward	3,964,638	3,964,638	3,964,638	3,379,628	2,628,568	1,020,898
(252,614)	(Funding Gap) / Surplus	(285,010)	(285,010)	(285,010)	(283,060)	(1,536,670)	(2,043,660)
(291,581)	Earmarked Spend	(300,000)	(300,000)	(300,000)	(468,000)	(71,000)	0
3,964,638	Working Balance Carried Forward	3,379,628	3,679,628	3,379,628	2,628,568	1,020,898	(1,022,762)
	<b>Council Tax Band D (£)</b>	<b>173.14</b>	<b>173.14</b>	<b>173.14</b>	<b>178.14</b>	<b>178.14</b>	<b>178.14</b>
	<b>Council Tax Base (Band D equivalent)</b>	<b>31,790.00</b>	<b>31,790.00</b>	<b>31,790.00</b>	<b>32,084.10</b>	<b>32,084.10</b>	<b>32,084.10</b>

## ENVIRONMENT AND HOUSING MANAGEMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
188,071	Cemeteries	189,020	189,850	104,530	158,530	159,220	159,880
0	Depot Management and Admin	0	0	0	0	0	0
45,103	Environmental Initiatives	42,360	43,670	41,540	41,050	40,730	39,020
38,983	Environmental Maintenance	69,660	52,180	56,090	53,610	53,280	50,830
0	Grounds Maintenance	0	0	0	0	0	0
905,496	Street Services	1,033,910	1,007,450	872,320	1,124,650	1,126,700	1,107,540
0	Vehicle Fleet Management	0	0	0	0	0	0
1,072,952	Waste Management	1,383,390	1,379,570	1,439,400	1,434,800	1,446,430	1,338,050
(40,868)	Community Alarms	(16,800)	(16,650)	(24,160)	(14,020)	(14,460)	(15,270)
361,260	Homelessness	371,350	372,640	290,440	385,390	382,340	368,700
169,600	Housing Advice and Enabling	167,890	168,410	171,290	174,540	171,550	161,490
15,311	Housing General Fund Properties	19,860	19,870	20,480	29,230	33,370	37,030
<b>2,755,908</b>	<b>TOTAL</b>	<b>3,260,640</b>	<b>3,216,990</b>	<b>2,971,930</b>	<b>3,387,780</b>	<b>3,399,160</b>	<b>3,247,270</b>

## ENVIRONMENT AND HOUSING MANAGEMENT

### CEMETERIES

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
60,636	Salaries	63,190	63,190	20,820	62,960	63,590	64,230
5,235	National Insurance	5,370	5,370	1,660	5,190	5,240	5,290
3,128	Pension	3,260	3,260	50	3,180	3,210	3,240
(595)	Other Employee Related Expenses	0	0	0	0	0	0
<b>68,404</b>	<b>Employee Related Expenditure Subtotal</b>	<b>71,820</b>	<b>71,820</b>	<b>22,530</b>	<b>71,330</b>	<b>72,040</b>	<b>72,760</b>
9,453	Repairs and Maintenance - Buildings	8,000	8,000	8,000	8,000	8,000	8,000
1,488	Maintenance of Grounds	4,680	4,680	4,680	4,680	4,680	4,680
1,535	Energy Costs	2,140	2,140	2,140	2,180	2,220	2,260
2,304	Rates	2,450	2,450	2,450	2,500	2,550	2,600
1,740	Water	5,330	5,330	5,330	5,440	5,550	5,660
2,908	Cleaning and Domestic Supplies	0	0	3,790	3,800	3,800	3,800
2,223	Premises Insurance	2,440	2,440	2,440	2,490	2,540	2,590
<b>21,651</b>	<b>Premises Related Expenditure Subtotal</b>	<b>25,040</b>	<b>25,040</b>	<b>28,830</b>	<b>29,090</b>	<b>29,340</b>	<b>29,590</b>
219	Vehicle Running Costs	0	0	0	0	0	0
<b>219</b>	<b>Transport Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
11,734	Equipment, Furniture and Materials	4,000	4,000	4,000	4,000	4,000	4,000
51	Rents & Operational Leases	0	0	0	0	0	0
531	Clothing, Uniform & Laundry	0	0	0	0	0	0
4,626	Other Fees and Services	8,000	8,000	8,000	8,000	8,000	8,000
1,300	Computing	1,400	1,400	1,400	1,400	1,400	1,400
3,584	Refunds	100	100	100	100	100	100
(40)	Other Supplies and Services	0	0	0	0	0	0
<b>21,786</b>	<b>Supplies and Services Subtotal</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>
27,488	Depreciation	27,060	27,060	27,060	27,060	27,060	27,060
(11)	Interest Payments	0	0	0	0	0	0
<b>27,477</b>	<b>Capital Charges Subtotal</b>	<b>27,060</b>	<b>27,060</b>	<b>27,060</b>	<b>27,060</b>	<b>27,060</b>	<b>27,060</b>
<b>Income</b>							
(86,909)	Fees and Charges	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
(9,625)	Other Reimbursements	(5,050)	(5,050)	(5,050)	(5,050)	(5,050)	(5,050)
<b>(96,534)</b>	<b>Income Subtotal</b>	<b>(105,050)</b>	<b>(105,050)</b>	<b>(105,050)</b>	<b>(105,050)</b>	<b>(105,050)</b>	<b>(105,050)</b>
<b>43,003</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>32,370</b>	<b>32,370</b>	<b>(13,130)</b>	<b>35,930</b>	<b>36,890</b>	<b>37,860</b>
<b>Support Services (Recharges)</b>							
28,513	Asset Management	35,620	35,600	6,290	8,020	7,980	7,760
4,480	Corporate Leadership Team	3,330	3,770	5,510	5,190	5,190	5,110
3,167	Corporate Support	2,130	2,140	2,260	2,130	2,140	2,140
3,013	Customer Contact Service	3,660	3,670	3,770	4,120	4,070	3,860
73,457	Depot Management and Admin	76,240	75,980	69,990	72,680	72,520	73,130
6,760	Financial Services	7,310	7,310	7,490	7,740	7,730	7,460
7,174	Grounds Maintenance	7,920	8,390	8,300	7,810	7,810	7,720
2,946	Human Resources	3,070	3,220	3,310	3,590	3,540	3,550
997	Legal Services	670	660	0	0	0	0
513	Payroll	440	440	540	520	510	500
14,048	Vehicle Fleet Management	16,260	16,300	10,200	10,800	10,840	10,790
<b>145,068</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>156,650</b>	<b>157,480</b>	<b>117,660</b>	<b>122,600</b>	<b>122,330</b>	<b>122,020</b>
<b>188,071</b>	<b>NET EXPENDITURE TOTAL</b>	<b>189,020</b>	<b>189,850</b>	<b>104,530</b>	<b>158,530</b>	<b>159,220</b>	<b>159,880</b>
3.0	Full Time Equivalent Employees	3.0	3.0	1.0	3.0	3.0	3.0

This service provides for the management and maintenance of cemeteries and closed churchyards.

**ENVIRONMENT AND HOUSING MANAGEMENT**

**DEPOT MANAGEMENT AND ADMINISTRATION**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	<b>Expenditure</b>						
430,742	Salaries	422,390	422,390	414,350	430,690	431,590	442,850
33,828	National Insurance	43,120	43,120	43,180	46,130	46,590	47,060
53,622	Pension	56,080	56,080	56,430	56,850	57,420	57,990
8,276	Allowances	9,220	9,220	9,220	9,220	9,310	9,400
2,267	Training Expenses	11,000	11,000	11,000	11,000	11,000	11,000
369	Other Employee Related Expenses	0	0	0	0	0	0
<b>529,104</b>	<b>Employee Related Expenditure Subtotal</b>	<b>541,810</b>	<b>541,810</b>	<b>534,180</b>	<b>553,890</b>	<b>555,910</b>	<b>568,300</b>
14,982	Repairs and Maintenance - Buildings	10,000	10,000	10,000	10,000	10,000	10,000
11,816	Energy Costs	13,230	13,230	13,230	13,490	13,760	14,040
60,938	Rates	62,090	62,090	62,090	63,330	64,600	65,890
7,144	Water	3,270	3,270	7,200	3,340	3,410	3,480
0	Cleaning and Domestic Supplies	1,500	1,500	1,500	1,500	1,500	1,500
1,580	Premises Insurance	1,720	1,720	1,720	1,760	1,800	1,840
<b>96,460</b>	<b>Premises Related Expenditure Subtotal</b>	<b>91,810</b>	<b>91,810</b>	<b>95,740</b>	<b>93,420</b>	<b>95,070</b>	<b>96,750</b>
24	Vehicle Running Costs	0	0	0	0	0	0
6,247	Vehicle Repairs and Maintenance	6,000	6,000	6,000	6,000	6,000	6,000
5,369	Travel Allowances	8,030	8,030	8,030	8,030	8,030	8,030
1,282	Plant Insurance	1,130	1,130	1,130	1,150	1,170	1,190
<b>12,922</b>	<b>Transport Related Expenditure Subtotal</b>	<b>15,160</b>	<b>15,160</b>	<b>15,160</b>	<b>15,180</b>	<b>15,200</b>	<b>15,220</b>
1,586	Equipment, Furniture and Materials	6,500	6,500	6,500	6,500	6,500	6,500
3,385	Catering	5,000	5,000	5,000	5,000	5,000	5,000
163	Clothing, Uniform & Laundry	0	0	0	0	0	0
215	Printing and Stationery	500	500	500	500	500	500
1,120	Professional Fees	0	0	0	0	0	0
1,247	Advertising and Marketing	11,500	11,500	11,500	11,500	11,500	11,500
144	Other Fees & Services	0	0	0	0	0	0
0	Telephones	4,010	0	0	4,090	4,090	4,090
720	Computing	0	0	0	0	0	0
27	Expenses - Officers	100	100	100	100	100	100
0	Subscriptions	100	100	100	100	100	100
9,218	Other Supplies and Services	0	0	0	0	0	0
3,953	Other Insurances	4,030	4,030	4,030	4,110	4,190	4,270
<b>21,778</b>	<b>Supplies and Services Subtotal</b>	<b>31,740</b>	<b>27,730</b>	<b>27,730</b>	<b>31,900</b>	<b>31,980</b>	<b>32,060</b>
32,230	Depreciation	34,130	34,130	34,930	34,930	34,930	34,220
<b>32,230</b>	<b>Capital Charges Subtotal</b>	<b>34,130</b>	<b>34,130</b>	<b>34,930</b>	<b>34,930</b>	<b>34,930</b>	<b>34,220</b>
	<b>Income</b>						
(2,377)	Sales Income	(5,000)	(5,000)	(2,500)	(5,000)	(5,000)	(5,000)
(15,169)	Other Income	0	0	0	0	0	0
<b>(17,546)</b>	<b>Income Subtotal</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(2,500)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>
<b>674,948</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>709,650</b>	<b>705,640</b>	<b>705,240</b>	<b>724,320</b>	<b>728,090</b>	<b>741,550</b>
	<b>Support Services (Recharges)</b>						
20,521	Asset Management	25,630	25,620	38,160	48,680	48,410	47,050
15,174	Business Transformation	12,560	12,090	14,070	14,810	13,610	12,440
10,080	Corporate Leadership Team	7,490	8,470	6,420	6,040	6,040	5,950
11,962	Corporate Support	8,060	8,060	10,250	9,660	9,680	9,720
2,183	Design and Print	2,330	2,330	2,300	2,260	2,110	1,670
19,152	Financial Services	20,700	20,720	18,100	18,720	18,690	18,040
13,355	Human Resources	13,910	14,620	15,030	16,250	16,050	16,110
55,462	Information and Comms Technology	54,570	54,470	55,870	58,710	54,860	52,770
1,724	Legal Services	1,160	1,140	2,980	2,440	2,420	2,350
2,324	Payroll	2,000	1,980	2,430	2,360	2,300	2,270
1,060	Vehicle Fleet Management	1,230	1,240	2,410	2,570	2,580	2,570
(827,945)	Recharges to Other Services	(859,290)	(856,380)	(873,260)	(906,820)	(904,840)	(912,490)
<b>(674,948)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(709,650)</b>	<b>(705,640)</b>	<b>(705,240)</b>	<b>(724,320)</b>	<b>(728,090)</b>	<b>(741,550)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
13.7	Full Time Equivalent Employees	13.6	13.6	12.3	12.7	12.7	12.7

This reflects the costs of managing and administrating the operational services at the depot.

## ENVIRONMENT AND HOUSING MANAGEMENT

### ENVIRONMENTAL INITIATIVES

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	<b><u>Expenditure</u></b>						
0	Maintenance of Grounds	0	0	0	0	0	0
216	Premises Insurance	230	230	230	240	240	240
	<b>216 Premises Related Expenditure Subtotal</b>	<b>230</b>	<b>230</b>	<b>230</b>	<b>240</b>	<b>240</b>	<b>240</b>
0	Other Insurances	0	0	0	0	0	0
8,000	Grants	7,770	7,770	8,000	8,000	8,000	8,000
0	Other Supplies and Services	0	0	0	0	0	0
	<b>8,000 Supplies and Services Subtotal</b>	<b>7,770</b>	<b>7,770</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
	<b>8,216 CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>8,000</b>	<b>8,000</b>	<b>8,230</b>	<b>8,240</b>	<b>8,240</b>	<b>8,240</b>
	<b><u>Support Services (Recharges)</u></b>						
5,310	Communications	4,320	4,410	4,630	4,380	4,380	3,820
10,080	Corporate Leadership Team	7,490	8,470	6,420	6,040	6,040	5,950
946	Corporate Support	640	640	0	0	0	0
7,691	Depot Management and Admin	7,980	7,950	8,110	8,420	8,410	8,480
4,549	Design and Print	4,860	4,870	4,760	4,670	4,370	3,460
4,506	Financial Services	4,870	4,880	4,990	5,160	5,150	4,980
3,805	Grounds Maintenance	4,200	4,450	4,400	4,140	4,140	4,090
	<b>36,887 UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>34,360</b>	<b>35,670</b>	<b>33,310</b>	<b>32,810</b>	<b>32,490</b>	<b>30,780</b>
	<b>45,103 NET EXPENDITURE TOTAL</b>	<b>42,360</b>	<b>43,670</b>	<b>41,540</b>	<b>41,050</b>	<b>40,730</b>	<b>39,020</b>

Costs associated with projects and schemes to improve and protect the natural environment.

## ENVIRONMENT AND HOUSING MANAGEMENT

### ENVIRONMENTAL MAINTENANCE

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	<b>Expenditure</b>						
0	Maintenance of Grounds	22,000	0	0	0	0	0
	<b>0 Premises Related Expenditure Subtotal</b>	<b>22,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Income</b>						
(57,500)	Agency Contributions Income	(57,500)	(57,500)	(57,500)	(57,500)	(57,500)	(57,500)
	<b>(57,500) Income Subtotal</b>	<b>(57,500)</b>	<b>(57,500)</b>	<b>(57,500)</b>	<b>(57,500)</b>	<b>(57,500)</b>	<b>(57,500)</b>
	<b>(57,500) CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(35,500)</b>	<b>(57,500)</b>	<b>(57,500)</b>	<b>(57,500)</b>	<b>(57,500)</b>	<b>(57,500)</b>
	<b>Support Services (Recharges)</b>						
1,062	Communications	860	880	3,700	3,500	3,500	3,050
4,480	Corporate Leadership Team	3,330	3,770	5,510	5,190	5,190	5,110
946	Corporate Support	640	640	0	0	0	0
14,764	Customer Contact Service	17,960	18,010	18,490	20,190	19,950	18,900
8,874	Depot Management and Admin	9,210	9,180	9,360	9,720	9,700	9,780
4,506	Financial Services	4,870	4,880	4,990	5,160	5,150	4,980
61,851	Grounds Maintenance	68,290	72,320	71,540	67,350	67,290	66,510
	<b>96,483 UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>105,160</b>	<b>109,680</b>	<b>113,590</b>	<b>111,110</b>	<b>110,780</b>	<b>108,330</b>
	<b>38,983 NET EXPENDITURE TOTAL</b>	<b>69,660</b>	<b>52,180</b>	<b>56,090</b>	<b>53,610</b>	<b>53,280</b>	<b>50,830</b>

Managing grounds maintenance on behalf of Essex County Council.

## ENVIRONMENT AND HOUSING MANAGEMENT

### GROUNDS MAINTENANCE

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	<b>Expenditure</b>						
246,541	Salaries	295,560	318,810	307,990	326,250	329,520	332,820
15,703	National Insurance	25,210	27,720	26,130	30,000	30,300	30,600
23,292	Pension	29,800	33,530	24,540	24,860	25,110	25,360
2,264	Allowances	2,280	2,280	2,280	2,260	2,280	2,300
903	Training Expenses	2,000	2,000	2,000	2,000	2,000	2,000
(588)	Other Employee Related Expenses	0	0	0	0	0	0
	<b>288,115 Employee Related Expenditure Subtotal</b>	<b>354,850</b>	<b>384,340</b>	<b>362,940</b>	<b>385,370</b>	<b>389,210</b>	<b>393,080</b>
11,703	Maintenance of Grounds	11,950	11,950	11,950	11,950	11,950	11,950
	<b>11,703 Premises Related Expenditure Subtotal</b>	<b>11,950</b>	<b>11,950</b>	<b>11,950</b>	<b>11,950</b>	<b>11,950</b>	<b>11,950</b>
1,243	Vehicle Running Costs	0	0	0	0	0	0
2,994	Vehicle Leasing Charge	3,000	3,000	3,000	3,000	3,000	3,000
	<b>4,237 Transport Related Expenditure Subtotal</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
16,842	Equipment, Furniture and Materials	14,500	14,500	14,500	14,500	14,500	14,500
1,963	Maintenance of Equipment	5,000	5,000	5,000	5,000	5,000	5,000
498	Rents and operational Leases	2,000	2,000	2,000	2,000	2,000	2,000
1,945	Clothing, Uniform and Laundry	2,200	2,200	2,200	2,200	2,200	2,200
1,246	Other Insurances	0	0	0	0	0	0
1,267	Other Supplies and Services	0	0	0	0	0	0
	<b>23,761 Supplies and Services Subtotal</b>	<b>23,700</b>	<b>23,700</b>	<b>23,700</b>	<b>23,700</b>	<b>23,700</b>	<b>23,700</b>
125,270	Project Management Support	70,000	92,000	180,000	92,000	92,000	92,000
	<b>125,270 Third Party Payments Subtotal</b>	<b>70,000</b>	<b>92,000</b>	<b>180,000</b>	<b>92,000</b>	<b>92,000</b>	<b>92,000</b>
59,331	Depreciation	130,640	130,640	49,610	43,810	39,610	26,110
	<b>59,331 Capital Charges Subtotal</b>	<b>130,640</b>	<b>130,640</b>	<b>49,610</b>	<b>43,810</b>	<b>39,610</b>	<b>26,110</b>
	<b>Income</b>						
(9,000)	Internal Transfers Income	(25,000)	(25,000)	(10,000)	(10,000)	(10,000)	(10,000)
	<b>(9,000) Income Subtotal</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>
	<b>503,417 CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>569,140</b>	<b>620,630</b>	<b>621,200</b>	<b>549,830</b>	<b>549,470</b>	<b>539,840</b>
	<b>Support Services (Recharges)</b>						
15,532	Asset Management	19,400	19,390	9,440	12,040	11,970	11,630
1,062	Communications	860	880	930	880	880	760
10,080	Corporate Leadership Team	7,490	8,470	6,420	6,040	6,040	5,950
11,312	Corporate Support	7,620	7,630	11,310	10,660	10,680	10,720
6,026	Customer Contact Service	7,330	7,350	7,550	8,240	8,140	7,710
140,308	Depot Management and Admin	145,620	145,130	136,760	142,010	141,700	142,900
9,013	Financial Services	9,740	9,750	9,980	10,330	10,310	9,950
13,748	Human Resources	14,320	15,050	16,570	17,930	17,710	17,770
862	Legal Services	580	570	0	0	0	0
2,392	Payroll	2,060	2,040	2,680	2,600	2,530	2,510
86,454	Vehicle Fleet Management	100,050	100,320	104,680	110,820	111,220	110,710
(589,152)	Recharges to Other Services	(651,180)	(690,440)	(683,400)	(641,580)	(641,040)	(633,490)
(211,054)	Recharges to HRA	(233,030)	(246,770)	(244,120)	(229,800)	(229,610)	(226,960)
	<b>(503,417) UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(569,140)</b>	<b>(620,630)</b>	<b>(621,200)</b>	<b>(549,830)</b>	<b>(549,470)</b>	<b>(539,840)</b>
	<b>0 NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
12.0	Full Time Equivalent Employees	14.0	14.4	14.4	15.0	15.0	15.0

This reflects the costs associated with the Grounds Maintenance work undertaken by the Council.



**ENVIRONMENT AND HOUSING MANAGEMENT**

**STREET SERVICES**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	<b>Expenditure</b>						
442,970	Salaries	517,710	497,940	385,100	496,660	501,630	506,640
32,669	National Insurance	42,510	40,660	33,240	44,420	44,870	45,320
41,456	Pension	54,340	51,290	41,850	57,780	58,360	58,940
(118)	Allowances	100	100	80	60	60	60
(1,331)	Other Employee Related Expenses	0	0	0	0	0	0
<b>515,646</b>	<b>Employee Related Expenditure Subtotal</b>	<b>614,660</b>	<b>589,990</b>	<b>460,270</b>	<b>598,920</b>	<b>604,920</b>	<b>610,960</b>
152	Repairs and Maintenance - Buildings	1,500	1,500	2,500	1,500	1,500	1,500
8,447	Maintenance of Grounds	18,700	18,700	18,700	18,700	18,700	18,700
2,122	Energy Costs	1,100	1,100	1,100	1,120	1,140	1,160
25,494	Rents	1,200	1,200	4,080	1,200	1,200	1,200
5,400	Rates	5,130	5,130	(3,410)	5,230	5,330	5,440
1,277	Water	1,610	1,610	1,610	1,640	1,670	1,700
800	Premises Insurance	880	880	880	900	920	940
<b>43,692</b>	<b>Premises Related Expenditure Subtotal</b>	<b>30,120</b>	<b>30,120</b>	<b>25,460</b>	<b>30,290</b>	<b>30,460</b>	<b>30,640</b>
959	Vehicle Running Costs	0	0	0	0	0	0
1,797	Vehicle Leasing Charge	5,000	1,000	1,000	5,000	5,000	5,000
<b>2,756</b>	<b>Transport Related Expenditure Subtotal</b>	<b>5,000</b>	<b>1,000</b>	<b>1,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
19,345	Equipment, Furniture and Materials	27,000	27,000	44,490	27,000	27,000	27,000
5,349	Maintenance of Equipment	8,000	8,000	8,000	8,000	8,000	8,000
720	Rents and Operational Leases	3,500	3,500	3,500	3,500	3,500	3,500
2,017	Clothing, Uniform and Laundry	4,000	4,000	4,000	4,000	4,000	4,000
64,085	Other Fees and Services	48,600	48,600	48,600	48,600	48,600	48,600
1,044	Other Insurances	0	0	0	0	0	0
403	Other Supplies and Services	1,500	1,500	1,500	1,500	1,500	1,500
<b>92,963</b>	<b>Supplies and Services Subtotal</b>	<b>92,600</b>	<b>92,600</b>	<b>110,090</b>	<b>92,600</b>	<b>92,600</b>	<b>92,600</b>
16,429	Subcontractors	15,000	15,000	15,000	12,000	12,000	12,000
<b>16,429</b>	<b>Third Party Payments Subtotal</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
0	Internal Contributions	0	0	0	80,000	80,000	80,000
<b>0</b>	<b>Transfer Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
73,155	Depreciation	61,360	61,360	55,060	55,060	51,560	27,320
<b>73,155</b>	<b>Capital Charges Subtotal</b>	<b>61,360</b>	<b>61,360</b>	<b>55,060</b>	<b>55,060</b>	<b>51,560</b>	<b>27,320</b>
	<b>Income</b>						
(103,700)	Agency Contributions Income	(103,700)	(103,700)	(103,700)	(103,700)	(103,700)	(103,700)
(67,535)	Other Local Authority Contributions	(53,500)	(53,500)	(59,500)	(59,500)	(59,500)	(59,500)
(17,415)	Fees and Charges	(170)	(170)	(18,000)	(10,170)	(10,170)	(10,170)
0	Other Income	0	0	(17,290)	0	0	0
<b>(188,650)</b>	<b>Income Subtotal</b>	<b>(157,370)</b>	<b>(157,370)</b>	<b>(198,490)</b>	<b>(173,370)</b>	<b>(173,370)</b>	<b>(173,370)</b>
<b>555,991</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>661,370</b>	<b>632,700</b>	<b>468,390</b>	<b>700,500</b>	<b>703,170</b>	<b>685,150</b>
	<b>Support Services (Recharges)</b>						
9,053	Asset Management	11,310	11,300	9,440	12,040	11,970	11,630
1,062	Communications	860	880	930	880	880	760
10,080	Corporate Leadership Team	7,490	8,470	6,420	6,040	6,040	5,950
18,718	Corporate Support	12,610	12,620	15,830	14,920	14,950	15,000
18,078	Customer Contact Service	21,990	22,050	22,640	24,720	24,430	23,140
131,927	Depot Management and Admin	136,920	136,460	177,210	184,020	183,620	185,170
7,323	Financial Services	7,920	7,920	8,110	8,390	8,380	8,090
23,568	Human Resources	24,550	25,800	23,200	25,100	24,790	24,880
4,100	Payroll	3,540	3,500	3,750	3,640	3,550	3,510
125,596	Vehicle Fleet Management	145,350	145,750	136,400	144,400	144,920	144,260
<b>349,505</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>372,540</b>	<b>374,750</b>	<b>403,930</b>	<b>424,150</b>	<b>423,530</b>	<b>422,390</b>
<b>905,496</b>	<b>NET EXPENDITURE TOTAL</b>	<b>1,033,910</b>	<b>1,007,450</b>	<b>872,320</b>	<b>1,124,650</b>	<b>1,126,700</b>	<b>1,107,540</b>
18.0	Full Time Equivalent Employees	21.0	21.0	15.6	21.0	21.0	21.0

Under the Environmental Protection Act the Council have a duty to ensure land they are responsible for is clean and tidy. This includes Street Cleansing, weeding (for ECC), small scale works and public conveniences.

**ENVIRONMENT AND HOUSING MANAGEMENT**

**VEHICLE FLEET MANAGEMENT**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
91,263	Salaries	91,020	91,020	91,020	91,020	91,930	92,850
6,728	National Insurance	9,220	9,220	9,200	9,210	9,300	9,390
12,837	Pension	12,930	12,930	12,930	12,930	13,060	13,190
229	Other Employee Related Expenses	0	0	0	0	0	0
<b>111,057</b>	<b>Employee Related Expenditure Subtotal</b>	<b>113,170</b>	<b>113,170</b>	<b>113,150</b>	<b>113,160</b>	<b>114,290</b>	<b>115,430</b>
197,573	Vehicle Repairs and Maintenance	224,370	224,370	224,370	231,370	231,370	231,370
319,488	Vehicle Running Costs	425,660	420,660	370,660	428,330	428,650	428,970
100	Vehicle Leasing Charge	0	7,000	7,000	0	0	0
107,874	Vehicle Insurance	109,740	109,740	110,730	111,940	114,180	116,460
<b>625,035</b>	<b>Transport Related Expenditure Subtotal</b>	<b>759,770</b>	<b>761,770</b>	<b>712,760</b>	<b>771,640</b>	<b>774,200</b>	<b>776,800</b>
0	Other Insurances	0	0	1,590	0	0	0
14,055	Equipment, Furniture and Materials	10,000	10,000	10,000	10,000	10,000	10,000
9,752	Rents and Operational Leases	9,000	9,000	9,000	5,000	5,000	5,000
57	Clothing, Uniform and Laundry	1,500	1,500	1,500	1,500	1,500	1,500
624	Computing	0	0	680	680	680	680
<b>24,488</b>	<b>Supplies and Services Subtotal</b>	<b>20,500</b>	<b>20,500</b>	<b>22,770</b>	<b>17,180</b>	<b>17,180</b>	<b>17,180</b>
8,348	Depreciation	8,350	8,350	8,350	8,350	8,350	910
<b>8,348</b>	<b>Capital Charges Subtotal</b>	<b>8,350</b>	<b>8,350</b>	<b>8,350</b>	<b>8,350</b>	<b>8,350</b>	<b>910</b>
<b>Income</b>							
(23,020)	Internal Transfers Income	(46,000)	(46,000)	(23,000)	(23,000)	(23,000)	(23,000)
(7,590)	Fees & Charges	0	0	0	0	0	0
(7,028)	Other Income	0	0	0	0	0	0
<b>(37,638)</b>	<b>Income Subtotal</b>	<b>(46,000)</b>	<b>(46,000)</b>	<b>(23,000)</b>	<b>(23,000)</b>	<b>(23,000)</b>	<b>(23,000)</b>
<b>731,290</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>855,790</b>	<b>857,790</b>	<b>834,030</b>	<b>887,330</b>	<b>891,020</b>	<b>887,320</b>
<b>Support Services (Recharges)</b>							
0	Communications	0	0	1,850	1,750	1,750	1,530
4,480	Corporate Leadership Team	3,330	3,770	5,510	5,190	5,190	5,110
3,167	Corporate Support	2,130	2,140	2,260	2,130	2,140	2,140
35,496	Depot Management and Admin	36,840	36,720	37,440	38,880	38,790	39,120
16,899	Financial Services	18,270	18,280	16,220	16,780	16,750	16,170
2,946	Human Resources	3,070	3,220	3,310	3,590	3,540	3,550
513	Payroll	440	440	540	520	510	500
0	Procurement	0	0	10,000	8,500	8,440	8,270
(786,722)	Recharges to Other Services	(910,530)	(913,000)	(898,480)	(951,250)	(954,660)	(950,300)
(8,069)	Recharges to HRA	(9,340)	(9,360)	(12,680)	(13,420)	(13,470)	(13,410)
<b>(731,290)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(855,790)</b>	<b>(857,790)</b>	<b>(834,030)</b>	<b>(887,330)</b>	<b>(891,020)</b>	<b>(887,320)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
3.0	Full Time Equivalent Employees	3.0	3.0	3.0	3.0	3.0	3.0

The cost of council vehicles.

## ENVIRONMENT AND HOUSING MANAGEMENT

### WASTE MANAGEMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
968,439	Salaries	1,039,400	1,035,920	1,030,420	1,048,590	1,059,080	1,069,670
64,476	National Insurance	93,400	92,740	83,990	94,810	95,760	96,720
80,624	Pension	110,290	109,610	101,680	111,760	112,870	114,000
1,214	Allowances	200	200	200	200	200	200
0	Training Expenses	14,000	14,000	14,000	14,000	14,000	14,000
21,373	Other Employee Related Expenses	0	0	0	0	0	0
<b>1,136,126</b>	<b>Employee Related Expenditure Subtotal</b>	<b>1,257,290</b>	<b>1,252,470</b>	<b>1,230,290</b>	<b>1,269,360</b>	<b>1,281,910</b>	<b>1,294,590</b>
1,253	Premises Insurance	0	0	0	0	0	0
<b>1,253</b>	<b>Premises Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
230	Vehicle Repairs and Maintenance	1,000	1,000	1,000	1,000	1,000	1,000
3,799	Vehicle Running Costs	0	0	0	0	0	0
11,590	Vehicle Purchase and Hire	15,000	14,000	14,000	15,000	15,000	15,000
282	Car & Travel Allowances	0	0	0	0	0	0
<b>15,901</b>	<b>Transport Related Expenditure Subtotal</b>	<b>16,000</b>	<b>15,000</b>	<b>15,000</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>
212,460	Equipment, Furniture and Materials	258,300	258,800	261,010	258,300	258,300	258,300
679	Maintenance of Equipment	12,000	9,500	9,500	12,000	12,000	12,000
51	Rents and Operational Leases	0	0	0	0	0	0
8,289	Clothing, Uniform and Laundry	10,000	10,000	10,000	10,000	10,000	10,000
419	Professional Fees	10,000	10,000	10,000	10,000	10,000	10,000
1,042	Advertising and Marketing	5,000	5,000	5,000	5,000	5,000	5,000
417,146	Other Fees and Services	468,770	470,270	438,700	349,770	349,770	349,770
5,520	Computing	12,000	12,000	12,000	12,000	12,000	12,000
488	Other Insurances	0	0	0	0	0	0
(90)	Other Contributions	0	0	0	0	0	0
10,713	Other Supplies and Services	1,500	0	1,500	1,500	1,500	1,500
<b>656,717</b>	<b>Supplies and Services Subtotal</b>	<b>777,570</b>	<b>775,570</b>	<b>747,710</b>	<b>658,570</b>	<b>658,570</b>	<b>658,570</b>
203,245	Depreciation	207,240	207,240	208,540	208,540	208,540	96,220
<b>203,245</b>	<b>Capital Charges Subtotal</b>	<b>207,240</b>	<b>207,240</b>	<b>208,540</b>	<b>208,540</b>	<b>208,540</b>	<b>96,220</b>
<b>Income</b>							
(54,187)	Government Grant - Other	0	0	0	0	0	0
(974,847)	Other Local Authority Contributions	(1,080,200)	(1,080,200)	(965,780)	(999,400)	(999,400)	(999,400)
(103,320)	Sales Income	(73,500)	(73,500)	(100,410)	(81,000)	(81,000)	(81,000)
(789,118)	Fees and Charges	(799,420)	(799,420)	(829,420)	(829,420)	(829,420)	(829,420)
<b>(1,921,472)</b>	<b>Income Subtotal</b>	<b>(1,953,120)</b>	<b>(1,953,120)</b>	<b>(1,895,610)</b>	<b>(1,909,820)</b>	<b>(1,909,820)</b>	<b>(1,909,820)</b>
<b>91,770</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>304,980</b>	<b>297,160</b>	<b>305,930</b>	<b>242,650</b>	<b>255,200</b>	<b>155,560</b>
<b>Support Services (Recharges)</b>							
3,186	Communications	2,590	2,650	1,850	1,750	1,750	1,530
10,080	Corporate Leadership Team	7,490	8,470	8,720	8,210	8,210	8,080
30,565	Corporate Support	20,580	20,600	30,150	28,410	28,480	28,580
63,273	Customer Contact Service	76,960	77,160	103,540	113,050	111,730	105,840
250,839	Depot Management and Admin	260,340	259,450	291,400	302,600	301,940	304,490
9,098	Design and Print	9,730	9,730	9,520	9,340	8,740	6,910
9,576	Financial Services	10,350	10,360	10,610	10,970	10,950	10,570
39,281	Human Resources	40,920	42,990	44,200	47,800	47,220	47,380
6,562	Internal Audit	6,920	6,890	0	0	0	0
4,310	Legal Services	2,910	2,850	0	0	0	0
6,834	Payroll	5,900	5,830	7,150	6,940	6,750	6,690
547,578	Vehicle Fleet Management	633,720	635,430	626,330	663,080	665,460	662,420
1,295,299	Waste Management Support	0	0	0	1,442,190	1,441,710	1,324,000
(1,295,299)	Internal Recharges to Other Services	0	0	0	(1,442,190)	(1,441,710)	(1,324,000)
<b>981,182</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>1,078,410</b>	<b>1,082,410</b>	<b>1,133,470</b>	<b>1,192,150</b>	<b>1,191,230</b>	<b>1,182,490</b>
<b>1,072,952</b>	<b>NET EXPENDITURE TOTAL</b>	<b>1,383,390</b>	<b>1,379,570</b>	<b>1,439,400</b>	<b>1,434,800</b>	<b>1,446,430</b>	<b>1,338,050</b>
35.7	Full Time Equivalent Employees	41.0	41.0	36.7	41.0	41.0	41.0

Costs to provide domestic waste, trade waste and recycling.

**ENVIRONMENT AND HOUSING MANAGEMENT**

**COMMUNITY ALARM SERVICE**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
47,615	Salaries	55,460	55,460	57,040	59,290	59,880	60,480
2,487	National Insurance	4,210	4,210	4,910	4,570	4,620	4,670
6,685	Pension	7,880	7,880	8,100	8,420	8,500	8,590
1,786	Allowances	2,020	2,020	1,060	960	970	980
992	Other Employee Related Expenses	0	0	0	0	0	0
<b>59,565</b>	<b>Employee Related Expenditure Subtotal</b>	<b>69,570</b>	<b>69,570</b>	<b>71,110</b>	<b>73,240</b>	<b>73,970</b>	<b>74,720</b>
9	Energy Costs	390	390	0	390	400	410
0	Water	1,180	1,180	0	1,210	1,230	1,250
<b>9</b>	<b>Premises Related Expenditure Subtotal</b>	<b>1,570</b>	<b>1,570</b>	<b>0</b>	<b>1,600</b>	<b>1,630</b>	<b>1,660</b>
2,796	Travel Allowances	3,000	3,000	2,000	3,000	3,000	3,000
<b>2,796</b>	<b>Transport Related Expenditure Subtotal</b>	<b>3,000</b>	<b>3,000</b>	<b>2,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
3,935	Equipment, Furniture and Materials	9,500	9,500	7,000	9,500	9,500	9,500
0	Other Contributions	200	200	200	200	200	200
(552)	Other Supplies & Services	0	0	0	0	0	0
<b>3,383</b>	<b>Supplies and Services Subtotal</b>	<b>9,700</b>	<b>9,700</b>	<b>7,200</b>	<b>9,700</b>	<b>9,700</b>	<b>9,700</b>
29,650	Contracted Services	29,580	29,580	30,000	29,580	29,580	29,580
<b>29,650</b>	<b>Third Party Payments Subtotal</b>	<b>29,580</b>	<b>29,580</b>	<b>30,000</b>	<b>29,580</b>	<b>29,580</b>	<b>29,580</b>
<b>Income</b>							
(30,821)	Government Grant - DCLG	0	0	0	0	0	0
(128,887)	Fees and Charges	(155,000)	(155,000)	(155,000)	(155,000)	(155,000)	(155,000)
(12,765)	Other Reimbursements	(12,000)	(12,000)	(14,000)	(12,000)	(12,000)	(12,000)
<b>(172,473)</b>	<b>Income Subtotal</b>	<b>(167,000)</b>	<b>(167,000)</b>	<b>(169,000)</b>	<b>(167,000)</b>	<b>(167,000)</b>	<b>(167,000)</b>
<b>(77,070)</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(53,580)</b>	<b>(53,580)</b>	<b>(58,690)</b>	<b>(49,880)</b>	<b>(49,120)</b>	<b>(48,340)</b>
<b>Support Services (Recharges)</b>							
3,241	Corporate Support	2,180	2,190	2,340	2,200	2,210	2,210
6,026	Customer Contact Centre	7,330	7,350	3,500	3,820	3,770	3,570
3,097	Design and Print	3,310	3,310	3,240	3,180	2,980	2,360
6,760	Financial Services	7,310	7,310	8,740	9,040	9,020	8,710
3,044	Human Resources	3,170	3,330	3,430	3,700	3,660	3,670
12,642	Information and Comms Technology	12,440	12,420	12,730	13,380	12,500	12,030
862	Legal Services	580	570	0	0	0	0
530	Payroll	460	450	550	540	520	520
<b>36,202</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>36,780</b>	<b>36,930</b>	<b>34,530</b>	<b>35,860</b>	<b>34,660</b>	<b>33,070</b>
<b>(40,868)</b>	<b>NET EXPENDITURE TOTAL</b>	<b>(16,800)</b>	<b>(16,650)</b>	<b>(24,160)</b>	<b>(14,020)</b>	<b>(14,460)</b>	<b>(15,270)</b>
2.6	Full Time Equivalent Employees	2.6	2.6	2.6	2.6	2.6	2.6

Community Alarm service the Council provides in the Borough.

## ENVIRONMENT AND HOUSING MANAGEMENT

### HOMELESSNESS

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
188,029	Salaries	123,550	123,550	149,740	136,330	137,690	139,070
13,537	National Insurance	11,870	11,870	15,510	14,070	14,210	14,350
26,811	Pension	17,540	17,540	21,250	19,360	19,550	19,750
6,494	Allowances	5,760	5,760	5,760	3,840	3,880	3,920
0	Training Expenses	0	0	290	0	0	0
(276)	Other Employee Related Expenses	0	0	0	0	0	0
	<b>234,595 Employee Related Expenditure Subtotal</b>	<b>158,720</b>	<b>158,720</b>	<b>192,550</b>	<b>173,600</b>	<b>175,330</b>	<b>177,090</b>
15,407	Repairs and Maintenance - Buildings	25,000	29,000	30,000	25,000	25,000	25,000
0	Fixtures & Fittings	0	0	2,350	0	0	0
4,748	Energy Costs	5,860	5,860	6,740	5,970	6,080	6,190
88,578	Rents	96,700	96,700	89,000	96,700	96,700	96,700
0	Rates	3,960	3,960	7,750	4,040	4,120	4,200
1,219	Water	1,630	1,630	1,630	1,660	1,690	1,720
1,632	Cleaning and Domestic Supplies	2,000	2,000	10	2,000	2,000	2,000
	<b>111,584 Premises Related Expenditure Subtotal</b>	<b>135,150</b>	<b>139,150</b>	<b>137,480</b>	<b>135,370</b>	<b>135,590</b>	<b>135,810</b>
1,475	Travel Allowances	1,500	1,500	1,500	1,500	1,500	1,500
	<b>1,475 Transport Related Expenditure Subtotal</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
9,159	Equipment, Furniture and Materials	7,500	3,500	2,500	7,500	7,500	7,500
0	Professional Fees	5,000	5,000	0	5,000	5,000	5,000
192,387	Other Fees and Services	169,000	169,000	136,100	169,000	169,000	169,000
33	Expenses - Officers	400	400	400	400	400	400
11,289	Grants	12,990	12,990	2,480	12,990	12,990	12,990
291	Licences	320	320	320	320	330	340
(407)	Refunds	0	0	0	0	0	0
1,801	Other Contributions	3,000	3,000	3,000	3,000	3,000	3,000
19,341	Other Supplies and Services	32,000	32,000	31,620	32,000	32,000	32,000
	<b>233,894 Supplies and Services Subtotal</b>	<b>230,210</b>	<b>226,210</b>	<b>176,420</b>	<b>230,210</b>	<b>230,220</b>	<b>230,230</b>
1,275	Contracted Services	3,000	3,000	1,000	3,000	3,000	3,000
	<b>1,275 Third Party Payments Subtotal</b>	<b>3,000</b>	<b>3,000</b>	<b>1,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Income</b>							
(761)	Other Government Grant	0	0	0	0	0	0
(2,615)	Other Reimbursements	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
(324,255)	Rents, Land and Buildings Income	(251,060)	(251,060)	(306,000)	(251,060)	(251,060)	(251,060)
	<b>(327,631) Income Subtotal</b>	<b>(252,560)</b>	<b>(252,560)</b>	<b>(307,500)</b>	<b>(252,560)</b>	<b>(252,560)</b>	<b>(252,560)</b>
	<b>255,192 CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>276,020</b>	<b>276,020</b>	<b>201,450</b>	<b>291,120</b>	<b>293,080</b>	<b>295,070</b>
<b>Support Services (Recharges)</b>							
11,798	Corporate Leadership Team	8,760	9,920	9,490	8,930	8,930	8,800
6,574	Corporate Support	4,430	4,430	5,240	4,940	4,950	4,970
6,026	Customer Contact Centre	7,330	7,350	3,500	3,820	3,770	3,570
3,819	Design and Print	4,080	4,080	3,900	3,820	3,580	2,830
5,633	Financial Services	6,090	6,090	8,740	9,040	9,020	8,710
7,463	Human Resources	7,780	8,170	7,680	8,310	8,200	8,230
30,994	Information and Comms Technology	30,500	30,440	28,550	30,000	28,030	26,960
18,356	Office Accommodation	15,730	15,700	16,840	21,090	18,520	5,400
14,107	Legal Services	9,510	9,330	3,810	3,110	3,090	3,000
1,298	Payroll	1,120	1,110	1,240	1,210	1,170	1,160
	<b>106,068 UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>95,330</b>	<b>96,620</b>	<b>88,990</b>	<b>94,270</b>	<b>89,260</b>	<b>73,630</b>
	<b>361,260 NET EXPENDITURE TOTAL</b>	<b>371,350</b>	<b>372,640</b>	<b>290,440</b>	<b>385,390</b>	<b>382,340</b>	<b>368,700</b>
7.1	Full Time Equivalent Employees	3.9	3.9	4.6	4.3	4.3	4.3

Carrying out the Council's statutory duties to homeless people (including provision of temporary housing) and carrying out preventative action to prevent statutory duty occurring.

## ENVIRONMENT AND HOUSING MANAGEMENT

### HOUSING ADVICE AND ENABLING

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
27,396	Salaries	24,530	24,530	25,480	20,470	20,670	20,880
2,013	National Insurance	2,380	2,380	2,510	2,230	2,250	2,270
3,676	Pension	3,480	3,480	3,620	2,910	2,940	2,970
960	Allowances	960	960	960	960	970	980
<b>34,045</b>	<b>Employee Related Expenditure Subtotal</b>	<b>31,350</b>	<b>31,350</b>	<b>32,570</b>	<b>26,570</b>	<b>26,830</b>	<b>27,100</b>
225	Professional Fees	0	0	0	0	0	0
2,697	Other Fees and Services	3,000	3,000	3,000	3,000	3,000	3,000
1,000	Grants	0	0	0	0	0	0
304	Subscriptions	0	0	0	0	0	0
(1)	Other Supplies and Services	0	0	0	0	0	0
<b>4,225</b>	<b>Supplies and Services Subtotal</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Income</b>							
(3,044)	Other Government Grant	0	0	0	0	0	0
(50)	Other Reimbursements	0	0	0	0	0	0
<b>(3,094)</b>	<b>Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>35,176</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>34,350</b>	<b>34,350</b>	<b>35,570</b>	<b>29,570</b>	<b>29,830</b>	<b>30,100</b>
<b>Support Services (Recharges)</b>							
12,545	Asset Management	15,670	15,660	13,210	16,850	16,760	16,290
15,174	Business Transformation	12,560	12,090	14,070	14,810	13,610	12,440
11,797	Corporate Leadership Team	8,760	9,920	9,490	8,930	8,930	8,800
1,687	Corporate Support	1,140	1,140	530	500	500	500
46,625	Customer Contact Centre	56,710	56,860	68,610	74,910	74,030	70,130
160	Design and Print	170	170	120	120	110	90
5,070	Financial Services	5,480	5,480	6,860	7,100	7,090	6,840
982	Human Resources	1,020	1,070	770	840	830	830
6,562	Internal Audit	6,920	6,890	0	0	0	0
4,078	Information and Comms Technology	4,010	4,010	2,880	3,020	2,820	2,720
24,058	Legal Services	16,220	15,900	13,990	11,430	11,350	11,010
5,515	Office Accommodation	4,730	4,720	5,060	6,340	5,570	1,620
171	Payroll	150	150	130	120	120	120
<b>134,424</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>133,540</b>	<b>134,060</b>	<b>135,720</b>	<b>144,970</b>	<b>141,720</b>	<b>131,390</b>
<b>169,600</b>	<b>NET EXPENDITURE TOTAL</b>	<b>167,890</b>	<b>168,410</b>	<b>171,290</b>	<b>174,540</b>	<b>171,550</b>	<b>161,490</b>
1.0	Full Time Equivalent Employees	0.9	0.9	0.9	0.7	0.7	0.7

Operation of the Housing Register, which assesses the housing needs of the Borough.

## ENVIRONMENT AND HOUSING MANAGEMENT

### HOUSING GENERAL FUND PROPERTIES

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
513	Rates	0	0	0	0	0	0
419	Premises Insurance	430	430	430	440	450	460
<b>932 Premises Related Expenditure Subtotal</b>		<b>430</b>	<b>430</b>	<b>430</b>	<b>440</b>	<b>450</b>	<b>460</b>
<hr/>							
4,985	Other Supplies and Services	120	120	120	120	120	120
<b>4,985 Supplies and Services Subtotal</b>		<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>
<hr/>							
37,638	Depreciation	38,190	38,190	39,500	43,480	47,820	52,590
<b>37,638 Capital Charges Subtotal</b>		<b>38,190</b>	<b>38,190</b>	<b>39,500</b>	<b>43,480</b>	<b>47,820</b>	<b>52,590</b>
<hr/>							
<b>Income</b>							
462	Other Reimbursements						
(54,760)	Rents, Land and Buildings Income	(50,590)	(50,590)	(50,590)	(50,590)	(50,590)	(50,590)
<b>(54,298) Income Subtotal</b>		<b>(50,590)</b>	<b>(50,590)</b>	<b>(50,590)</b>	<b>(50,590)</b>	<b>(50,590)</b>	<b>(50,590)</b>
<hr/>							
<b>(10,743) CONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>(11,850)</b>	<b>(11,850)</b>	<b>(10,540)</b>	<b>(6,550)</b>	<b>(2,200)</b>	<b>2,580</b>
<hr/>							
<b>Support Services (Recharges)</b>							
18,519	Asset Management	23,130	23,120	19,500	24,870	24,740	24,040
946	Corporate Support	640	640	0	0	0	0
6,026	Customer Contact Centre	7,330	7,350	3,500	3,820	3,770	3,570
563	Financial Services	610	610	2,500	2,580	2,580	2,490
0	Legal Services	0	0	5,520	4,510	4,480	4,350
<b>26,054 UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>31,710</b>	<b>31,720</b>	<b>31,020</b>	<b>35,780</b>	<b>35,570</b>	<b>34,450</b>
<hr/>							
<b>15,311 NET EXPENDITURE TOTAL</b>		<b>19,860</b>	<b>19,870</b>	<b>20,480</b>	<b>29,230</b>	<b>33,370</b>	<b>37,030</b>
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Housing General Fund properties are those properties that are held within the General Fund and not the Housing Revenue Account.

## COMMUNITY AND HEALTH

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outurn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
342,076	CCTV	295,820	278,410	251,860	267,500	265,360	253,970
634,086	Community Initiatives and Partnerships	528,800	530,360	547,080	473,420	469,470	456,090
155,879	Community Safety	130,810	131,860	121,870	125,090	124,410	120,080
76,812	Emergency Planning	79,650	80,540	44,580	37,110	37,010	35,780
0	Environmental Health Admin	0	0	0	0	0	0
50,350	Golf Course	20,270	29,810	58,400	62,030	63,180	63,740
323,810	Health and Food Safety	325,530	327,270	332,300	335,820	334,100	323,510
847,679	Open Spaces	1,101,270	1,137,620	927,650	914,910	915,220	899,050
412,836	Other Environmental Health	397,140	408,600	401,150	415,070	411,850	393,830
454,992	Sports and Social Venues	438,180	441,560	369,630	395,300	394,380	387,690
<b>3,298,520</b>	<b>TOTAL</b>	<b>3,317,470</b>	<b>3,366,030</b>	<b>3,054,520</b>	<b>3,026,250</b>	<b>3,014,980</b>	<b>2,933,740</b>



## COMMUNITY AND HEALTH

### CCTV

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
164,070	Salaries	156,920	141,840	128,710	163,380	165,010	166,660
10,570	National Insurance	13,110	11,680	10,060	14,460	14,600	14,750
17,735	Pension	19,110	16,970	15,270	20,190	20,390	20,590
776	Allowances	240	240	1,160	0	0	0
520	Other Employee Related Expenses	0	0	7,030	0	0	0
<b>193,671 Employee Related Expenditure Subtotal</b>		<b>189,380</b>	<b>170,730</b>	<b>162,230</b>	<b>198,030</b>	<b>200,000</b>	<b>202,000</b>
347	Energy Costs	620	620	620	630	640	650
<b>347 Premises Related Expenditure Subtotal</b>		<b>620</b>	<b>620</b>	<b>620</b>	<b>630</b>	<b>640</b>	<b>650</b>
53	Travel Allowances	0	0	220	0	0	0
<b>53 Transport Related Expenditure Subtotal</b>		<b>0</b>	<b>0</b>	<b>220</b>	<b>0</b>	<b>0</b>	<b>0</b>
4,579	Equipment, Furniture and Materials	13,500	13,500	10,500	13,500	13,500	13,500
7,364	Telephones	9,000	9,000	12,160	9,000	9,000	9,000
708	Expenses	500	500	0	500	500	500
715	Subscriptions	1,000	1,000	500	1,000	1,000	1,000
<b>13,366 Supplies and Services Subtotal</b>		<b>24,000</b>	<b>24,000</b>	<b>23,160</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>
37,033	Depreciation	40,700	40,700	37,840	12,340	12,340	8,690
<b>37,033 Capital Charges Subtotal</b>		<b>40,700</b>	<b>40,700</b>	<b>37,840</b>	<b>12,340</b>	<b>12,340</b>	<b>8,690</b>
<b>Income</b>							
0	Other Reimbursements	(50,800)	(50,800)	(50,800)	(50,800)	(50,800)	(50,800)
<b>0 Income Subtotal</b>		<b>(50,800)</b>	<b>(50,800)</b>	<b>(50,800)</b>	<b>(50,800)</b>	<b>(50,800)</b>	<b>(50,800)</b>
<b>244,470 CONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>203,900</b>	<b>185,250</b>	<b>173,270</b>	<b>184,200</b>	<b>186,180</b>	<b>184,540</b>
<b>Support Services (Recharges)</b>							
8,960	Corporate Leadership Team	6,650	7,530	2,880	2,710	2,710	2,670
8,001	Corporate Support	5,390	5,390	6,030	5,680	5,700	5,720
6,026	Customer Contact Service	7,330	7,350	3,500	3,820	3,770	3,570
1,324	Design and Print	1,420	1,420	1,350	1,330	1,240	980
6,430	Environmental Health Admin	6,330	6,370	7,040	7,000	6,920	6,550
10,139	Financial Services	10,960	10,970	4,990	5,160	5,150	4,980
8,102	Human Resources	8,440	8,870	8,840	9,560	9,440	9,480
33,644	Information and Comms Technology	33,100	33,040	32,860	34,540	32,270	31,040
3,034	Legal Services	2,050	2,010	0	0	0	0
10,536	Office Accommodation	9,030	9,010	9,670	12,110	10,630	3,100
1,410	Payroll	1,220	1,200	1,430	1,390	1,350	1,340
<b>97,606 UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>91,920</b>	<b>93,160</b>	<b>78,590</b>	<b>83,300</b>	<b>79,180</b>	<b>69,430</b>
<b>342,076 NET EXPENDITURE TOTAL</b>		<b>295,820</b>	<b>278,410</b>	<b>251,860</b>	<b>267,500</b>	<b>265,360</b>	<b>253,970</b>
6.3	Full Time Equivalent Employees	7.6	6.1	6.1	7.1	7.1	7.1

Joint operation with Essex Police to operate CCTV cameras in areas likely to be subject to criminal and anti-social behaviour.

**COMMUNITY AND HEALTH**

**COMMUNITY INITIATIVES AND PARTNERSHIPS**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	<b>Expenditure</b>						
128,091	Salaries	108,010	108,010	118,940	108,240	109,320	110,410
7,865	National Insurance	10,460	10,460	10,160	10,970	11,080	11,190
16,643	Pension	15,340	15,340	14,220	14,700	14,850	15,000
2,400	Allowances	3,840	3,840	3,840	3,840	3,880	3,920
(4,416)	Other Employee Related Expenses	0	0	0	0	0	0
<b>150,583</b>	<b>Employee Related Expenditure Subtotal</b>	<b>137,650</b>	<b>137,650</b>	<b>147,160</b>	<b>137,750</b>	<b>139,130</b>	<b>140,520</b>
(394)	Energy Costs	520	520	520	530	540	550
730	Rents	1,700	1,700	1,700	1,700	1,700	1,700
<b>336</b>	<b>Premises Related Expenditure Subtotal</b>	<b>2,220</b>	<b>2,220</b>	<b>2,220</b>	<b>2,230</b>	<b>2,240</b>	<b>2,250</b>
301	Travel Allowances	0	0	0	0	0	0
<b>301</b>	<b>Transport Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
11,986	Equipment, Furniture and Materials	2,150	2,150	2,150	2,150	2,150	2,150
366	Catering	0	0	0	0	0	0
1,193	Printing and Stationery	0	0	0	0	0	0
1,857	Rents and Operational Leases	0	0	0	0	0	0
695	Advertising and Marketing	250	250	250	250	250	250
2,093	Other Fees & Services	6,500	0	6,500	6,500	6,500	6,500
13	Postages	20	20	20	20	20	20
1,063	Computing	1,370	1,370	1,370	1,400	1,400	1,400
700	Insurances Other	1,330	1,330	1,330	1,360	1,380	1,400
56,000	Citizen Advice Bureau Grant	56,000	56,000	56,000	56,000	56,000	56,000
37,881	Community Fund Expenses	16,300	16,300	16,300	16,300	16,300	16,300
10,000	Council for Voluntary Service Grant	10,000	10,000	10,000	10,000	10,000	10,000
26,536	Brentwood Community Transport Grant	26,600	26,600	26,600	26,600	26,600	26,600
20,000	Renaissance Grant	10,000	10,000	10,000	0	0	0
131,454	Parish Discretionary Grants	97,640	97,640	98,200	38,640	38,640	38,640
27,364	Grants to Voluntary Organisations	0	0	8,770	0	0	0
42	Subscriptions	0	0	0	0	0	0
1,498	Licences	0	250	0	0	0	0
1,210	Other Contributions	500	500	500	2,750	2,750	2,750
10	Other Supplies and Services	0	0	0	0	0	0
<b>331,961</b>	<b>Supplies and Services Subtotal</b>	<b>228,660</b>	<b>222,410</b>	<b>237,990</b>	<b>161,970</b>	<b>161,990</b>	<b>162,010</b>
72,532	Contracted Services	50,830	57,080	50,830	50,830	50,830	50,830
<b>72,532</b>	<b>Third Party Payments Subtotal</b>	<b>50,830</b>	<b>57,080</b>	<b>50,830</b>	<b>50,830</b>	<b>50,830</b>	<b>50,830</b>
6,264	Depreciation	7,830	7,830	6,260	6,260	6,260	6,260
<b>6,264</b>	<b>Capital Charges Subtotal</b>	<b>7,830</b>	<b>7,830</b>	<b>6,260</b>	<b>6,260</b>	<b>6,260</b>	<b>6,260</b>
	<b>Income</b>						
(25,787)	Event Income	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
0	Fees & Charges	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
(3,432)	Income - Misc Receipts	0	0	0	0	0	0
(82)	Other Reimbursements	0	0	0	0	0	0
<b>(29,301)</b>	<b>Income Subtotal</b>	<b>(16,000)</b>	<b>(16,000)</b>	<b>(16,000)</b>	<b>(16,000)</b>	<b>(16,000)</b>	<b>(16,000)</b>
<b>532,676</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>411,190</b>	<b>411,190</b>	<b>428,460</b>	<b>343,040</b>	<b>344,450</b>	<b>345,870</b>
	<b>Support Services (Recharges)</b>						
9,533	Asset Management	11,910	11,900	27,320	34,850	34,660	33,690
22,762	Business Transformation	18,840	18,140	21,110	22,220	20,410	18,660
7,434	Communications	6,050	6,170	10,180	9,630	9,630	8,400
16,800	Corporate Leadership Team	12,480	14,120	5,330	5,010	5,020	4,940
4,854	Corporate Support	3,270	3,270	3,020	2,840	2,850	2,860
6,026	Customer Contact Centre	7,330	7,350	3,500	3,820	3,770	3,570
8,440	Design and Print	9,020	9,030	8,840	8,670	8,110	6,420
11,266	Financial Services	12,180	12,190	7,490	7,740	7,730	7,460
3,928	Human Resources	4,090	4,300	4,420	4,780	4,720	4,740
16,312	Information and Comms Technology	16,050	16,020	16,430	17,270	16,140	15,520
862	Legal Services	580	570	0	0	0	0
11,195	Office Accommodation	9,600	9,570	10,270	12,860	11,300	3,290
683	Payroll	590	580	710	690	680	670
3,025	Procurement	3,090	3,410	0	0	0	0
2,572	Environmental Health Admin	2,530	2,550	0	0	0	0
243,342	Community Services & Support	0	0	0	269,580	265,600	252,190
(267,624)	Internal Recharges to Other Services	0	0	0	(269,580)	(265,600)	(252,190)
<b>101,410</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>117,610</b>	<b>119,170</b>	<b>118,620</b>	<b>130,380</b>	<b>125,020</b>	<b>110,220</b>
<b>634,086</b>	<b>NET EXPENDITURE TOTAL</b>	<b>528,800</b>	<b>530,360</b>	<b>547,080</b>	<b>473,420</b>	<b>469,470</b>	<b>456,090</b>
3.0	Full Time Equivalent Employees	3.0	3.0	2.7	3.0	3.0	3.0

Community Services covers community development and localism initiatives, community event management, partnership development including relationships with the voluntary sector, grants to organisations and funding opportunities.

## COMMUNITY AND HEALTH

### COMMUNITY SAFETY

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
62,191	Salaries	63,470	63,470	63,470	65,250	65,900	66,560
6,116	National Insurance	6,530	6,530	6,520	6,810	6,880	6,950
3,337	Pension	3,470	3,470	3,470	3,580	3,620	3,660
1,920	Allowances	1,920	1,920	1,920	1,920	1,940	1,960
(1,263)	Other Employee Related Expenses	0	0	0	0	0	0
<b>72,301</b>	<b>Employee Related Expenditure Subtotal</b>	<b>75,390</b>	<b>75,390</b>	<b>75,380</b>	<b>77,560</b>	<b>78,340</b>	<b>79,130</b>
400	Vehicle Insurance	0	0	0	0	0	0
844	Travel Allowances	500	500	500	500	500	500
<b>1,244</b>	<b>Transport Related Expenditure Subtotal</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
283	Equipment, Furniture and Materials	0	0	0	0	0	0
350	Catering	0	0	0	0	0	0
71	Printing & Stationery	0	0	0	0	0	0
0	Computing	0	620	0	0	0	0
60	Other Fees & Services	0	0	0	0	0	0
<b>764</b>	<b>Supplies and Services Subtotal</b>	<b>0</b>	<b>620</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
28,537	Contracted Services	5,000	4,380	5,000	5,000	5,000	5,000
<b>28,537</b>	<b>Third Party Payments Subtotal</b>	<b>5,000</b>	<b>4,380</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Income</b>							
(60)	Event Income	0	0	0	0	0	0
<b>(60)</b>	<b>Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>102,788</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>80,890</b>	<b>80,890</b>	<b>80,880</b>	<b>83,060</b>	<b>83,840</b>	<b>84,630</b>
<b>Support Services (Recharges)</b>							
4,248	Communications	3,460	3,530	7,410	7,000	7,000	6,110
8,960	Corporate Leadership Team	6,650	7,530	4,970	4,670	4,670	4,600
2,427	Corporate Support	1,630	1,640	1,510	1,420	1,420	1,430
6,026	Customer Contact Service	7,330	7,350	3,500	3,820	3,770	3,570
4,220	Design and Print	4,510	4,510	4,420	4,330	4,050	3,210
2,572	Environmental Health Admin	2,530	2,550	0	0	0	0
7,886	Financial Services	8,520	8,530	4,990	5,160	5,150	4,980
1,964	Human Resources	2,050	2,150	2,210	2,390	2,360	2,370
8,156	Information and Comms Technology	8,030	8,010	8,220	8,630	8,070	7,760
2,586	Legal Services	1,740	1,710	0	0	0	0
3,704	Office Accommodation	3,180	3,170	3,400	4,260	3,740	1,090
342	Payroll	290	290	360	350	340	330
<b>53,091</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>49,920</b>	<b>50,970</b>	<b>40,990</b>	<b>42,030</b>	<b>40,570</b>	<b>35,450</b>
<b>155,879</b>	<b>NET EXPENDITURE TOTAL</b>	<b>130,810</b>	<b>131,860</b>	<b>121,870</b>	<b>125,090</b>	<b>124,410</b>	<b>120,080</b>
2.0	Full Time Equivalent Employees	2.0	2.0	2.0	2.0	2.0	2.0

Community Safety is responsible for the Council's delivery of its Crime Reduction and Anti Social Behaviour duties, supporting the Community Safety Partnership (which is a statutory partnership).

## COMMUNITY AND HEALTH

### EMERGENCY PLANNING

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
20,000	Other Premises Costs	20,000	20,000	10,000	0	0	0
<b>20,000</b>	<b>Premises Related Expenditure Subtotal</b>	<b>20,000</b>	<b>20,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
	842 Equipment, Furniture and Materials	1,500	1,500	500	1,000	1,000	1,000
	89 Catering	0	0	0	0	0	0
	212 Other Contributions	500	500	220	250	250	250
	<b>1,143 Supplies and Services Subtotal</b>	<b>2,000</b>	<b>2,000</b>	<b>720</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
	<b>21,144 CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>22,000</b>	<b>22,000</b>	<b>10,720</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
<b>Support Services (Recharges)</b>							
	3,584 Asset Management	4,480	4,480	3,770	4,810	4,790	4,650
	8,960 Corporate Leadership Team	6,650	7,530	2,880	2,710	2,710	2,670
	946 Corporate Support	640	640	0	0	0	0
	6,026 Customer Contact Service	7,330	7,350	3,500	3,820	3,770	3,570
	28,728 Financial Services	31,050	31,080	23,710	24,520	24,490	23,640
	6,562 Internal Audit	6,920	6,890	0	0	0	0
	862 Legal Services	580	570	0	0	0	0
	<b>55,668 UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>57,650</b>	<b>58,540</b>	<b>33,860</b>	<b>35,860</b>	<b>35,760</b>	<b>34,530</b>
	<b>76,812 NET EXPENDITURE TOTAL</b>	<b>79,650</b>	<b>80,540</b>	<b>44,580</b>	<b>37,110</b>	<b>37,010</b>	<b>35,780</b>

The Emergency Planning Service ensures the Council is prepared as part of the Civil Contingency Act 2004 to respond to events which affect the Borough and in doing so maintain the lives of those living, working and passing through the Borough.

**COMMUNITY AND HEALTH**

**ENVIRONMENTAL HEALTH ADMIN**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	<b>Expenditure</b>						
48,004	Salaries	48,800	48,800	48,800	49,640	50,140	50,640
3,742	National Insurance	4,510	4,510	4,500	4,300	4,340	4,380
3,515	Pension	3,630	3,630	3,630	3,750	3,790	3,830
(430)	Other Employee Related Expenses	0	0	0	0	0	0
<b>54,831</b>	<b>Employee Related Expenditure Subtotal</b>	<b>56,940</b>	<b>56,940</b>	<b>56,930</b>	<b>57,690</b>	<b>58,270</b>	<b>58,850</b>
734	Computing	910	910	1,510	930	930	930
<b>734</b>	<b>Supplies and Services Subtotal</b>	<b>910</b>	<b>910</b>	<b>1,510</b>	<b>930</b>	<b>930</b>	<b>930</b>
460	Depreciation	460	460	0	0	0	0
<b>460</b>	<b>Capital Charges Subtotal</b>	<b>460</b>	<b>460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>56,025</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>58,310</b>	<b>58,310</b>	<b>58,440</b>	<b>58,620</b>	<b>59,200</b>	<b>59,780</b>
	<b>Support Services (Recharges)</b>						
2,124	Communications	1,730	1,760	2,780	2,630	2,630	2,290
8,960	Corporate Leadership Team	6,650	7,530	2,880	2,710	2,710	2,670
3,373	Corporate Support	2,270	2,270	1,510	1,420	1,420	1,430
16,379	Customer Contact Service	19,920	19,970	22,210	24,250	23,960	22,700
4,220	Design and Print	4,510	4,510	4,420	4,330	4,050	3,210
8,449	Financial Services	9,130	9,140	6,240	6,450	6,440	6,220
1,964	Human Resources	2,050	2,150	2,210	2,390	2,360	2,370
12,435	Legal Services	8,380	8,220	25,840	21,110	20,970	20,340
6,174	Office Accommodation	5,290	5,280	5,660	7,090	6,230	1,820
8,156	Information and Comms Technology	8,030	8,010	8,220	8,630	8,070	7,760
342	Payroll	290	290	360	350	340	330
(128,601)	Recharges to Other Services	(126,560)	(127,440)	(140,770)	(139,980)	(138,380)	(130,920)
<b>(56,025)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(58,310)</b>	<b>(58,310)</b>	<b>(58,440)</b>	<b>(58,620)</b>	<b>(59,200)</b>	<b>(59,780)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
2.0	Full Time Equivalent Employees	2.0	2.0	2.0	2.0	2.0	2.0

Administration Team that support Environmental & Licensing Services for the Borough.

## COMMUNITY AND HEALTH

### GOLF COURSE

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
115,129	Salaries	113,710	113,710	115,490	118,470	119,660	120,860
7,220	National Insurance	8,370	8,370	10,330	11,620	11,740	11,860
7,740	Pension	9,020	9,020	8,860	9,700	9,800	9,900
(269)	Other Employee Related Expenses	0	0	0	0	0	0
<b>129,820</b>	<b>Employee Related Expenditure Subtotal</b>	<b>131,100</b>	<b>131,100</b>	<b>134,680</b>	<b>139,790</b>	<b>141,200</b>	<b>142,620</b>
8,740	Maintenance of Grounds	11,000	11,000	11,000	11,000	11,000	11,000
60	Energy Costs	510	510	510	520	530	540
1,512	Rates	1,560	1,560	1,560	1,590	1,620	1,650
11,842	Water	5,330	5,330	12,000	12,000	12,110	12,220
113	Premises Insurance	120	120	120	120	120	120
<b>22,267</b>	<b>Premises Related Expenditure Subtotal</b>	<b>18,520</b>	<b>18,520</b>	<b>25,190</b>	<b>25,230</b>	<b>25,380</b>	<b>25,530</b>
4,708	Vehicle Running Costs	0	5,000	5,000	0	0	0
30,437	Vehicle Leasing Charge	0	8,650	30,440	21,710	21,710	21,710
92	Plant Insurance	80	80	80	80	80	80
<b>35,237</b>	<b>Transport Related Expenditure Subtotal</b>	<b>80</b>	<b>13,730</b>	<b>35,520</b>	<b>21,790</b>	<b>21,790</b>	<b>21,790</b>
16,232	Equipment, Furniture and Materials	16,000	16,000	16,000	16,000	16,000	16,000
149	Clothing, Uniform and Laundry	800	800	800	800	800	800
511	Printing and Stationery	1,500	1,500	1,500	1,500	1,500	1,500
500	Professional Fees	0	0	0	0	0	0
1,493	Advertising and Marketing	0	0	0	0	0	0
3,093	Other Fees and Services	4,640	0	0	4,640	4,640	4,640
65	Other Contributions	800	800	800	800	800	800
482	Other Insurances	490	490	490	500	510	520
(16)	Other Supplies & Services	0	0	0	0	0	0
<b>22,509</b>	<b>Supplies and Services Subtotal</b>	<b>24,230</b>	<b>19,590</b>	<b>19,590</b>	<b>24,240</b>	<b>24,250</b>	<b>24,260</b>
12,854	Depreciation	19,360	19,360	7,520	7,520	7,520	7,520
<b>12,854</b>	<b>Capital Charges Subtotal</b>	<b>19,360</b>	<b>19,360</b>	<b>7,520</b>	<b>7,520</b>	<b>7,520</b>	<b>7,520</b>
<b>Income</b>							
(11,107)	Sales Income	(12,300)	(12,300)	(12,300)	(12,300)	(12,300)	(12,300)
(231,644)	Fees and Charges	(235,880)	(235,880)	(235,880)	(235,880)	(235,880)	(235,880)
(2,349)	Other Income	0	0	(3,260)	0	0	0
<b>(245,100)</b>	<b>Income Subtotal</b>	<b>(248,180)</b>	<b>(248,180)</b>	<b>(251,440)</b>	<b>(248,180)</b>	<b>(248,180)</b>	<b>(248,180)</b>
<b>(22,413)</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(54,890)</b>	<b>(45,880)</b>	<b>(28,940)</b>	<b>(29,610)</b>	<b>(28,040)</b>	<b>(26,460)</b>
<b>Support Services (Recharges)</b>							
5,974	Asset Management	7,460	7,460	6,290	8,020	7,980	7,760
4,480	Corporate Leadership Team	3,330	3,770	5,510	5,190	5,190	5,110
3,908	Corporate Support	2,630	2,630	3,020	2,840	2,850	2,860
3,013	Customer Contact Service	3,660	3,670	3,770	4,120	4,070	3,860
36,877	Depot Management and Admin	38,270	38,140	45,130	46,870	46,770	47,160
2,599	Design and Print	2,780	2,780	2,720	2,670	2,500	1,970
9,576	Financial Services	10,350	10,360	9,980	10,330	10,310	9,950
3,928	Human Resources	4,090	4,300	4,420	4,780	4,720	4,740
683	Payroll	590	580	710	690	680	670
1,725	Vehicle Fleet Management	2,000	2,000	5,790	6,130	6,150	6,120
<b>72,763</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>75,160</b>	<b>75,690</b>	<b>87,340</b>	<b>91,640</b>	<b>91,220</b>	<b>90,200</b>
<b>50,350</b>	<b>NET EXPENDITURE TOTAL</b>	<b>20,270</b>	<b>29,810</b>	<b>58,400</b>	<b>62,030</b>	<b>63,180</b>	<b>63,740</b>
4.0	Full Time Equivalent Employees	4.0	4.0	4.0	4.0	4.0	4.0

Golf course owned and managed by Brentwood Borough Council.

**COMMUNITY AND HEALTH**

**HEALTH AND FOOD SAFETY**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
142,675	Salaries	142,510	142,510	144,960	147,330	148,810	150,300
11,591	National Insurance	15,210	15,210	15,530	16,140	16,310	16,480
19,819	Pension	20,230	20,230	20,230	20,500	20,710	20,920
2,880	Allowances	2,880	2,880	2,880	2,880	2,910	2,940
1,462	Other Employee Related Expenses	0	0	0	0	0	0
<b>178,427</b>	<b>Employee Related Expenditure Subtotal</b>	<b>180,830</b>	<b>180,830</b>	<b>183,600</b>	<b>186,850</b>	<b>188,740</b>	<b>190,640</b>
646	Travel Allowances	1,000	1,000	2,000	1,000	1,000	1,000
<b>646</b>	<b>Transport Related Expenditure Subtotal</b>	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
770	Equipment, Furniture and Materials	500	680	1,000	1,000	1,000	1,000
94	Clothing, Uniform & Laundry	0	0	50	0	0	0
593	Printing & Stationery	690	690	2,050	2,490	2,490	2,490
18,647	Other Fees & Services	23,250	23,070	24,000	24,200	24,200	24,200
784	Computing	4,650	4,650	2,600	1,430	1,430	1,430
3,013	Subscriptions	1,500	1,500	1,500	1,500	1,500	1,500
<b>23,901</b>	<b>Supplies and Services Subtotal</b>	<b>30,590</b>	<b>30,590</b>	<b>31,200</b>	<b>30,620</b>	<b>30,620</b>	<b>30,620</b>
362	Depreciation	360	360	0	0	0	0
<b>362</b>	<b>Capital Charges Subtotal</b>	<b>360</b>	<b>360</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
(2,542)	Fees and Charges	(5,000)	(5,000)	(2,600)	(5,000)	(5,000)	(5,000)
(1,805)	Other Reimbursements	0	0	(1,500)	0	0	0
<b>(4,347)</b>	<b>Income Subtotal</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(4,100)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>
<b>198,990</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>207,780</b>	<b>207,780</b>	<b>212,700</b>	<b>213,470</b>	<b>215,360</b>	<b>217,260</b>
<b>Support Services (Recharges)</b>							
11,200	Corporate Leadership Team	8,320	9,420	2,880	2,710	2,710	2,670
4,854	Corporate Support	3,270	3,270	3,020	2,840	2,850	2,860
4,248	Communications	3,460	3,530	3,700	3,500	3,500	3,050
0	Customer Contact Centre	0	0	2,730	2,980	2,940	2,790
4,541	Design and Print	4,850	4,860	4,760	4,670	4,370	3,450
61,086	Environmental Health Admin	60,120	60,530	66,870	66,490	65,730	62,190
7,886	Financial Services	8,520	8,530	5,620	5,810	5,800	5,600
3,928	Human Resources	4,090	4,300	4,420	4,780	4,720	4,740
16,312	Information and Comms Technology	16,050	16,020	16,430	17,270	16,140	15,520
862	Legal Services	580	570	0	0	0	0
9,219	Office Accommodation	7,900	7,880	8,460	10,590	9,300	2,710
683	Payroll	590	580	710	690	680	670
303,641	Food & Health Support	0	0	0	308,380	306,620	295,990
(303,640)	Internal Recharges to Other Services	0	0	0	(308,360)	(306,620)	(295,990)
<b>124,820</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>117,750</b>	<b>119,490</b>	<b>119,600</b>	<b>122,350</b>	<b>118,740</b>	<b>106,250</b>
<b>323,810</b>	<b>NET EXPENDITURE TOTAL</b>	<b>325,530</b>	<b>327,270</b>	<b>332,300</b>	<b>335,820</b>	<b>334,100</b>	<b>323,510</b>
3.6	Full Time Equivalent Employees	3.6	3.6	3.6	3.6	3.6	3.6

The Health and Food Safety Service is a statutory enforcement function providing support for the inspection and investigation of complaints in connection with commercial premises.

**COMMUNITY AND HEALTH**

**OPEN SPACES**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
8,480	Repairs and Maintenance - Buildings	15,000	15,000	15,000	15,000	15,000	15,000
3,893	Fixtures and Fittings	20,000	20,000	20,000	20,000	20,000	20,000
90,950	Maintenance of Grounds	108,970	107,840	108,970	108,970	108,970	108,970
20,948	Energy Costs	25,480	25,480	25,480	25,890	26,410	26,930
3,933	Rates	4,610	4,610	4,610	4,700	4,790	4,890
17,481	Water	26,110	26,110	26,110	26,630	27,160	27,700
3,850	Cleaning and Domestic Supplies	3,500	3,500	4,320	3,500	3,500	3,500
2,670	Premises Insurance	1,600	1,600	3,540	1,630	1,660	1,690
1,760	Other Premises Costs	0	0	0	0	0	0
<b>153,965</b>	<b>Premises Related Expenditure Subtotal</b>	<b>205,270</b>	<b>204,140</b>	<b>208,030</b>	<b>206,320</b>	<b>207,490</b>	<b>208,680</b>
92	Plant Insurance	80	80	80	80	80	80
<b>92</b>	<b>Transport Related Expenditure Subtotal</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
444	Subsidence Claims	0	0	0	0	0	0
17,982	Equipment, Furniture and Materials	23,000	24,130	23,000	23,000	23,000	23,000
1,338	Maintenance of Equipment	2,000	2,000	2,000	2,000	2,000	2,000
124	Clothing, Uniform and Laundry	50	50	50	50	50	50
12	Professional Fees	0	0	0	0	0	0
0	Expenses - Officers	150	150	150	150	150	150
4,318	Other Insurances	3,940	3,940	4,670	4,020	4,100	4,180
59	Other Contributions	1,000	1,000	1,000	1,000	1,000	1,000
1,244	Other Supplies and Services	0	0	0	0	0	0
<b>25,521</b>	<b>Supplies and Services Subtotal</b>	<b>30,140</b>	<b>31,270</b>	<b>30,870</b>	<b>30,220</b>	<b>30,300</b>	<b>30,380</b>
126,861	Depreciation	254,090	258,810	117,450	117,450	117,450	107,000
<b>126,861</b>	<b>Capital Charges Subtotal</b>	<b>254,090</b>	<b>258,810</b>	<b>117,450</b>	<b>117,450</b>	<b>117,450</b>	<b>107,000</b>
<b>Income</b>							
0	Government Grant - Other	(5,300)	(5,300)	(5,300)	(5,300)	(5,300)	(5,300)
(8,082)	Other Reimbursements	0	0	(5,360)	0	0	0
(81,157)	Fees and Charges	(80,150)	(80,150)	(83,290)	(80,150)	(80,150)	(80,150)
(30,842)	Rents, Land and Buildings Income	(34,100)	(34,100)	(34,100)	(34,100)	(34,100)	(34,100)
(16,004)	Other Income	0	0	0	0	0	0
<b>(136,085)</b>	<b>Income Subtotal</b>	<b>(119,550)</b>	<b>(119,550)</b>	<b>(128,050)</b>	<b>(119,550)</b>	<b>(119,550)</b>	<b>(119,550)</b>
<b>170,354</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>370,030</b>	<b>374,750</b>	<b>228,380</b>	<b>234,520</b>	<b>235,770</b>	<b>226,590</b>
<b>Support Services (Recharges)</b>							
16,278	Asset Management	20,330	20,330	31,930	40,730	40,500	39,370
1,062	Communications	860	880	930	880	880	760
10,080	Corporate Leadership Team	7,490	8,470	6,420	6,040	6,040	5,950
946	Corporate Support	640	640	0	0	0	0
3,013	Customer Contact Service	3,660	3,670	3,770	4,120	4,070	3,860
142,477	Depot Management and Admin	147,870	147,370	97,860	101,620	101,400	102,260
10,139	Financial Services	10,960	10,970	10,610	10,970	10,950	10,570
470,675	Grounds Maintenance	519,690	550,320	544,410	512,490	512,060	506,160
13,152	Legal Services	8,870	8,690	0	0	0	0
62,623	Open Space Support	0	0	0	64,780	64,480	62,550
6,049	Procurement	6,180	6,830	0	0	0	0
4,054	Vehicle Fleet Management	4,690	4,700	3,340	3,540	3,550	3,530
(63,223)	Internal Recharges to Other Services	0	0	0	(64,780)	(64,480)	(62,550)
<b>677,325</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>731,240</b>	<b>762,870</b>	<b>699,270</b>	<b>680,390</b>	<b>679,450</b>	<b>672,460</b>
<b>847,679</b>	<b>NET EXPENDITURE TOTAL</b>	<b>1,101,270</b>	<b>1,137,620</b>	<b>927,650</b>	<b>914,910</b>	<b>915,220</b>	<b>899,050</b>

Costs and income associated with sports, recreation, open spaces and buildings within the Borough.



**COMMUNITY AND HEALTH**

**OTHER ENVIRONMENTAL HEALTH SERVICES**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
177,388	Salaries	173,800	173,800	179,710	187,010	188,880	190,770
13,809	National Insurance	17,580	17,580	18,360	19,440	19,630	19,830
24,397	Pension	24,670	24,670	25,520	26,560	26,830	27,100
4,642	Allowances	4,560	4,560	4,930	4,800	4,850	4,900
(1,601)	Other Employee Related Expenses	0	0	0	0	0	0
<b>218,635</b>	<b>Employee Related Expenditure Subtotal</b>	<b>220,610</b>	<b>220,610</b>	<b>228,520</b>	<b>237,810</b>	<b>240,190</b>	<b>242,600</b>
0	Vehicle Insurance	280	280	0	280	290	300
1,995	Travel Allowances	0	0	2,000	0	0	0
<b>1,995</b>	<b>Transport Related Expenditure Subtotal</b>	<b>280</b>	<b>280</b>	<b>2,000</b>	<b>280</b>	<b>290</b>	<b>300</b>
1,649	Equipment, Furniture and Materials	2,200	2,200	2,000	2,200	2,200	2,200
68	Clothing, Uniform & Laundry	100	100	100	100	100	100
213	Printing & Stationery	0	0	10	0	0	0
6,772	Professional Fees	5,000	15,000	22,000	15,000	15,000	15,000
1,939	Computing	2,370	2,370	2,370	2,420	2,420	2,420
39,866	Other Fees & Services	36,500	36,500	34,000	36,500	36,500	36,500
1,635	Insurances Other	1,780	1,780	1,760	1,810	1,850	1,890
2,507	Subscriptions	2,000	2,000	1,200	2,000	2,000	2,000
721	Other Supplies and Services	0	0	0	0	0	0
<b>55,370</b>	<b>Supplies and Services Subtotal</b>	<b>49,950</b>	<b>59,950</b>	<b>63,440</b>	<b>60,030</b>	<b>60,070</b>	<b>60,110</b>
170	Contracted Services	0	0	4,930	0	0	0
<b>170</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>4,930</b>	<b>0</b>	<b>0</b>	<b>0</b>
1,055	Depreciation	1,060	1,060	2,060	2,060	2,060	1,630
<b>1,055</b>	<b>Capital Charges Subtotal</b>	<b>1,060</b>	<b>1,060</b>	<b>2,060</b>	<b>2,060</b>	<b>2,060</b>	<b>1,630</b>
<b>Income</b>							
(8,052)	Fees and Charges	(8,200)	(8,200)	(9,300)	(8,200)	(8,200)	(8,200)
(370)	Other Reimbursements	0	0	0	0	0	0
(835)	Other Government Grant	0	0	0	0	0	0
0	Income - Rents Land & Bldgs	0	0	(1,160)	0	0	0
0	Income - Misc. Receipts	0	0	(6,000)	0	0	0
<b>(9,257)</b>	<b>Income Subtotal</b>	<b>(8,200)</b>	<b>(8,200)</b>	<b>(16,460)</b>	<b>(8,200)</b>	<b>(8,200)</b>	<b>(8,200)</b>
<b>267,968</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>263,700</b>	<b>273,700</b>	<b>284,490</b>	<b>291,980</b>	<b>294,410</b>	<b>296,440</b>
<b>Support Services (Recharges)</b>							
4,248	Communications	3,460	3,530	930	880	880	760
11,200	Corporate Leadership Team	8,320	9,420	2,880	2,710	2,710	2,670
6,150	Corporate Support	4,140	4,150	4,520	4,260	4,270	4,290
6,026	Customer Contact Service	7,330	7,350	3,500	3,820	3,770	3,570
4,822	Design and Print	5,150	5,160	5,090	5,000	4,680	3,700
38,580	Environmental Health Admin	37,970	38,230	42,230	41,990	41,510	39,280
6,760	Financial Services	7,310	7,310	4,370	4,520	4,510	4,350
4,910	Human Resources	5,120	5,370	5,520	5,980	5,900	5,920
23,449	Information and Comms Technology	23,070	23,030	24,650	25,900	24,200	23,280
13,413	Legal Services	9,040	8,870	0	0	0	0
21,567	Office Accommodation	18,490	18,440	19,790	24,780	21,760	6,340
982	Payroll	850	840	1,070	1,040	1,010	1,000
2,760	Vehicle Fleet Management	3,190	3,200	2,110	2,230	2,240	2,230
369,781	Env Health Team & Support	0	0	0	364,810	361,570	343,960
(369,780)	Internal Recharges to Other Services	0	0	0	(364,830)	(361,570)	(343,960)
<b>144,868</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>133,440</b>	<b>134,900</b>	<b>116,660</b>	<b>123,090</b>	<b>117,440</b>	<b>97,390</b>
<b>412,836</b>	<b>NET EXPENDITURE TOTAL</b>	<b>397,140</b>	<b>408,600</b>	<b>401,150</b>	<b>415,070</b>	<b>411,850</b>	<b>393,830</b>
4.9	Full Time Equivalent Employees	4.9	4.9	4.9	5.2	5.2	5.2

Investigation of complaints relating to pollution issues, private sector housing issues and dealing with pest control enforcement as well as supply a dog warden service.

**COMMUNITY AND HEALTH**

**SPORTS AND SOCIAL VENUES**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
20,878	Salaries	0	0	0	0	0	0
943	National Insurance	0	0	0	0	0	0
2,462	Pension	0	0	0	0	0	0
<b>24,283</b>	<b>Employee Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
13,985	Building Repairs & Maintenance	0	0	300	0	0	0
600	Maintenance of Grounds	0	0	0	0	0	0
18,207	Energy Costs	0	0	500	0	0	0
7,320	Rates	0	0	1,840	0	0	0
1,945	Water	0	0	220	0	0	0
2,670	Premises Insurance	1,620	1,620	1,620	1,650	1,680	1,710
<b>44,727</b>	<b>Premises Related Expenditure Subtotal</b>	<b>1,620</b>	<b>1,620</b>	<b>4,480</b>	<b>1,650</b>	<b>1,680</b>	<b>1,710</b>
5,580	Plant Insurance	5,090	5,090	5,090	5,190	5,290	5,400
<b>5,580</b>	<b>Transport Related Expenditure Subtotal</b>	<b>5,090</b>	<b>5,090</b>	<b>5,090</b>	<b>5,190</b>	<b>5,290</b>	<b>5,400</b>
1,012	Equipment & Materials	0	0	190	0	0	0
421	Rents & Operational Leases	0	0	0	0	0	0
2,000	Professional Fees	0	0	16,270	0	0	0
122	Advertising & Marketing	0	0	0	0	0	0
674	Other Fees & Services	0	0	5,740	0	0	0
9	Telephones	0	0	0	0	0	0
89	Licences	0	0	150	0	0	0
8,371	Other Supplies and Services	0	0	170	0	0	0
<b>12,698</b>	<b>Supplies and Services Subtotal</b>	<b>0</b>	<b>0</b>	<b>22,520</b>	<b>0</b>	<b>0</b>	<b>0</b>
177,500	Contracted Services	145,000	145,000	145,000	145,000	145,000	145,000
<b>177,500</b>	<b>Third Party Payments Subtotal</b>	<b>145,000</b>	<b>145,000</b>	<b>145,000</b>	<b>145,000</b>	<b>145,000</b>	<b>145,000</b>
67,160	Depreciation	73,190	73,190	54,080	54,080	54,080	52,790
<b>67,160</b>	<b>Capital Charges Subtotal</b>	<b>73,190</b>	<b>73,190</b>	<b>54,080</b>	<b>54,080</b>	<b>54,080</b>	<b>52,790</b>
<b>Income</b>							
0	Other Reimbursements	0	0	(5,200)	0	0	0
(53,381)	Fees & Charges	0	0	(14,590)	0	0	0
(23,388)	Rental Income	(20,200)	(20,200)	(20,200)	(20,200)	(20,200)	(20,200)
<b>(76,769)</b>	<b>Income Subtotal</b>	<b>(20,200)</b>	<b>(20,200)</b>	<b>(39,990)</b>	<b>(20,200)</b>	<b>(20,200)</b>	<b>(20,200)</b>
<b>255,178</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>204,700</b>	<b>204,700</b>	<b>191,180</b>	<b>185,720</b>	<b>185,850</b>	<b>184,700</b>
<b>Support Services (Recharges)</b>							
139,352	Asset Management	174,070	174,000	126,680	161,610	160,710	156,200
8,960	Corporate Leadership Team	6,650	7,530	5,330	5,010	5,020	4,940
946	Corporate Support	640	640	0	0	0	0
6,026	Customer Contact Centre	7,330	7,350	3,500	3,820	3,770	3,570
1,286	Environmental Health Admin	1,270	1,270	0	0	0	0
3,380	Financial Services	3,650	3,660	4,370	4,520	4,510	4,350
20,477	Grounds Maintenance	22,610	23,940	23,690	22,300	22,280	22,020
7,289	Legal Services	4,910	4,820	9,880	8,070	8,020	7,780
12,098	Procurement	12,350	13,650	5,000	4,250	4,220	4,130
<b>199,814</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>233,480</b>	<b>236,860</b>	<b>178,450</b>	<b>209,580</b>	<b>208,530</b>	<b>202,990</b>
<b>454,992</b>	<b>NET EXPENDITURE TOTAL</b>	<b>438,180</b>	<b>441,560</b>	<b>369,630</b>	<b>395,300</b>	<b>394,380</b>	<b>387,690</b>

Brentwood Leisure Centre and Halls focus on costs that relate to the maintenance of the Hall properties as well as maintenance costs and contributions to the Leisure Centre itself.

## ECONOMIC DEVELOPMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
241,703	Economic Development	218,050	221,110	193,060	194,860	193,750	185,030
(676,149)	Parking	(663,400)	(641,600)	(589,965)	(836,850)	(838,640)	(835,640)
<b>(434,446) TOTAL</b>		<b>(445,350)</b>	<b>(420,490)</b>	<b>(396,905)</b>	<b>(641,990)</b>	<b>(644,890)</b>	<b>(650,610)</b>

## ECONOMIC DEVELOPMENT

### ECONOMIC DEVELOPMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
79,691	Salaries	78,940	78,940	80,920	74,160	74,910	75,660
7,271	National Insurance	8,670	8,670	8,540	8,330	8,410	8,490
11,070	Pension	11,210	11,210	10,700	10,530	10,630	10,730
2,169	Allowances	1,920	1,920	1,920	1,920	1,940	1,960
28,787	Other Employee Related Expenses	0	0	0	0	0	0
	<b>128,988 Employee Related Expenditure Subtotal</b>	<b>100,740</b>	<b>100,740</b>	<b>102,080</b>	<b>94,940</b>	<b>95,890</b>	<b>96,840</b>
776	Travel Allowances	0	0	750	0	0	0
	<b>776 Transport Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>
22,799	Other Fees and Services	21,500	21,500	21,500	21,500	21,500	21,500
0	Computing	500	500	560	500	500	500
1,545	Subscriptions	1,500	1,500	1,500	1,500	1,500	1,500
	<b>24,344 Supplies and Services Subtotal</b>	<b>23,500</b>	<b>23,500</b>	<b>23,560</b>	<b>23,500</b>	<b>23,500</b>	<b>23,500</b>
0	Depreciation	0	0	890	890	890	890
	<b>0 Capital Charges Subtotal</b>	<b>0</b>	<b>0</b>	<b>890</b>	<b>890</b>	<b>890</b>	<b>890</b>
<b>Income</b>							
(5,323)	Income - Revenue Financing	0	0	0	0	0	0
(8,500)	Other Local Authority Contributions	0	0	0	0	0	0
0	Other Reimbursements	0	0	(7,800)	0	0	0
	<b>(13,823) Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>(7,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>140,285 CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>124,240</b>	<b>124,240</b>	<b>119,480</b>	<b>119,330</b>	<b>120,280</b>	<b>121,230</b>
<b>Support Services (Recharges)</b>							
12,744	Communications	10,380	10,590	12,960	12,260	12,250	10,690
24,641	Corporate Leadership Team	18,290	20,720	18,810	17,690	17,710	17,440
5,265	Corporate Support	3,540	3,540	1,500	1,420	1,420	1,420
18,078	Customer Contact Centre	21,990	22,050	7,000	7,640	7,540	7,140
321	Design and Print	340	340	340	340	320	240
10,703	Financial Services	11,570	11,580	13,730	14,200	14,170	13,690
1,964	Human Resources	2,040	2,140	2,200	2,400	2,360	2,360
8,156	Information and Comms Technology	8,020	8,020	8,220	8,640	8,060	7,760
4,375	Internal Audit	4,610	4,590	0	0	0	0
2,586	Legal Services	1,740	1,710	0	0	0	0
9,219	Office Accommodation	7,900	7,880	8,460	10,600	9,300	2,720
342	Payroll	300	300	360	340	340	340
3,025	Procurement	3,090	3,410	0	0	0	0
	<b>101,419 UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>93,810</b>	<b>96,870</b>	<b>73,580</b>	<b>75,530</b>	<b>73,470</b>	<b>63,800</b>
	<b>241,703 NET EXPENDITURE TOTAL</b>	<b>218,050</b>	<b>221,110</b>	<b>193,060</b>	<b>194,860</b>	<b>193,750</b>	<b>185,030</b>

2.0 Full Time Equivalent Employees	2.0	2.0	2.3	1.9	1.9	1.9
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The service is responsible for the development of planning policy, sub regional engagement and proving policy input into consultation on planning applications.

## ECONOMIC DEVELOPMENT

### PARKING

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
186,958	Salaries	186,730	201,810	184,140	192,810	194,740	196,690
12,778	National Insurance	16,870	18,300	17,000	17,930	18,110	18,290
23,163	Pension	23,540	25,680	23,810	24,470	24,710	24,960
3,222	Allowances	0	0	0	0	0	0
13,030	Other Employee Related Expenses	0	0	0	0	0	0
<b>239,151</b>	<b>Employee Related Expenditure Subtotal</b>	<b>227,140</b>	<b>245,790</b>	<b>224,950</b>	<b>235,210</b>	<b>237,560</b>	<b>239,940</b>
16,571	Repairs and Maintenance - Other	44,000	44,000	44,000	44,000	44,000	44,000
6,310	Maintenance of Grounds	0	0	0	0	0	0
21,275	Energy Costs	29,780	29,780	23,000	23,000	23,610	24,230
262,589	Rates	266,130	266,130	266,130	271,450	276,880	282,420
2,694	Water	1,660	1,660	1,660	1,700	1,730	1,760
144	Cleaning and Domestic Supplies	4,000	2,000	2,000	4,000	4,000	4,000
21,292	Premises Insurance	14,690	14,690	17,060	14,980	15,280	15,590
0	Other Premises Costs	16,540	16,540	0	0	0	0
<b>330,875</b>	<b>Premises Related Expenditure Subtotal</b>	<b>376,800</b>	<b>374,800</b>	<b>353,850</b>	<b>359,130</b>	<b>365,500</b>	<b>372,000</b>
469	Vehicle Repairs & Maintenance	0	0	0	0	0	0
533	Vehicle Running Costs	0	0	0	0	0	0
624	Plant Insurance	550	550	550	560	570	580
<b>1,626</b>	<b>Transport Related Expenditure Subtotal</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>560</b>	<b>570</b>	<b>580</b>
136	Equipment, Furniture and Materials	4,000	4,000	4,000	4,000	4,000	4,000
25,244	Maintenance of Equipment	36,000	36,000	36,000	36,000	36,000	36,000
945	Clothing, Uniform and Laundry	1,500	1,500	1,500	1,500	1,500	1,500
7,653	Printing and Stationery	6,000	6,000	6,000	6,000	6,000	6,000
580	Professional Fees	300	2,300	2,300	300	300	300
6,826	Other Fees and Services	12,510	12,510	12,510	12,510	12,510	12,510
5,603	Telephones	5,330	5,330	5,330	5,440	5,480	5,520
4,133	Computing	2,960	2,960	2,960	2,960	2,960	2,960
3,472	Other Insurances	2,960	2,960	3,760	3,020	3,080	3,140
13,419	Other Contributions	2,000	2,000	2,000	2,000	2,000	2,000
41,897	Other Supplies and Services	0	0	0	0	0	0
<b>109,908</b>	<b>Supplies and Services Subtotal</b>	<b>73,560</b>	<b>75,560</b>	<b>76,360</b>	<b>73,730</b>	<b>73,830</b>	<b>73,930</b>
0	Project Management Support	0	0	10,000	0	0	0
<b>0</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
71,549	Depreciation	83,100	83,100	89,430	89,430	89,430	89,430
<b>71,549</b>	<b>Capital Charges Subtotal</b>	<b>83,100</b>	<b>83,100</b>	<b>89,430</b>	<b>89,430</b>	<b>89,430</b>	<b>89,430</b>
<b>Income</b>							
(1,418,115)	Fees and Charges	(1,393,590)	(1,393,590)	(1,356,805)	(1,624,590)	(1,631,590)	(1,631,590)
(176,655)	Rents, Land and Buildings Income	(166,900)	(166,900)	(166,900)	(166,900)	(166,900)	(166,900)
(1,099)	Other Income	(35,000)	(35,000)	0	0	0	0
<b>(1,595,870)</b>	<b>Income Subtotal</b>	<b>(1,595,490)</b>	<b>(1,595,490)</b>	<b>(1,523,705)</b>	<b>(1,791,490)</b>	<b>(1,798,490)</b>	<b>(1,798,490)</b>
<b>(842,761)</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(834,340)</b>	<b>(815,690)</b>	<b>(768,565)</b>	<b>(1,033,430)</b>	<b>(1,031,600)</b>	<b>(1,022,610)</b>
<b>Support Services (Recharges)</b>							
51,972	Asset Management	64,920	64,890	68,240	87,050	86,570	84,130
3,186	Communications	2,590	2,650	930	880	880	760
22,400	Corporate Leadership Team	16,630	18,820	7,200	6,770	6,780	6,670
7,816	Corporate Support	5,270	5,270	6,780	6,390	6,410	6,430
6,026	Customer Contact Centre	7,330	7,350	3,290	3,590	3,550	3,370
3,883	Design and Print	4,150	4,150	4,240	4,160	3,890	3,080
15,772	Financial Services	17,050	17,060	14,980	15,490	15,460	14,930
7,856	Human Resources	8,180	8,600	9,940	10,760	10,620	10,660
32,625	Information and Comms Technology	32,100	32,040	36,970	38,850	36,300	34,920
7,251	Legal Services	4,890	4,790	11,080	9,050	8,990	8,720
1,367	Payroll	1,180	1,170	1,610	1,560	1,520	1,500
6,049	Procurement	6,180	6,830	10,000	8,500	8,440	8,270
409	Vehicle Fleet Management	470	470	3,340	3,530	3,550	3,530
<b>166,612</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>170,940</b>	<b>174,090</b>	<b>178,600</b>	<b>196,580</b>	<b>192,960</b>	<b>186,970</b>
<b>(676,149)</b>	<b>NET EXPENDITURE TOTAL</b>	<b>(663,400)</b>	<b>(641,600)</b>	<b>(589,965)</b>	<b>(836,850)</b>	<b>(838,640)</b>	<b>(835,640)</b>
7.8	Full Time Equivalent Employees	7.8	8.3	7.4	8.1	8.1	8.1

There are three main car parks in Brentwood and two main car parks in Shenfield. This is a traffic management service aimed at achieving best practice and high quality service to residents through hi-tech parking systems.

## PLANNING AND LICENSING

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
38,394	Building Control	48,050	48,910	61,580	76,700	75,720	66,930
(148,821)	Land Charges	(88,220)	(82,120)	(42,410)	(64,990)	(65,600)	(69,230)
(377,317)	Licensing	89,130	86,390	102,340	115,060	111,670	96,340
712,725	Planning Development Management	728,750	725,940	669,890	704,690	692,010	625,310
458,189	Planning Policy	520,400	522,910	537,435	529,580	526,110	512,720
<b>683,170</b>	<b>TOTAL</b>	<b>1,298,110</b>	<b>1,302,030</b>	<b>1,328,835</b>	<b>1,361,040</b>	<b>1,339,910</b>	<b>1,232,070</b>

**PLANNING AND LICENSING**

**BUILDING CONTROL**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outurn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
197,120	Salaries	200,850	200,850	200,610	206,560	208,630	210,720
17,191	National Insurance	22,170	22,170	22,080	23,080	23,310	23,540
27,500	Pension	28,510	28,510	28,490	29,320	29,610	29,910
3,696	Allowances	4,800	4,800	3,840	4,800	4,850	4,900
533	Other Employee Related Expenses	0	0	0	0	0	0
<b>246,040</b>	<b>Employee Related Expenditure Subtotal</b>	<b>256,330</b>	<b>256,330</b>	<b>255,020</b>	<b>263,760</b>	<b>266,400</b>	<b>269,070</b>
10,508	Travel Allowances	9,500	9,500	9,500	9,500	9,500	9,500
<b>10,508</b>	<b>Transport Related Expenditure Subtotal</b>	<b>9,500</b>	<b>9,500</b>	<b>9,500</b>	<b>9,500</b>	<b>9,500</b>	<b>9,500</b>
0	Equipment, Furniture and Materials	500	500	500	500	500	500
34	Clothing, Uniform and Laundry	500	500	500	500	500	500
6,791	Professional Fees	7,000	7,000	7,000	7,000	7,000	7,000
1,959	Computing	2,290	2,290	2,290	2,340	2,340	2,340
2,869	Insurances Other	2,930	2,930	2,930	2,990	3,050	3,110
135	Subscriptions	2,080	2,080	2,080	2,080	2,080	2,080
4,201	Other Contributions	4,000	4,000	4,000	4,000	4,000	4,000
2,412	Other Supplies and Services	0	0	0	0	0	0
<b>18,401</b>	<b>Supplies and Services Subtotal</b>	<b>19,300</b>	<b>19,300</b>	<b>19,300</b>	<b>19,410</b>	<b>19,470</b>	<b>19,530</b>
641	Depreciation	640	640	0	0	0	0
<b>641</b>	<b>Capital Charges Subtotal</b>	<b>640</b>	<b>640</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
(1,710)	Sales Income	(2,020)	(2,020)	(2,020)	(2,020)	(2,020)	(2,020)
(315,295)	Fees and Charges	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)
<b>(317,005)</b>	<b>Income Subtotal</b>	<b>(317,020)</b>	<b>(317,020)</b>	<b>(317,020)</b>	<b>(317,020)</b>	<b>(317,020)</b>	<b>(317,020)</b>
<b>(41,415)</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(31,250)</b>	<b>(31,250)</b>	<b>(33,200)</b>	<b>(24,350)</b>	<b>(21,650)</b>	<b>(18,920)</b>
<b>Support Services (Recharges)</b>							
6,160	Corporate Leadership Team	4,570	5,180	9,400	8,850	8,850	8,720
5,595	Corporate Support	3,770	3,770	3,770	3,550	3,560	3,570
19,283	Customer Contact Centre	23,450	23,520	29,110	31,780	31,410	29,750
3,402	Design and Print	3,640	3,640	3,570	3,500	3,270	2,590
7,323	Financial Services	7,920	7,920	11,860	12,260	12,240	11,820
4,910	Human Resources	5,120	5,370	5,520	5,980	5,900	5,920
20,391	Information and Comms Technology	20,060	20,030	20,540	21,590	20,170	19,400
862	Legal Services	580	570	0	0	0	0
11,030	Office Accommodation	9,450	9,430	10,120	12,670	11,130	3,240
854	Payroll	740	730	890	870	840	840
336,357	Building Control Support	0	0	0	374,310	373,270	364,420
(336,357)	Internal Recharges to Other Services	0	0	0	(374,310)	(373,270)	(364,420)
<b>79,810</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>79,300</b>	<b>80,160</b>	<b>94,780</b>	<b>101,050</b>	<b>97,370</b>	<b>85,850</b>
<b>38,395</b>	<b>NET EXPENDITURE TOTAL</b>	<b>48,050</b>	<b>48,910</b>	<b>61,580</b>	<b>76,700</b>	<b>75,720</b>	<b>66,930</b>
5.0	Full Time Equivalent Employees	5.0	5.0	5.0	5.0	5.0	5.0

The Building Control Service aims to ensure buildings are safe, healthy, accessible and sustainable for current and future generations.

**PLANNING AND LICENSING**

**LAND CHARGES**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
23,249	Salaries	23,250	27,660	27,660	27,770	28,050	28,330
1,497	National Insurance	2,100	2,500	2,470	2,180	2,200	2,220
3,286	Pension	3,300	3,940	3,930	3,940	3,980	4,020
12	Other Employee Related Expenses	0	0	0	0	0	0
<b>28,044</b>	<b>Employee Related Expenditure Subtotal</b>	<b>28,650</b>	<b>34,100</b>	<b>34,060</b>	<b>33,890</b>	<b>34,230</b>	<b>34,570</b>
0	Car & Travel Allowances	0	0	110	0	0	0
<b>0</b>	<b>Transport Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>0</b>	<b>0</b>	<b>0</b>
20,572	Professional Fees	28,500	28,500	28,500	28,500	28,500	28,500
3,215	Insurances Other	3,280	3,280	2,950	3,350	3,420	3,490
115	Subscriptions	120	120	120	120	120	120
0	Other Contributions	400	400	400	400	400	400
<b>23,902</b>	<b>Supplies and Services Subtotal</b>	<b>32,300</b>	<b>32,300</b>	<b>31,970</b>	<b>32,370</b>	<b>32,440</b>	<b>32,510</b>
<b>Income</b>							
(64,873)	Government Grant - Other	0	0	0	0	0	0
(67)	Sales Income	0	0	(400)	0	0	0
(168,567)	Fees and Charges	(180,000)	(180,000)	(135,000)	(159,750)	(159,750)	(159,750)
<b>(233,507)</b>	<b>Income Subtotal</b>	<b>(180,000)</b>	<b>(180,000)</b>	<b>(135,400)</b>	<b>(159,750)</b>	<b>(159,750)</b>	<b>(159,750)</b>
<b>(181,561)</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(119,050)</b>	<b>(113,600)</b>	<b>(69,260)</b>	<b>(93,490)</b>	<b>(93,080)</b>	<b>(92,670)</b>
<b>Support Services (Recharges)</b>							
6,160	Corporate Leadership Team	4,570	5,180	4,700	4,420	4,430	4,360
2,633	Corporate Support	1,770	1,770	750	710	710	710
6,026	Customer Contact Centre	7,330	7,350	3,500	3,820	3,770	3,570
160	Design and Print	170	170	170	170	160	120
6,196	Financial Services	6,700	6,700	8,110	8,390	8,380	8,090
982	Human Resources	1,020	1,070	1,100	1,200	1,180	1,180
4,078	Information and Comms Technology	4,010	4,010	4,110	4,320	4,030	3,880
1,724	Legal Services	1,160	1,140	0	0	0	0
4,610	Office Accommodation	3,950	3,940	4,230	5,300	4,650	1,360
171	Payroll	150	150	180	170	170	170
<b>32,740</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>30,830</b>	<b>31,480</b>	<b>26,850</b>	<b>28,500</b>	<b>27,480</b>	<b>23,440</b>
<b>(148,821)</b>	<b>NET EXPENDITURE TOTAL</b>	<b>(88,220)</b>	<b>(82,120)</b>	<b>(42,410)</b>	<b>(64,990)</b>	<b>(65,600)</b>	<b>(69,230)</b>
1.0	Full Time Equivalent Employees	1.0	1.2	1.2	1.2	1.2	1.2

Land Charges is a statutory function within the Council. It aims to protect buyers of the land from being caught out by obligations against them by Local Authorities under various statutes.



**PLANNING AND LICENSING**

**LICENSING**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
139,648	Salaries	145,480	145,480	93,700	80,030	80,830	81,640
12,649	National Insurance	14,510	14,510	9,160	9,720	9,820	9,920
15,786	Pension	16,870	16,870	9,600	7,460	7,530	7,610
3,840	Allowances	3,840	3,840	5,870	17,880	18,060	18,240
672	Training Expenses	970	970	0	3,500	3,500	3,500
12,696	Other Employee Related Expenses	0	0	1,840	0	0	0
<b>185,291</b>	<b>Employee Related Expenditure Subtotal</b>	<b>181,670</b>	<b>181,670</b>	<b>120,170</b>	<b>118,590</b>	<b>119,740</b>	<b>120,910</b>
0	Other Repairs & Maintenance	5,000	0	0	0	0	0
<b>0</b>	<b>Premises Related Expenditure Subtotal</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
325	Car & Travel Allowances	0	0	300	0	0	0
<b>325</b>	<b>Transport Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>
4,973	Equipment, Furniture and Materials	7,500	5,500	800	7,500	7,500	7,500
2,639	Printing & Stationery	2,000	9,000	7,450	12,000	12,000	12,000
15,308	Professional Fees	21,500	21,500	10,460	12,500	12,500	12,500
249	Advertising & Marketing	0	0	320	0	0	0
18,015	Other Fees & Services	19,000	19,000	15,000	19,000	19,000	19,000
1,876	Computing	8,600	8,600	7,000	8,730	8,860	8,990
325	Other Contributions	1,900	1,900	790	1,900	1,900	1,900
22	Subscriptions	0	0	350	0	0	0
(443,158)	Other Supplies and Services	0	0	0	0	0	0
<b>(399,751)</b>	<b>Supplies and Services Subtotal</b>	<b>60,500</b>	<b>65,500</b>	<b>42,170</b>	<b>61,630</b>	<b>61,760</b>	<b>61,890</b>
0	Project Management Support	0	0	23,130	30,000	30,000	30,000
<b>0</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>23,130</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Capital Charges</b>							
5,439	Depreciation	5,440	720	0	0	0	0
<b>5,439</b>	<b>Capital Charges Subtotal</b>	<b>5,440</b>	<b>720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
(193,811)	Fees and Charges - Taxi Licensing	(196,930)	(196,930)	(133,810)	(148,450)	(148,450)	(148,450)
(103,305)	Fees and Charges - Licensing Other	(90,220)	(90,220)	(97,750)	(101,910)	(101,910)	(101,910)
<b>(297,116)</b>	<b>Income Subtotal</b>	<b>(287,150)</b>	<b>(287,150)</b>	<b>(231,560)</b>	<b>(250,360)</b>	<b>(250,360)</b>	<b>(250,360)</b>
<b>(505,812)</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(34,540)</b>	<b>(39,260)</b>	<b>(45,790)</b>	<b>(40,140)</b>	<b>(38,860)</b>	<b>(37,560)</b>
<b>Support Services (Recharges)</b>							
16,800	Corporate Leadership Team	12,480	14,120	7,200	6,770	6,780	6,670
5,595	Corporate Support	3,770	3,770	3,770	3,550	3,560	3,570
19,391	Customer Contact Service	23,590	23,650	26,320	28,730	28,400	26,900
802	Design and Print	860	860	850	830	780	610
16,075	Environmental Health Admin	15,820	15,930	24,630	24,500	24,220	22,910
21,405	Financial Services	23,140	23,160	27,460	28,400	28,350	27,370
5,647	Human Resources	5,880	6,180	6,630	7,170	7,080	7,110
20,391	Information and Comms Technology	20,060	20,030	20,540	21,590	20,170	19,400
0	Internal Audit	0	0	10,640	10,950	10,690	9,990
6,144	Legal Services	4,140	4,060	5,080	4,150	4,130	4,000
15,393	Office Accommodation	13,190	13,160	14,120	17,690	15,530	4,530
854	Payroll	740	730	890	870	840	840
315,796	Licensing Team & Support	0	0	0	326,020	322,500	307,040
(315,796)	Internal Recharges to Other Services	0	0	0	(326,020)	(322,500)	(307,040)
<b>128,497</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>123,670</b>	<b>125,650</b>	<b>148,130</b>	<b>155,200</b>	<b>150,530</b>	<b>133,900</b>
<b>(377,315)</b>	<b>NET EXPENDITURE TOTAL</b>	<b>89,130</b>	<b>86,390</b>	<b>102,340</b>	<b>115,060</b>	<b>111,670</b>	<b>96,340</b>
4.6	Full Time Equivalent Employees	4.6	4.6	3.0	2.6	2.6	2.6

The Licensing Service covers a diverse range of statutory licensing functions. This regulatory service has the principal objective of protecting public safety. The two main functions include processing license applications and enforcing license conditions.

## PLANNING AND LICENSING

### PLANNING DEVELOPMENT MANAGEMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
417,248	Salaries	534,390	529,980	392,970	539,140	544,540	549,990
30,873	National Insurance	53,250	52,850	38,190	56,550	57,120	57,690
57,923	Pension	75,900	75,260	55,580	76,560	77,330	78,100
8,171	Allowances	9,980	9,980	5,180	9,980	10,080	10,180
0	Advertising	0	0	0	0	0	0
9,340	Other Employee Related Expenses	0	0	2,460	0	0	0
<b>523,555</b>	<b>Employee Related Expenditure Subtotal</b>	<b>673,520</b>	<b>668,070</b>	<b>494,380</b>	<b>682,230</b>	<b>689,070</b>	<b>695,960</b>
4,854	Travel Allowances	4,800	3,300	4,000	4,800	4,800	4,800
<b>4,854</b>	<b>Transport Related Expenditure Subtotal</b>	<b>4,800</b>	<b>3,300</b>	<b>4,000</b>	<b>4,800</b>	<b>4,800</b>	<b>4,800</b>
1,962	Printing and Stationery	2,000	700	400	2,000	2,000	2,000
1,006	Professional Fees	1,050	2,550	3,500	1,050	1,050	1,050
6,588	Advertising and Marketing	8,100	9,400	9,400	8,100	8,100	8,100
191	Other Fees & Services	0	0	2,500	0	0	0
13,542	Computing	7,960	7,960	18,400	8,120	8,120	8,120
3,962	Subscriptions	3,300	3,300	3,300	3,300	3,300	3,300
7,115	Refunds	3,500	3,500	5,100	3,500	3,500	3,500
<b>34,366</b>	<b>Supplies and Services Subtotal</b>	<b>25,910</b>	<b>27,410</b>	<b>42,600</b>	<b>26,070</b>	<b>26,070</b>	<b>26,070</b>
8,620	Contracted Services	8,000	8,000	10,840	8,000	8,000	8,000
188,798	Project Management Support	90,000	90,000	362,060	90,000	90,000	90,000
<b>197,418</b>	<b>Third Party Payments Subtotal</b>	<b>98,000</b>	<b>98,000</b>	<b>372,900</b>	<b>98,000</b>	<b>98,000</b>	<b>98,000</b>
7,315	Depreciation	2,090	2,090	0	0	0	0
<b>7,315</b>	<b>Capital Charges Subtotal</b>	<b>2,090</b>	<b>2,090</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
(4,886)	Sales Income	(6,000)	(6,000)	(2,500)	(6,000)	(6,000)	(6,000)
(481,298)	Fees and Charges	(479,000)	(479,000)	(620,000)	(519,000)	(519,000)	(519,000)
(15,895)	Other Income	(1,010)	(1,010)	(7,860)	(1,010)	(1,010)	(1,010)
<b>(502,079)</b>	<b>Income Subtotal</b>	<b>(486,010)</b>	<b>(486,010)</b>	<b>(630,360)</b>	<b>(526,010)</b>	<b>(526,010)</b>	<b>(526,010)</b>
<b>265,429</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>318,310</b>	<b>312,860</b>	<b>283,520</b>	<b>285,090</b>	<b>291,930</b>	<b>298,820</b>
<b>Support Services (Recharges)</b>							
16,726	Asset Management	20,890	20,890	10,690	13,640	13,570	13,180
30,801	Corporate Leadership Team	22,870	25,890	23,510	22,120	22,130	21,790
23,085	Corporate Support	15,550	15,560	13,870	13,070	13,100	13,150
77,133	Customer Contact Centre	93,820	94,070	116,420	127,120	125,630	119,010
2,953	Design and Print	3,160	3,160	3,110	3,060	2,860	2,260
11,266	Financial Services	12,180	12,190	17,470	18,070	18,040	17,420
18,069	Human Resources	18,830	19,780	20,330	21,990	21,720	21,800
75,037	Information and Comms Technology	73,830	73,700	75,580	79,430	74,220	71,390
8,750	Internal Audit	9,220	9,180	0	0	0	0
93,982	Legal Services	63,370	62,130	22,880	18,690	18,560	18,010
86,349	Office Accommodation	74,010	73,850	79,220	99,220	87,140	25,400
3,144	Payroll	2,710	2,680	3,290	3,190	3,110	3,080
<b>447,295</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>410,440</b>	<b>413,080</b>	<b>386,370</b>	<b>419,600</b>	<b>400,080</b>	<b>326,490</b>
<b>712,724</b>	<b>NET EXPENDITURE TOTAL</b>	<b>728,750</b>	<b>725,940</b>	<b>669,890</b>	<b>704,690</b>	<b>692,010</b>	<b>625,310</b>
14.3	Full Time Equivalent Employees	17.8	17.6	13.6	17.6	17.6	17.6

The Service delivers the Council's statutory duties as a Local Planning Authority.

## PLANNING AND LICENSING

### PLANNING POLICY

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
175,421	Salaries	184,360	184,360	185,120	187,870	189,750	191,650
15,541	National Insurance	19,880	19,880	19,940	20,550	20,760	20,970
24,735	Pension	26,180	26,180	26,290	26,670	26,940	27,210
3,795	Allowances	3,840	3,840	3,840	3,840	3,880	3,920
3,154	Advertising	0	0	0	0	0	0
2,510	Other Employee Related Expenses	0	0	0	0	0	0
<b>225,156</b>	<b>Employee Related Expenditure Subtotal</b>	<b>234,260</b>	<b>234,260</b>	<b>235,190</b>	<b>238,930</b>	<b>241,330</b>	<b>243,750</b>
1,335	Rents	0	0	1,150	1,000	1,000	1,000
<b>1,335</b>	<b>Premises Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>1,150</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
784	Travel Allowances	500	500	1,200	500	500	500
<b>784</b>	<b>Transport Related Expenditure Subtotal</b>	<b>500</b>	<b>500</b>	<b>1,200</b>	<b>500</b>	<b>500</b>	<b>500</b>
4,315	Printing and Stationery	42,000	42,000	1,375	21,000	21,000	21,000
8,005	Professional Fees	67,000	67,000	93,750	65,000	65,000	65,000
2,583	Advertising & Marketing	0	0	0	3,000	3,000	3,000
48,838	Other Fees and Services	35,000	35,000	51,000	35,000	35,000	35,000
5,500	Computing	6,000	6,000	5,500	5,500	5,500	5,500
0	Subscriptions	0	0	4,500	0	0	0
<b>69,241</b>	<b>Supplies and Services Subtotal</b>	<b>150,000</b>	<b>150,000</b>	<b>156,125</b>	<b>129,500</b>	<b>129,500</b>	<b>129,500</b>
8,173	Contracted Services	0	0	0	4,500	4,500	4,500
17,599	Project Management Support	20,000	20,000	92,680	35,000	35,000	35,000
<b>25,772</b>	<b>Third Party Payments Subtotal</b>	<b>20,000</b>	<b>20,000</b>	<b>92,680</b>	<b>39,500</b>	<b>39,500</b>	<b>39,500</b>
<b>Income</b>							
0	Grants and Contributions	0	0	(5,850)	0	0	0
0	Transfer from Reserves	0	0	(58,000)	0	0	0
<b>0</b>	<b>Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>(63,850)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>322,288</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>404,760</b>	<b>404,760</b>	<b>422,495</b>	<b>409,430</b>	<b>411,830</b>	<b>414,250</b>
<b>Support Services (Recharges)</b>							
22,762	Business Transformation	18,840	18,140	21,110	22,220	20,410	18,660
10,620	Communications	8,650	8,820	1,850	1,750	1,750	1,530
30,801	Corporate Leadership Team	22,870	25,890	23,510	22,120	22,130	21,790
5,594	Corporate Support	3,770	3,770	3,770	3,550	3,560	3,570
0	Customer Contact Centre	0	0	3,500	3,820	3,770	3,570
802	Design and Print	860	860	850	830	780	610
5,070	Financial Services	5,480	5,480	9,360	9,680	9,670	9,330
4,910	Human Resources	5,120	5,370	5,520	5,980	5,900	5,920
20,391	Information and Comms Technology	20,060	20,030	20,540	21,590	20,170	19,400
8,750	Internal Audit	9,220	9,180	7,980	8,210	8,020	7,490
9,297	Legal Services	6,270	6,150	1,330	1,090	1,080	1,040
16,052	Office Accommodation	13,760	13,730	14,730	18,440	16,200	4,720
854	Payroll	740	730	890	870	840	840
<b>135,903</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>115,640</b>	<b>118,150</b>	<b>114,940</b>	<b>120,150</b>	<b>114,280</b>	<b>98,470</b>
<b>458,191</b>	<b>NET EXPENDITURE TOTAL</b>	<b>520,400</b>	<b>522,910</b>	<b>537,435</b>	<b>529,580</b>	<b>526,110</b>	<b>512,720</b>
4.0	Full Time Equivalent Employees	5.0	5.0	5.0	5.0	5.0	5.0

The service is responsible for the development of planning policy, sub regional engagement and proving policy input into consultation on planning applications.

## TRANSFORMATION

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outurn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
12,187	Asset Management	8,500	8,500	16,090	19,040	19,030	19,020
0	Business Transformation	0	0	0	0	0	0
0	Communications	0	0	0	0	0	0
0	Corporate Leadership Team	0	0	0	0	0	0
547,660	Corporate Management	578,440	502,420	537,680	544,570	540,530	525,550
0	Corporate Support	0	0	0	0	0	0
761,752	Council Tax and NNDR	776,130	778,740	512,400	586,960	569,410	484,360
0	Customer Contact Centre	0	0	0	0	0	0
507,856	Democratic Services and Support	484,100	486,580	460,880	509,070	495,080	421,990
0	Design and Print	0	0	0	0	0	0
382,780	Election Expenses	377,410	377,820	414,200	351,490	397,320	375,170
0	Financial Services	0	0	0	0	0	0
1,418,913	Housing Benefits and Council Tax Support	493,920	495,100	496,030	365,230	357,270	318,370
0	Human Resources	0	0	0	0	0	0
0	Information and Communications Technology	0	0	0	0	0	0
0	Internal Audit	0	0	0	0	0	0
0	Legal Services	0	0	0	0	0	0
0	Office Accommodation	0	0	0	0	0	0
0	Payroll	0	0	0	0	0	0
0	Procurement	0	0	0	0	0	0
0	Revenues and Benefits Customer Support	0	0	0	0	0	0
<b>3,631,148</b>	<b>TOTAL</b>	<b>2,718,500</b>	<b>2,649,160</b>	<b>2,437,280</b>	<b>2,376,360</b>	<b>2,378,640</b>	<b>2,144,460</b>

**TRANSFORMATION**

**ASSET MANAGEMENT**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
117,521	Salaries	200,030	200,030	104,270	145,850	147,310	148,780
9,852	National Insurance	22,050	22,050	11,030	16,150	16,310	16,470
16,325	Pension	28,390	28,390	14,800	20,700	20,910	21,120
3,832	Allowances	4,800	4,800	2,880	3,840	3,880	3,920
7,122	Other Employee Related Expenses	0	0	0	0	0	0
<b>154,652</b>	<b>Employee Related Expenditure Subtotal</b>	<b>255,270</b>	<b>255,270</b>	<b>132,980</b>	<b>186,540</b>	<b>188,410</b>	<b>190,290</b>
128,366	Repairs and Maintenance - Buildings	180,000	180,000	180,000	180,000	180,000	180,000
4,783	Fixtures & Fittings	5,000	5,000	290	5,000	5,000	5,000
5,555	Repairs and Maintenance - Other	8,500	8,500	4,500	8,500	8,500	8,500
1,924	Energy Costs	5,440	5,440	4,990	5,540	5,650	5,760
22,624	Rates	31,270	31,270	17,600	31,900	32,540	33,190
5,938	Water	8,160	8,160	8,880	8,320	8,490	8,660
32,636	Premises Insurance	29,540	29,540	32,930	30,130	30,730	31,340
152	Other Premises Costs	0	0	0	0	0	0
<b>201,978</b>	<b>Premises Related Expenditure Subtotal</b>	<b>267,910</b>	<b>267,910</b>	<b>249,190</b>	<b>269,390</b>	<b>270,910</b>	<b>272,450</b>
91	Vehicle Insurance	90	90	80	90	90	90
0	Plant Repairs & Maintenance	0	0	890	0	0	0
509	Travel Allowances	0	0	1,050	0	0	0
<b>600</b>	<b>Transport Related Expenditure Subtotal</b>	<b>90</b>	<b>90</b>	<b>2,020</b>	<b>90</b>	<b>90</b>	<b>90</b>
2,278	Equipment, Furniture and Materials	0	0	90	0	0	0
75	Printing & Stationery	0	0	0	0	0	0
83,555	Professional Fees	50,000	50,000	40,400	50,000	50,000	50,000
895	Other Fees & Services	0	0	0	0	0	0
4,427	Computing	750	750	4,510	750	750	750
544	Insurances Other	550	550	1,060	560	570	580
3,487	Other Supplies and Services	0	0	0	0	0	0
<b>95,261</b>	<b>Supplies and Services Subtotal</b>	<b>51,300</b>	<b>51,300</b>	<b>46,060</b>	<b>51,310</b>	<b>51,320</b>	<b>51,330</b>
179	Contracted Services	0	0	990	0	0	0
40,604	Project Management Support	0	0	14,500	12,000	12,000	12,000
<b>40,783</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>15,490</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
(32,385)	Depreciation	117,720	117,720	86,330	86,330	86,330	86,330
<b>(32,385)</b>	<b>Capital Charges Subtotal</b>	<b>117,720</b>	<b>117,720</b>	<b>86,330</b>	<b>86,330</b>	<b>86,330</b>	<b>86,330</b>
<b>Income</b>							
(16,830)	Other Reimbursements	(6,320)	(6,320)	(24,840)	(11,710)	(11,710)	(11,710)
(4,300)	Other Local Authority Contributions	(4,000)	(4,000)	(3,230)	(4,000)	(4,000)	(4,000)
0	Fees and Charges	(10,100)	(10,100)	(2,200)	(10,100)	(10,100)	(10,100)
(117,953)	Rents, Land and Buildings Income	(181,010)	(181,010)	(120,150)	(41,160)	(41,160)	(41,160)
(2,500)	Sale of Land	0	0	0	0	0	0
<b>(141,583)</b>	<b>Income Subtotal</b>	<b>(201,430)</b>	<b>(201,430)</b>	<b>(150,420)</b>	<b>(66,970)</b>	<b>(66,970)</b>	<b>(66,970)</b>
<b>319,306</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>490,860</b>	<b>490,860</b>	<b>381,650</b>	<b>538,690</b>	<b>542,090</b>	<b>545,520</b>
<b>Support Services (Recharges)</b>							
15,174	Business Transformation	12,560	12,090	14,070	14,810	13,610	12,440
10,620	Communications	8,650	8,820	1,850	1,750	1,750	1,530
6,373	Corporate Leadership Team	4,730	5,360	7,200	6,770	6,780	6,670
5,594	Corporate Support	3,770	3,770	3,770	3,550	3,560	3,570
3,600	Customer Contact Service	5,150	5,150	2,380	2,610	2,640	2,670
802	Design and Print	860	860	850	830	780	610
18,589	Financial Services	20,090	20,110	13,730	14,200	14,180	13,680
4,910	Human Resources	5,120	5,370	5,520	5,980	5,900	5,920
20,391	Information and Comms Technology	20,060	20,030	20,540	21,590	20,170	19,400
79,926	Legal Services	53,890	52,830	54,400	44,440	44,140	42,830
19,756	Office Accommodation	16,930	16,900	18,130	22,700	19,940	5,810
854	Payroll	740	730	890	870	840	840
3,025	Procurement	3,090	3,410	0	0	0	0
(441,177)	Recharges to Other Services	(568,600)	(568,420)	(463,490)	(601,840)	(599,760)	(586,500)
(55,556)	Recharges to HRA	(69,400)	(69,370)	(45,400)	(57,910)	(57,590)	(55,970)
<b>(307,119)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(482,360)</b>	<b>(482,360)</b>	<b>(365,560)</b>	<b>(519,650)</b>	<b>(523,060)</b>	<b>(526,500)</b>
<b>12,187</b>	<b>NET EXPENDITURE TOTAL</b>	<b>8,500</b>	<b>8,500</b>	<b>16,090</b>	<b>19,040</b>	<b>19,030</b>	<b>19,020</b>
3.5	Full Time Equivalent Employees	4.5	4.5	2.4	3.4	3.4	3.4

Maintaining and developing all the non housing Revenue Account Council properties

## TRANSFORMATION

### BUSINESS TRANSFORMATION

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
141,366	Salaries	120,410	101,960	86,250	101,540	102,560	103,590
10,835	National Insurance	11,060	9,630	8,540	9,100	9,190	9,280
18,901	Pension	17,100	14,480	12,250	14,410	14,550	14,700
1,739	Allowances	0	0	0	0	0	0
(1,419)	Other Employee Related Expenses	0	0	0	0	0	0
<b>171,422 Employee Related Expenditure Subtotal</b>		<b>148,570</b>	<b>126,070</b>	<b>107,040</b>	<b>125,050</b>	<b>126,300</b>	<b>127,570</b>
476	Travel Allowances	500	500	300	500	500	500
<b>476 Transport Related Expenditure Subtotal</b>		<b>500</b>	<b>500</b>	<b>300</b>	<b>500</b>	<b>500</b>	<b>500</b>
0	Other Contributions	0	0	100	0	0	0
850	Telephones	880	880	850	880	900	920
<b>850 Supplies and Services Subtotal</b>		<b>880</b>	<b>880</b>	<b>950</b>	<b>880</b>	<b>900</b>	<b>920</b>
0	Project Management Support	0	0	28,000	28,000	0	0
<b>0 Third Party Payments Subtotal</b>		<b>0</b>	<b>0</b>	<b>28,000</b>	<b>28,000</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
0	Internal Transfers Income	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
<b>0 Income Subtotal</b>		<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>	<b>(25,000)</b>
<b>172,749 CONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>124,950</b>	<b>102,450</b>	<b>111,290</b>	<b>129,430</b>	<b>102,700</b>	<b>103,990</b>
<b>Support Services (Recharges)</b>							
4,248	Communications	3,460	3,530	5,550	5,250	5,250	4,580
28,000	Corporate Leadership Team	20,790	23,540	49,810	46,870	46,890	46,180
5,594	Corporate Support	3,770	3,770	3,020	2,840	2,850	2,860
3,600	Customer Contact Service	5,150	5,150	2,380	2,610	2,640	2,670
3,402	Design and Print	3,640	3,640	3,400	3,330	3,120	2,470
10,139	Financial Services	10,960	10,970	10,610	10,970	10,950	10,570
4,910	Human Resources	5,120	5,370	4,420	4,780	4,720	4,740
20,391	Information and Comms Technology	20,060	20,030	16,430	17,270	16,140	15,520
4,162	Legal Services	2,810	2,750	0	0	0	0
13,582	Office Accommodation	11,640	11,620	12,460	15,610	13,710	4,000
854	Payroll	740	730	710	690	680	670
(271,631)	Recharges to Other Services	(213,090)	(193,550)	(220,080)	(239,650)	(209,650)	(198,250)
<b>(172,749) UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>(124,950)</b>	<b>(102,450)</b>	<b>(111,290)</b>	<b>(129,430)</b>	<b>(102,700)</b>	<b>(103,990)</b>
<b>0 NET EXPENDITURE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
4.7	Full Time Equivalent Employees	3.9	3.1	2.4	3.1	3.1	3.1

The Business Transformation team will lead the delivery of the transformational change .

## TRANSFORMATION

### COMMUNICATIONS

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
57,656	Salaries	58,640	58,640	57,140	57,660	58,240	58,820
4,154	National Insurance	5,870	5,870	5,860	5,310	5,360	5,410
8,187	Pension	8,330	8,330	8,110	8,190	8,270	8,350
(526)	Other Employee Related Expenses	0	0	0	0	0	0
<b>69,471</b>	<b>Employee Related Expenditure Subtotal</b>	<b>72,840</b>	<b>72,840</b>	<b>71,110</b>	<b>71,160</b>	<b>71,870</b>	<b>72,580</b>
0	Printing and Stationery	500	500	0	500	500	500
<b>0</b>	<b>Supplies and Services Subtotal</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>500</b>
0	Project Management Support	0	0	6,750	0	0	0
<b>0</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>6,750</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
0	Sales Income	(20,000)	(20,000)	(10,000)	(10,000)	(10,000)	(20,000)
<b>0</b>	<b>Income Subtotal</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(20,000)</b>
<b>69,471</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>53,340</b>	<b>53,340</b>	<b>67,860</b>	<b>61,660</b>	<b>62,370</b>	<b>53,080</b>
<b>Support Services (Recharges)</b>							
12,990	Corporate Leadership Team	9,190	10,850	3,330	3,130	3,150	3,180
3,010	Corporate Support	1,940	1,940	1,340	1,240	1,250	1,270
3,600	Customer Contact Service	5,150	5,150	2,380	2,610	2,640	2,670
190	Design and Print	220	220	220	190	180	180
3,850	Financial Services	4,360	4,330	5,870	6,060	6,120	6,040
1,610	Human Resources	1,760	1,900	1,760	1,950	1,960	1,970
7,250	Information and Comms Technology	7,190	7,190	7,270	7,600	7,100	7,020
1,480	Legal Services	940	910	0	0	0	0
2,552	Office Accommodation	2,190	2,180	2,340	2,930	2,580	750
200	Payroll	180	180	200	190	190	190
(103,017)	Recharges to Other Services	(83,870)	(85,540)	(87,940)	(83,180)	(83,160)	(72,530)
(3,186)	Recharges to HRA	(2,590)	(2,650)	(4,630)	(4,380)	(4,380)	(3,820)
<b>(69,471)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(53,340)</b>	<b>(53,340)</b>	<b>(67,860)</b>	<b>(61,660)</b>	<b>(62,370)</b>	<b>(53,080)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
2.0	Full Time Equivalent Employees	2.0	2.0	1.8	2.0	2.0	2.0

The Communications team undertake a range of activities to ensure our residents, staff and other stakeholders are informed about, and engaged with, the challenges and opportunities faced by the Council and the Borough.

## TRANSFORMATION

### CORPORATE LEADERSHIP TEAM

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
377,344	Salaries	352,590	447,590	224,220	312,470	315,590	318,740
41,022	National Insurance	41,970	53,970	27,690	38,820	39,210	39,600
52,331	Pension	50,070	63,560	31,840	44,360	44,800	45,250
8,541	Allowances	0	0	2,290	0	0	0
(8,592)	Training Expenses	0	0	0	0	0	0
73,300	Other Employee Related Expenses	0	0	0	0	0	0
<b>543,946</b>	<b>Employee Related Expenditure Subtotal</b>	<b>444,630</b>	<b>565,120</b>	<b>286,040</b>	<b>395,650</b>	<b>399,600</b>	<b>403,590</b>
413	Travel Allowances	2,000	2,200	300	2,000	2,000	2,000
<b>413</b>	<b>Transport Related Expenditure Subtotal</b>	<b>2,000</b>	<b>2,200</b>	<b>300</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
158	Catering	0	0	0	0	0	0
0	Printing & Stationery	0	0	1,620	0	0	0
300	Professional Fees	0	0	0	0	0	0
257	Expenses - Officers	0	0	0	0	0	0
260	Subscriptions	0	0	750	0	0	0
<b>975</b>	<b>Supplies and Services Subtotal</b>	<b>0</b>	<b>0</b>	<b>2,370</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	Contracted Services	0	0	46,130	62,000	62,000	62,000
86,265	Project Management Support	0	0	133,280	42,000	42,000	42,000
<b>86,265</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>179,410</b>	<b>104,000</b>	<b>104,000</b>	<b>104,000</b>
0	Internal Contributions	0	(40,000)	66,010	0	0	0
<b>0</b>	<b>Transfer Payments Subtotal</b>	<b>0</b>	<b>(40,000)</b>	<b>66,010</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>631,599</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>446,630</b>	<b>527,320</b>	<b>534,130</b>	<b>501,650</b>	<b>505,600</b>	<b>509,590</b>
<b>Support Services (Recharges)</b>							
7,510	Asset Management	11,790	11,790	4,650	6,610	6,650	6,690
10,620	Communications	8,650	8,820	6,480	6,130	6,130	5,340
45,660	Corporate Support	29,450	29,450	29,870	27,680	28,030	28,490
3,600	Customer Contact Service	5,150	5,150	2,380	2,610	2,640	2,670
560	Design and Print	650	650	660	580	550	550
28,240	Financial Services	31,990	31,760	27,880	28,810	29,090	28,700
4,840	Human Resources	5,290	5,690	6,170	6,840	6,870	6,900
21,740	Information and Comms Technology	21,570	21,570	25,450	26,610	24,860	24,580
37,650	Legal Services	24,080	23,210	79,750	62,230	62,230	62,230
18,768	Office Accommodation	16,090	16,050	17,220	21,570	18,940	5,520
600	Payroll	550	550	710	650	650	650
(697,628)	Recharges to Other Services	(517,410)	(586,380)	(615,270)	(578,970)	(579,200)	(570,590)
(113,759)	Recharges to HRA	(84,480)	(95,630)	(120,080)	(113,000)	(113,040)	(111,320)
<b>(631,599)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(446,630)</b>	<b>(527,320)</b>	<b>(534,130)</b>	<b>(501,650)</b>	<b>(505,600)</b>	<b>(509,590)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
6.0	Full Time Equivalent Employees	7.0	9.0	2.9	4.0	4.0	4.0

The Corporate Leadership Team brings together the salaries and costs of all Heads of Service and now includes the Managing Director.



## TRANSFORMATION

### CORPORATE MANAGEMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
45,068	Salaries	95,000	0	0	0	0	0
5,483	National Insurance	12,000	0	0	0	0	0
6,762	Pension	13,490	0	0	0	0	0
1,191	Allowances	0	0	0	0	0	0
6,518	Advertising	0	0	18,580	0	0	0
1,553	Other Employee Related Expenses	0	0	0	0	0	0
	<b>66,575 Employee Related Expenditure Subtotal</b>	<b>120,490</b>	<b>0</b>	<b>18,580</b>	<b>0</b>	<b>0</b>	<b>0</b>
286	Travel Allowances	200	0	0	200	200	200
	<b>286 Transport Related Expenditure Subtotal</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>
94	Maintenance of Equipment	0	0	0	0	0	0
97,324	Professional Fees	114,210	114,210	106,450	114,210	114,210	114,210
87,355	Bank Charges	98,000	98,000	75,000	98,000	98,000	98,000
204	Advertising and Marketing	280	280	280	280	280	280
506	Other Fees & Services	0	0	260	0	0	0
16,308	Subscriptions	16,500	16,500	16,300	16,500	16,500	16,500
146	Other Supplies and Services	0	0	0	0	0	0
	<b>201,937 Supplies and Services Subtotal</b>	<b>228,990</b>	<b>228,990</b>	<b>198,290</b>	<b>228,990</b>	<b>228,990</b>	<b>228,990</b>
5,834	Contracted Services	12,000	12,000	12,180	12,000	12,000	12,000
8,697	Project Management Support	0	0	0	0	0	0
	<b>14,531 Third Party Payments Subtotal</b>	<b>12,000</b>	<b>12,000</b>	<b>12,180</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
	<b>283,329 CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>361,680</b>	<b>240,990</b>	<b>229,050</b>	<b>241,190</b>	<b>241,190</b>	<b>241,190</b>
<b>Support Services (Recharges)</b>							
38,586	Asset Management	48,200	48,180	20,020	25,540	25,400	24,680
37,936	Business Transformation	31,400	30,230	35,180	37,030	34,020	31,110
2,124	Communications	1,730	1,760	1,850	1,750	1,750	1,530
123,444	Corporate Leadership Team	91,670	103,780	180,790	170,120	170,320	167,830
42,486	Corporate Support	28,610	28,640	25,290	23,830	23,890	23,970
6,026	Customer Contact Service	7,330	7,350	3,500	3,820	3,770	3,570
160	Design and Print	170	170	170	170	160	120
156,032	Financial Services	168,660	168,800	162,860	168,440	168,180	162,350
982	Human Resources	1,020	1,070	0	0	0	0
4,078	Information and Comms Technology	4,010	4,010	0	0	0	0
45,937	Internal Audit	48,420	48,210	63,810	65,710	64,120	59,910
22,212	Legal Services	14,980	14,680	15,380	12,560	12,480	12,110
5,762	Office Accommodation	4,940	4,930	5,290	6,620	5,810	1,700
171	Payroll	150	150	0	0	0	0
13,106	Procurement	13,380	14,790	24,990	21,240	21,090	20,670
(234,711)	Recharges to HRA	(247,910)	(215,320)	(230,500)	(233,450)	(231,650)	(225,190)
	<b>264,331 UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>216,760</b>	<b>261,430</b>	<b>308,630</b>	<b>303,380</b>	<b>299,340</b>	<b>284,360</b>
	<b>547,660 NET EXPENDITURE TOTAL</b>	<b>578,440</b>	<b>502,420</b>	<b>537,680</b>	<b>544,570</b>	<b>540,530</b>	<b>525,550</b>
1.0	Full Time Equivalent Employees	1.0	0.0	0.0	0.0	0.0	0.0

This cost centre includes corporate financial costs. The salary and costs of the Managing Director are now within Corporate Leadership.

## TRANSFORMATION

### CORPORATE SUPPORT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
61,360	Salaries	76,530	76,530	47,520	42,120	42,540	42,970
4,417	National Insurance	7,790	7,790	4,880	4,360	4,400	4,440
8,411	Pension	10,880	10,880	6,750	5,990	6,050	6,110
250	Allowances	0	0	250	0	0	0
(1,445)	Other Employee Related Expenses	0	0	6,140	0	0	0
<b>72,993 Employee Related Expenditure Subtotal</b>		<b>95,200</b>	<b>95,200</b>	<b>65,540</b>	<b>52,470</b>	<b>52,990</b>	<b>53,520</b>
9,394	Premises Insurance	0	0	0	0	0	0
<b>9,394 Premises Related Expenditure Subtotal</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
31	Travel Allowances	0	0	0	0	0	0
<b>31 Transport Related Expenditure Subtotal</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
10,505	Printing and Stationery	11,000	11,000	7,000	11,000	11,000	11,000
119,472	Postage	0	0	0	0	0	0
1,028	Computing	0	0	1,200	0	0	0
691	Member Allowances	0	0	400	0	0	0
350	Expenses - Officers	2,000	2,000	100	2,000	2,000	2,000
177,377	Insurances Other	180,930	180,930	197,000	184,550	188,240	192,000
11,609	Subscriptions	10,370	10,370	10,370	10,370	10,370	10,370
56,245	Other Supplies & Services	0	0	0	0	0	0
<b>377,277 Supplies and Services Subtotal</b>		<b>204,300</b>	<b>204,300</b>	<b>216,070</b>	<b>207,920</b>	<b>211,610</b>	<b>215,370</b>
0	Depreciation	940	940	0	940	0	0
<b>0 Capital Charges Subtotal</b>		<b>940</b>	<b>940</b>	<b>0</b>	<b>940</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
(1,560)	Internal Recharges to Other Services	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
0	Other Reimbursements	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
<b>(1,560) Income Subtotal</b>		<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>
<b>458,135 CONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>295,440</b>	<b>295,440</b>	<b>276,610</b>	<b>256,330</b>	<b>259,600</b>	<b>263,890</b>
<b>Support Services (Recharges)</b>							
8,640	Business Transformation	6,250	5,120	5,560	6,470	5,140	5,200
13,440	Corporate Leadership Team	9,980	11,300	4,600	4,330	4,330	4,270
3,600	Customer Contact Service	5,150	5,150	2,380	2,610	2,640	2,670
2,490	Design and Print	2,920	2,920	2,810	2,460	2,350	2,360
3,850	Financial Services	4,360	4,330	5,380	5,560	5,610	5,540
2,020	Human Resources	2,200	2,370	1,320	1,460	1,470	1,480
9,060	Information and Comms Technology	8,990	8,990	5,450	5,700	5,330	5,270
1,480	Legal Services	940	910	0	0	0	0
3,869	Office Accommodation	3,320	3,310	3,550	4,450	3,900	1,140
250	Payroll	230	230	150	140	140	140
(472,057)	Recharges to Other Services	(316,360)	(316,630)	(278,220)	(261,630)	(262,570)	(263,920)
(34,777)	Recharges to HRA	(23,420)	(23,440)	(29,590)	(27,880)	(27,940)	(28,040)
<b>(458,135) UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>(295,440)</b>	<b>(295,440)</b>	<b>(276,610)</b>	<b>(256,330)</b>	<b>(259,600)</b>	<b>(263,890)</b>
<b>0 NET EXPENDITURE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
3.5	Full Time Equivalent Employees	4.0	4.0	1.5	1.5	1.5	1.5

Incorporates two services: Corporate Support which provides support to the Leader, Managing Director and Heads of Service, and Corporate Administration which provides administration and general support across all services.

## TRANSFORMATION

### COUNCIL TAX AND NNDR

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
305,767	Salaries	392,400	392,400	329,560	375,450	379,200	382,990
21,274	National Insurance	37,500	37,500	31,060	34,110	34,450	34,790
36,540	Pension	56,120	56,120	46,790	53,310	53,840	54,380
2,124	Allowances	2,860	2,860	3,000	0	0	0
37,840	Other Employee Related Expenses	0	0	0	0	0	0
<b>403,545</b>	<b>Employee Related Expenditure Subtotal</b>	<b>488,880</b>	<b>488,880</b>	<b>410,410</b>	<b>462,870</b>	<b>467,490</b>	<b>472,160</b>
118	Travel Allowances	300	300	300	300	300	300
<b>118</b>	<b>Transport Related Expenditure Subtotal</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
441	Equipment, Furniture and Materials	2,000	2,000	2,000	2,000	2,000	2,000
12,100	Professional Fees	12,500	12,500	12,500	12,500	12,500	12,500
22,295	Other Fees and Services	9,000	9,000	9,000	9,000	9,000	9,000
82,180	Computing	29,620	29,620	29,620	16,110	16,110	16,110
85	Refunds	0	0	0	0	0	0
<b>117,101</b>	<b>Supplies and Services Subtotal</b>	<b>53,120</b>	<b>53,120</b>	<b>53,120</b>	<b>39,610</b>	<b>39,610</b>	<b>39,610</b>
34,312	Project Management Support	9,800	9,800	34,060	9,800	9,800	9,800
<b>34,312</b>	<b>Third Party Payments Subtotal</b>	<b>9,800</b>	<b>9,800</b>	<b>34,060</b>	<b>9,800</b>	<b>9,800</b>	<b>9,800</b>
<b>Income</b>							
(105,408)	Government Grant - DCLG	(108,500)	(108,500)	(108,500)	(106,000)	(106,000)	(106,000)
(385,918)	Agency Contributions Income	(180,810)	(180,810)	0	0	0	0
0	Other Local Authority Contributions	0	0	(305,810)	(224,210)	(224,210)	(224,210)
(91,484)	Other Reimbursements	(197,000)	(197,000)	(197,000)	(197,000)	(197,000)	(197,000)
(3,815)	Other Income	0	0	0	0	0	0
<b>(586,625)</b>	<b>Income Subtotal</b>	<b>(486,310)</b>	<b>(486,310)</b>	<b>(611,310)</b>	<b>(527,210)</b>	<b>(527,210)</b>	<b>(527,210)</b>
<b>(31,548)</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>65,790</b>	<b>65,790</b>	<b>(113,420)</b>	<b>(14,630)</b>	<b>(10,010)</b>	<b>(5,340)</b>
<b>Support Services (Recharges)</b>							
1,062	Communications	860	880	930	880	880	760
11,200	Corporate Leadership Team	8,320	9,420	7,870	7,410	7,410	7,300
62,282	Corporate Support	41,940	41,980	11,950	11,260	11,280	11,320
22,406	Customer Contact Service	27,250	27,320	13,850	15,120	14,940	14,150
2,544	Design and Print	2,720	2,720	2,680	2,630	2,460	1,950
61,962	Financial Services	66,980	67,030	61,780	63,890	63,790	61,580
15,565	Human Resources	16,220	17,040	17,510	18,940	18,710	18,780
64,638	Information and Comms Technology	63,600	63,480	65,110	68,420	63,940	61,490
2,187	Internal Audit	2,310	2,300	0	0	0	0
1,838	Legal Services	1,240	1,220	0	0	0	0
73,425	Office Accommodation	62,940	62,790	67,370	84,370	74,100	21,600
2,708	Payroll	2,340	2,310	2,830	2,750	2,680	2,650
1,231,276	Council Tax and NNDR Team	1,209,320	1,211,930	1,070,590	1,074,560	1,057,010	971,960
471,483	Revenue Support Team	413,620	414,460	373,940	325,920	319,230	288,120
(1,231,276)	Internal Recharges to Other Services	(1,209,320)	(1,211,930)	(1,070,590)	(1,074,560)	(1,057,010)	(971,960)
<b>793,300</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>710,340</b>	<b>712,950</b>	<b>625,820</b>	<b>601,590</b>	<b>579,420</b>	<b>489,700</b>
<b>761,752</b>	<b>NET EXPENDITURE TOTAL</b>	<b>776,130</b>	<b>778,740</b>	<b>512,400</b>	<b>586,960</b>	<b>569,410</b>	<b>484,360</b>
13.9	Full Time Equivalent Employees	13.9	13.9	12.9	15.0	15.0	15.0

The billing and collection of Council Tax and Business Rates from the Borough's residents and businesses.

## TRANSFORMATION

### CUSTOMER CONTACT SERVICE

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
305,057	Salaries	320,770	320,770	301,070	323,660	326,900	330,170
19,168	National Insurance	27,580	27,580	25,520	27,960	28,240	28,520
34,196	Pension	36,270	36,270	35,100	36,780	37,150	37,520
(495)	Allowances	0	0	0	0	0	0
32	Training Expenses	0	0	0	0	0	0
590	Other Employee Related Expenses	0	0	0	0	0	0
<b>358,548</b>	<b>Employee Related Expenditure Subtotal</b>	<b>384,620</b>	<b>384,620</b>	<b>361,690</b>	<b>388,400</b>	<b>392,290</b>	<b>396,210</b>
261	Equipment, Furniture and Materials	1,800	1,800	1,800	1,800	1,800	1,800
22	Printing & Stationery	0	0	0	0	0	0
0	Postage	127,500	127,500	110,000	130,050	132,650	135,300
850	Telephones	0	0	0	0	0	0
0	Computing	1,400	1,400	1,400	1,400	1,400	1,400
0	Licences	150	150	150	160	160	160
<b>1,133</b>	<b>Supplies and Services Subtotal</b>	<b>130,850</b>	<b>130,850</b>	<b>113,350</b>	<b>133,410</b>	<b>136,010</b>	<b>138,660</b>
<b>359,680</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>515,470</b>	<b>515,470</b>	<b>475,040</b>	<b>521,810</b>	<b>528,300</b>	<b>534,870</b>
<b>Support Services (Recharges)</b>							
30,349	Business Transformation	25,120	24,180	28,140	29,620	27,220	24,890
22,400	Corporate Leadership Team	16,630	18,830	23,610	22,220	22,230	21,890
12,999	Corporate Support	8,750	8,760	11,310	10,660	10,680	10,720
5,007	Design and Print	5,350	5,350	5,260	5,160	4,830	3,820
7,886	Financial Services	8,520	8,530	8,110	8,390	8,380	8,090
14,730	Human Resources	15,350	16,120	16,570	17,930	17,710	17,770
61,172	Information and Comms Technology	60,190	60,080	61,620	64,760	60,510	58,200
6,562	Internal Audit	6,920	6,890	5,320	5,480	5,340	4,990
2,586	Legal Services	1,740	1,710	0	0	0	0
52,435	Office Accommodation	44,940	44,840	48,110	60,250	52,910	15,420
2,563	Payroll	2,210	2,180	2,680	2,600	2,530	2,510
(479,809)	Recharges to Other Services	(591,310)	(592,740)	(592,200)	(646,720)	(639,680)	(607,520)
(98,560)	Recharges to HRA	(119,880)	(120,200)	(93,570)	(102,160)	(100,960)	(95,650)
<b>(359,680)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(515,470)</b>	<b>(515,470)</b>	<b>(475,040)</b>	<b>(521,810)</b>	<b>(528,300)</b>	<b>(534,870)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
13.7	Full Time Equivalent Employees	13.7	13.7	12.6	13.3	13.3	13.3

The Customer Contact Centre offers a wide range of modern and efficient access channels for customers including Website, Telephone Service and a Face to Face reception area, staffed by trained Customer Service Advisers.

## TRANSFORMATION

### DEMOCRATIC SERVICES AND SUPPORT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
114,751	Salaries	117,800	117,800	88,680	125,150	126,420	127,700
14,507	National Insurance	16,180	16,180	7,460	12,050	12,180	12,310
12,658	Pension	15,730	15,730	8,720	16,100	16,260	16,420
1,910	Allowances	0	0	4,780	0	0	0
2,166	Other Employee Related Expenses	0	0	0	0	0	0
<b>145,992</b>	<b>Employee Related Expenditure Subtotal</b>	<b>149,710</b>	<b>149,710</b>	<b>109,640</b>	<b>153,300</b>	<b>154,860</b>	<b>156,430</b>
3,027	Vehicle Running Costs	3,940	3,940	3,940	3,940	3,950	3,960
952	Travel Allowances	1,500	1,500	1,500	1,500	1,500	1,500
<b>3,979</b>	<b>Transport Related Expenditure Subtotal</b>	<b>5,440</b>	<b>5,440</b>	<b>5,440</b>	<b>5,440</b>	<b>5,450</b>	<b>5,460</b>
267	Equipment & Materials	0	0	0	0	0	0
1,170	Maintenance of Equipment	0	0	0	0	0	0
729	Catering	200	200	200	200	200	200
186	Clothing, Uniform & Laundry	0	0	0	0	0	0
0	Professional Fees	2,040	2,040	2,040	2,040	2,040	2,040
1,500	Other Fees and Services	1,000	1,000	1,500	1,000	1,000	1,000
19,256	Computing	21,630	21,630	24,360	21,780	21,930	22,080
281,211	Member's Allowances	279,210	279,210	280,840	279,210	279,210	279,210
553	Expenses - Members	1,250	1,250	1,250	0	0	0
355	Insurances Other	380	380	380	380	390	400
0	Subscriptions	0	0	1,300	1,250	1,250	1,250
317	Other Supplies and Services	300	300	300	300	300	300
<b>305,544</b>	<b>Supplies and Services Subtotal</b>	<b>306,010</b>	<b>306,010</b>	<b>312,170</b>	<b>306,160</b>	<b>306,320</b>	<b>306,480</b>
<b>Income</b>							
(125)	Fees and Charges	(3,000)	(3,000)	(5,810)	(3,000)	(3,000)	(3,000)
(7,695)	Other Income	0	0	0	0	0	0
<b>(7,820)</b>	<b>Income Subtotal</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(5,810)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>
<b>447,696</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>458,160</b>	<b>458,160</b>	<b>421,440</b>	<b>461,900</b>	<b>463,630</b>	<b>465,370</b>
<b>Support Services (Recharges)</b>							
8,496	Communications	6,920	7,060	9,260	8,760	8,750	7,630
39,200	Corporate Leadership Team	29,110	32,950	31,490	29,630	29,640	29,190
19,429	Corporate Support	13,080	13,100	12,120	11,420	11,450	11,490
6,026	Customer Contact Service	7,330	7,350	3,500	3,820	3,770	3,570
12,259	Design and Print	13,100	13,110	12,830	12,580	11,770	9,320
6,196	Financial Services	6,700	6,700	5,620	5,810	5,800	5,600
3,437	Human Resources	3,580	3,760	3,870	4,180	4,130	4,150
14,273	Information and Comms Technology	14,040	14,020	14,380	15,110	14,120	13,580
26,728	Legal Services	18,020	17,670	13,740	11,220	11,150	10,820
141,171	Office Accommodation	121,010	120,730	129,520	162,210	142,460	41,530
598	Payroll	520	510	630	610	590	590
(217,653)	Recharges to HRA	(207,470)	(208,540)	(197,520)	(218,180)	(212,180)	(180,850)
<b>60,160</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>25,940</b>	<b>28,420</b>	<b>39,440</b>	<b>47,170</b>	<b>31,450</b>	<b>(43,380)</b>
<b>507,856</b>	<b>NET EXPENDITURE TOTAL</b>	<b>484,100</b>	<b>486,580</b>	<b>460,880</b>	<b>509,070</b>	<b>495,080</b>	<b>421,990</b>
3.5	Full Time Equivalent Employees	3.5	3.5	2.6	3.6	3.6	3.6

The overall service is in part provided to support the Mayoral office and is necessary to ensure the Mayor's programme of events and engagements provide value for money for the Borough. The Democratic Services element is a statutory function arising from the Local Government Act 1972 which provides broad support to the organisation and Elected Members as necessary.

## TRANSFORMATION

### DESIGN AND PRINT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
23,249	Salaries	23,250	23,250	23,250	23,250	23,480	23,710
1,497	National Insurance	2,100	2,100	2,090	1,900	1,920	1,940
3,301	Pension	3,300	3,300	3,300	3,300	3,330	3,360
446	Other Employee Related Expenses	0	0	0	0	0	0
<b>28,493</b>	<b>Employee Related Expenditure Subtotal</b>	<b>28,650</b>	<b>28,650</b>	<b>28,640</b>	<b>28,450</b>	<b>28,730</b>	<b>29,010</b>
912	Equipment, Furniture and Materials	1,170	1,170	1,170	1,170	1,170	1,170
1,942	Rents and Operational Leases	6,000	6,000	6,000	6,000	6,000	6,000
29,380	Printing and Stationery	39,040	39,040	39,040	39,040	39,040	39,040
<b>32,234</b>	<b>Supplies and Services Subtotal</b>	<b>46,210</b>	<b>46,210</b>	<b>46,210</b>	<b>46,210</b>	<b>46,210</b>	<b>46,210</b>
14,501	Depreciation	14,500	14,500	14,520	3,550	0	0
<b>14,501</b>	<b>Capital Charges Subtotal</b>	<b>14,500</b>	<b>14,500</b>	<b>14,520</b>	<b>3,550</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
0	Sales Income	(1,110)	(1,110)	(1,110)	(1,110)	(1,110)	(1,110)
<b>0</b>	<b>Income Subtotal</b>	<b>(1,110)</b>	<b>(1,110)</b>	<b>(1,110)</b>	<b>(1,110)</b>	<b>(1,110)</b>	<b>(1,110)</b>
<b>75,228</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>88,250</b>	<b>88,250</b>	<b>88,260</b>	<b>77,100</b>	<b>73,830</b>	<b>74,110</b>
<b>Support Services (Recharges)</b>							
1,120	Corporate Leadership Team	830	940	0	0	0	0
2,632	Corporate Support	1,770	1,770	750	710	710	710
3,600	Customer Contact Service	5,150	5,150	2,380	2,610	2,640	2,670
5,130	Financial Services	5,820	5,770	3,420	3,540	3,570	3,520
810	Human Resources	880	950	880	980	980	990
3,620	Information and Comms Technology	3,600	3,600	3,640	3,800	3,550	3,510
34,984	Office Accommodation	29,990	29,920	32,100	40,200	35,300	10,290
100	Payroll	90	90	100	90	90	90
0	Procurement	0	0	2,090	1,580	1,600	1,610
(117,018)	Recharges to Other Services	(125,470)	(125,520)	(122,900)	(120,090)	(112,430)	(89,710)
(10,206)	Recharges to HRA	(10,910)	(10,920)	(10,720)	(10,520)	(9,840)	(7,790)
<b>(75,228)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(88,250)</b>	<b>(88,250)</b>	<b>(88,260)</b>	<b>(77,100)</b>	<b>(73,830)</b>	<b>(74,110)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
1.0	Full Time Equivalent Employees	1.0	1.0	1.0	1.0	1.0	1.0

Provides in-house printing for all services for bulk mail and marketing/ promotional material as well as a design service.

## TRANSFORMATION

### ELECTION EXPENSES

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
125,255	Salaries	139,440	139,440	141,820	141,410	142,820	144,250
9,747	National Insurance	14,100	14,100	13,280	15,630	15,790	15,950
15,954	Pension	19,080	19,080	17,820	19,360	19,550	19,750
164	Allowances	0	0	0	0	0	0
0	Advertising	0	0	0	0	0	0
26,818	Other Employee Related Expenses	20,000	20,000	20,000	20,000	20,000	20,000
<b>177,938</b>	<b>Employee Related Expenditure Subtotal</b>	<b>192,620</b>	<b>192,620</b>	<b>192,920</b>	<b>196,400</b>	<b>198,160</b>	<b>199,950</b>
97	Travel Allowances	200	200	200	200	200	200
<b>97</b>	<b>Transport Related Expenditure Subtotal</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
3,596	Equipment, Furniture and Materials	0	0	0	0	0	0
9,395	Printing and Stationery	8,480	8,480	8,480	8,480	8,480	8,480
540	Advertising and Marketing	400	400	400	400	400	400
12,178	Postage	10,400	10,400	14,190	10,610	10,820	11,040
<b>25,709</b>	<b>Supplies and Services Subtotal</b>	<b>19,280</b>	<b>19,280</b>	<b>23,070</b>	<b>19,490</b>	<b>19,700</b>	<b>19,920</b>
0	Contracted Services	2,000	2,000	3,400	2,000	2,000	2,000
<b>0</b>	<b>Third Party Payments Subtotal</b>	<b>2,000</b>	<b>2,000</b>	<b>3,400</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
78,487	Other External Payments	60,000	60,000	63,110	10,000	60,000	60,000
<b>78,487</b>	<b>Transfer Payments Subtotal</b>	<b>60,000</b>	<b>60,000</b>	<b>63,110</b>	<b>10,000</b>	<b>60,000</b>	<b>60,000</b>
9,779	Depreciation	9,680	9,680	0	0	0	0
<b>9,779</b>	<b>Capital Charges Subtotal</b>	<b>9,680</b>	<b>9,680</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
(1,172)	Sales Income	(2,020)	(2,020)	(2,020)	(2,020)	(2,020)	(2,020)
(9,061)	Other Income	(500)	(500)	(12,000)	(31,310)	(31,310)	(31,310)
(323)	Fees & Charges	0	0	0	0	0	0
<b>(10,556)</b>	<b>Income Subtotal</b>	<b>(2,520)</b>	<b>(2,520)</b>	<b>(14,020)</b>	<b>(33,330)</b>	<b>(33,330)</b>	<b>(33,330)</b>
<b>281,455</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>281,260</b>	<b>281,260</b>	<b>268,680</b>	<b>194,760</b>	<b>246,730</b>	<b>248,740</b>
<b>Support Services (Recharges)</b>							
1,062	Communications	860	880	930	880	880	760
2,240	Corporate Leadership Team	1,660	1,880	15,740	14,820	14,820	14,600
16,206	Corporate Support	10,910	10,920	3,020	2,840	2,840	2,860
11,892	Customer Contact Service	14,460	14,500	62,090	67,800	67,000	63,470
12,339	Design and Print	13,190	13,190	12,920	12,670	11,850	9,380
12,956	Financial Services	14,010	14,010	7,480	7,740	7,740	7,460
3,928	Human Resources	4,100	4,300	4,420	4,780	4,720	4,740
16,312	Information and Comms Technology	16,060	16,020	16,440	17,260	16,140	15,520
23,707	Office Accommodation	20,320	20,280	21,760	27,240	23,920	6,980
683	Payroll	580	580	720	700	680	660
<b>101,325</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>96,150</b>	<b>96,560</b>	<b>145,520</b>	<b>156,730</b>	<b>150,590</b>	<b>126,430</b>
<b>382,780</b>	<b>NET EXPENDITURE TOTAL</b>	<b>377,410</b>	<b>377,820</b>	<b>414,200</b>	<b>351,490</b>	<b>397,320</b>	<b>375,170</b>
3.5	Full Time Equivalent Employees	3.8	3.8	4.1	3.6	3.6	3.6

Elections is a statutory function arising out of the Representation of the People Act 1918 and subsequent amending legislation, providing the opportunity for democratically elected representatives to be appointed at national and local elections and referendums.

## TRANSFORMATION

### FINANCIAL SERVICES

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
272,084	Salaries	432,620	428,120	377,810	416,930	421,100	425,310
19,479	National Insurance	43,190	43,190	38,600	43,180	43,610	44,050
38,522	Pension	58,930	58,930	51,040	56,660	57,230	57,800
0	Training Expenses	0	0	0	0	0	0
0	Allowances	0	0	1,510	0	0	0
6,390	Advertising	0	0	0	0	0	0
1,758	Other Employee Related Expenses	0	0	6,000	0	0	0
<b>338,233</b>	<b>Employee Related Expenditure Subtotal</b>	<b>534,740</b>	<b>530,240</b>	<b>474,960</b>	<b>516,770</b>	<b>521,940</b>	<b>527,160</b>
1,223	Travel Allowances	1,200	1,200	550	1,200	1,200	1,200
<b>1,223</b>	<b>Transport Related Expenditure Subtotal</b>	<b>1,200</b>	<b>1,200</b>	<b>550</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
0	Equipment, Furniture and Materials	0	0	700	0	0	0
0	Printing and Stationery	3,500	0	0	3,500	3,500	3,500
11,486	Professional Fees	8,110	11,610	11,900	8,110	8,110	8,110
65,512	Computing	66,730	71,230	72,500	68,000	69,300	70,630
195	Expenses - Officers	0	0	0	0	0	0
976	Insurances Other	1,000	1,000	1,070	1,020	1,040	1,060
10,289	Subscriptions	7,980	7,980	10,300	7,980	7,980	7,980
10,000	Other Contributions	0	0	0	0	0	0
(3,259)	Other Supplies & Services	0	0	720	0	0	0
<b>95,199</b>	<b>Supplies and Services Subtotal</b>	<b>87,320</b>	<b>91,820</b>	<b>97,190</b>	<b>88,610</b>	<b>89,930</b>	<b>91,280</b>
161,651	Project Management Support	40,000	35,000	51,710	35,000	35,000	35,000
<b>161,651</b>	<b>Third Party Payments Subtotal</b>	<b>40,000</b>	<b>35,000</b>	<b>51,710</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
16,343	Depreciation	15,400	15,400	16,340	15,400	15,400	0
<b>16,343</b>	<b>Capital Charges Subtotal</b>	<b>15,400</b>	<b>15,400</b>	<b>16,340</b>	<b>15,400</b>	<b>15,400</b>	<b>0</b>
<b>Income</b>							
(12,777)	Other Income	0	0	(4,640)	0	0	0
(805)	Other Government Grant	0	0	(150)	0	0	0
<b>(13,582)</b>	<b>Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>(4,790)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>599,067</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>678,660</b>	<b>673,660</b>	<b>635,960</b>	<b>656,980</b>	<b>663,470</b>	<b>654,640</b>
<b>Support Services (Recharges)</b>							
0	Communications	0	0	1,850	1,750	1,750	1,530
44,610	Corporate Leadership Team	33,130	37,500	31,670	29,800	29,810	29,360
13,073	Corporate Support	8,800	8,810	11,380	10,730	10,750	10,790
3,600	Customer Contact Service	5,150	5,150	2,510	2,760	2,790	2,820
6,323	Design and Print	6,760	6,760	6,640	6,510	6,090	4,820
12,180	Human Resources	13,310	14,330	13,310	14,750	14,810	14,880
54,710	Information and Comms Technology	54,290	54,290	54,900	57,400	53,630	53,030
15,500	Internal Audit	17,840	17,840	16,650	16,650	16,660	16,660
1,480	Legal Services	940	910	1,380	1,080	1,080	1,080
22,884	Office Accommodation	19,610	19,570	20,990	26,290	23,090	6,730
1,500	Payroll	1,380	1,380	1,540	1,400	1,400	1,400
(685,927)	Recharges to Other Services	(743,670)	(743,920)	(705,180)	(729,300)	(728,680)	(704,430)
(89,000)	Recharges to HRA	(96,200)	(96,280)	(93,600)	(96,800)	(96,650)	(93,310)
<b>(599,067)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(678,660)</b>	<b>(673,660)</b>	<b>(635,960)</b>	<b>(656,980)</b>	<b>(663,470)</b>	<b>(654,640)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
9.9	Full Time Equivalent Employees	13.2	13.2	11.2	11.9	11.9	11.9

This cost centre covers: Financial Services including budget preparation & monitoring, preparation of the Statement of Accounts, Accounts Payable, Treasury Management and Insurance.



**TRANSFORMATION**

**HOUSING BENEFITS AND COUNCIL TAX SUPPORT**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
235,350	Salaries	163,220	163,220	142,080	151,440	152,950	154,480
17,547	National Insurance	15,720	15,720	13,400	13,860	14,000	14,140
26,476	Pension	23,580	23,580	20,160	21,500	21,720	21,940
1324	Allowances	2,860	2,860	2,860	0	0	0
0	Advertising	0	0	0	0	0	0
1,697	Other Employee Related Expenses	0	0	0	0	0	0
<b>282,394</b>	<b>Employee Related Expenditure Subtotal</b>	<b>205,380</b>	<b>205,380</b>	<b>178,500</b>	<b>186,800</b>	<b>188,670</b>	<b>190,560</b>
212	Travel Allowances	1,000	1,000	1,000	1,000	1,000	1,000
<b>212</b>	<b>Transport Related Expenditure Subtotal</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
0	Printing and Stationery	100	100	100	100	100	100
0	Professional Fees	1,000	1,000	1,000	1,000	1,000	1,000
15,429	Other Fees and Services	13,000	13,000	13,000	13,000	13,000	13,000
302,499	Computing	91,200	91,200	91,200	59,700	59,700	59,700
51,283	Grants	87,620	87,620	66,315	109,090	109,090	109,090
953,338	Other Supplies and Services	50,000	50,000	50,000	50,000	50,000	50,000
<b>1,322,549</b>	<b>Supplies and Services Subtotal</b>	<b>242,920</b>	<b>242,920</b>	<b>221,615</b>	<b>232,890</b>	<b>232,890</b>	<b>232,890</b>
78,022	Project Management Support	24,800	24,800	119,605	24,800	24,800	24,800
<b>78,022</b>	<b>Third Party Payments Subtotal</b>	<b>24,800</b>	<b>24,800</b>	<b>119,605</b>	<b>24,800</b>	<b>24,800</b>	<b>24,800</b>
9,039,858	Rent Allowances	8,054,630	8,054,630	8,862,690	8,862,690	8,862,690	8,862,690
6,399,362	HRA Rent Rebates	6,022,730	6,022,730	5,951,417	5,951,420	5,951,420	5,951,420
309,673	Non HRA Rent Rebates	269,420	269,420	352,660	352,660	352,660	352,660
<b>15,748,893</b>	<b>Transfer Payments Subtotal</b>	<b>14,346,780</b>	<b>14,346,780</b>	<b>15,166,767</b>	<b>15,166,770</b>	<b>15,166,770</b>	<b>15,166,770</b>
25,135	Depreciation	12,500	12,500	12,500	0	0	0
<b>25,135</b>	<b>Capital Charges Subtotal</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
(126,319)	Government Grant - DCLG	(147,140)	(147,140)	(131,835)	(172,930)	(172,930)	(172,930)
(261,783)	Government Grant - DWP	(169,070)	(169,070)	(169,070)	(200,620)	(200,620)	(200,620)
(8,899,586)	Rent Allowances Subsidy	(7,795,430)	(7,795,430)	(8,699,310)	(8,699,310)	(8,699,310)	(8,699,310)
(6,392,028)	HRA Rent Rebates Subsidy	(6,050,820)	(6,050,820)	(5,893,607)	(5,893,610)	(5,893,610)	(5,893,610)
(210,282)	Non HRA Rent Rebates Subsidy	(175,990)	(175,990)	(230,740)	(230,740)	(230,740)	(230,740)
0	Government Grant - Other	(950)	(950)	(950)	0	0	0
(5,053)	Fees and Charges	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
(457,491)	Other Income	(280,000)	(280,000)	(310,015)	(280,000)	(280,000)	(280,000)
<b>(16,352,542)</b>	<b>Income Subtotal</b>	<b>(14,620,400)</b>	<b>(14,620,400)</b>	<b>(15,436,527)</b>	<b>(15,478,210)</b>	<b>(15,478,210)</b>	<b>(15,478,210)</b>
<b>1,104,663</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>212,980</b>	<b>212,980</b>	<b>263,460</b>	<b>134,050</b>	<b>135,920</b>	<b>137,810</b>
<b>Support Services (Recharges)</b>							
1,062	Communications	860	880	930	880	880	760
11,200	Corporate Leadership Team	8,320	9,420	7,870	7,410	7,410	7,300
19,514	Corporate Support	13,140	13,150	5,160	4,870	4,880	4,890
17,076	Customer Contact Service	20,770	20,820	6,550	7,150	7,060	6,690
1,099	Design and Print	1,180	1,180	1,160	1,140	1,060	840
32,108	Financial Services	34,710	34,740	31,820	32,910	32,860	31,720
674,674	Housing and Council Tax Benefit Team	512,120	513,300	501,660	443,780	435,820	396,920
6,727	Human Resources	7,010	7,360	7,570	8,190	8,090	8,110
27,935	Information and Comms Technology	27,490	27,440	28,140	29,570	27,630	26,580
6,562	Internal Audit	6,920	6,890	0	0	0	0
30,274	Legal Services	20,410	20,010	10,450	8,530	8,480	8,230
41,652	Office Accommodation	35,700	35,620	38,210	47,860	42,030	12,250
1,170	Payroll	1,010	1,000	1,220	1,190	1,160	1,150
117,871	Revenue Support Team	103,410	103,610	93,480	81,480	79,810	72,030
(674,674)	Recharges to Other Services	(512,110)	(513,300)	(501,650)	(443,780)	(435,820)	(396,910)
<b>314,250</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>280,940</b>	<b>282,120</b>	<b>232,570</b>	<b>231,180</b>	<b>221,350</b>	<b>180,560</b>
<b>1,418,913</b>	<b>NET EXPENDITURE TOTAL</b>	<b>493,920</b>	<b>495,100</b>	<b>496,030</b>	<b>365,230</b>	<b>357,270</b>	<b>318,370</b>
9.5	Full Time Equivalent Employees	6.6	6.6	5.5	6.0	6.0	6.0

Administration of Housing Benefit and Council Tax Benefit (Local Council Tax Support Scheme) claims, the recovery of overpaid benefits and the identification and subsequent prosecution or sanction of residents wrongly claiming benefits and / or allocated local authority housing.

## TRANSFORMATION

### HUMAN RESOURCES

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
0	Salaries	0	18,450	20,450	22,960	23,190	23,420
33,258	National Insurance	0	1,430	1,700	1,900	1,920	1,940
0	Pension	0	2,620	2,900	3,260	3,290	3,320
4,800	Advertising	10,000	10,000	6,000	10,000	10,000	10,000
4,842	Allowances	5,000	5,000	6,700	5,000	5,000	5,000
31,370	Training Expenses	40,000	40,000	30,000	40,000	40,000	40,000
7,693	Other Employee Related Expenses	32,250	32,250	19,480	32,250	32,250	32,250
<b>81,963</b>	<b>Employee Related Expenditure Subtotal</b>	<b>87,250</b>	<b>109,750</b>	<b>87,230</b>	<b>115,370</b>	<b>115,650</b>	<b>115,930</b>
0	Travel Allowances	0	0	200	0	0	0
<b>0</b>	<b>Transport Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>
806	Professional Fees	2,000	2,000	7,500	2,000	2,000	2,000
295	Computing	3,060	3,060	450	3,120	3,180	3,240
50,954	Insurances Other	51,970	51,970	56,800	53,010	54,070	55,150
15,808	Subscriptions	3,000	3,000	7,000	3,000	3,000	3,000
<b>67,863</b>	<b>Supplies and Services Subtotal</b>	<b>60,030</b>	<b>60,030</b>	<b>71,750</b>	<b>61,130</b>	<b>62,250</b>	<b>63,390</b>
92,541	Contracted Services	126,000	126,000	100,000	123,750	123,750	123,750
30,005	Project Management Support	23,000	23,000	32,680	23,000	23,000	23,000
<b>122,546</b>	<b>Third Party Payments Subtotal</b>	<b>149,000</b>	<b>149,000</b>	<b>132,680</b>	<b>146,750</b>	<b>146,750</b>	<b>146,750</b>
<b>Income</b>							
(1,413)	Other Reimbursements	0	0	0	0	0	0
<b>(1,413)</b>	<b>Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>270,959</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>296,280</b>	<b>318,780</b>	<b>291,860</b>	<b>323,250</b>	<b>324,650</b>	<b>326,070</b>
<b>Support Services (Recharges)</b>							
34,550	Business Transformation	24,990	20,490	22,260	25,890	20,540	20,800
1,062	Communications	860	880	0	0	0	0
0	Corporate Leadership Team	0	0	2,880	2,710	2,710	2,670
0	Corporate Support	0	0	750	710	710	710
0	Design and Print	0	0	170	170	160	120
3,943	Financial Services	4,260	4,270	4,990	5,160	5,150	4,980
0	Information and Comms Technology	0	0	3,640	3,800	3,550	3,510
7,750	Internal Audit	8,920	8,920	8,330	8,330	8,330	8,330
5,980	Legal Services	3,830	3,690	23,480	18,320	18,320	18,320
0	Payroll	0	0	100	90	90	90
(285,651)	Recharges to Other Services	(298,930)	(314,790)	(315,090)	(341,530)	(337,880)	(339,110)
(38,593)	Recharges to HRA	(40,210)	(42,240)	(43,370)	(46,900)	(46,330)	(46,490)
<b>(270,959)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(296,280)</b>	<b>(318,780)</b>	<b>(291,860)</b>	<b>(323,250)</b>	<b>(324,650)</b>	<b>(326,070)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0.0	Full Time Equivalent Employees	0.0	0.8	0.8	0.8	0.8	0.8

The Human Resources (HR) services is provided by Midland HR.

## TRANSFORMATION

### INFORMATION AND COMMUNICATIONS TECHNOLOGY

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
271,974	Salaries	298,360	298,360	279,120	304,790	307,840	310,920
22,523	National Insurance	32,290	32,290	30,570	33,300	33,630	33,970
38,221	Pension	42,350	42,350	39,610	43,280	43,710	44,150
960	Allowances	960	960	960	960	970	980
3,283	Other Employee Related Expenses	0	0	0	0	0	0
<b>336,961</b>	<b>Employee Related Expenditure Subtotal</b>	<b>373,960</b>	<b>373,960</b>	<b>350,260</b>	<b>382,330</b>	<b>386,150</b>	<b>390,020</b>
6,500	Other Premises Costs	0	0	0	0	0	0
<b>6,500</b>	<b>Premises Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
997	Travel Allowances	500	500	500	500	500	500
<b>997</b>	<b>Transport Related Expenditure Subtotal</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
30	Catering	0	0	0	0	0	0
147,811	Telephones	96,200	96,200	96,200	105,520	107,480	109,480
168,885	Computing	285,380	285,380	310,380	308,620	310,970	313,380
4,144	Insurances Other	4,220	4,220	4,630	4,310	4,400	4,490
5,661	Subscriptions	3,500	3,500	3,500	3,500	3,500	3,500
133	Other Supplies and Services	500	500	500	500	500	500
<b>326,664</b>	<b>Supplies and Services Subtotal</b>	<b>389,800</b>	<b>389,800</b>	<b>415,210</b>	<b>422,450</b>	<b>426,850</b>	<b>431,350</b>
8,150	Project Management Support	0	0	0	0	0	0
<b>8,150</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
190,534	Depreciation	123,870	123,870	124,620	124,620	56,930	39,150
<b>190,534</b>	<b>Capital Charges Subtotal</b>	<b>123,870</b>	<b>123,870</b>	<b>124,620</b>	<b>124,620</b>	<b>56,930</b>	<b>39,150</b>
<b>Income</b>							
(187)	Other Reimbursements	(200)	(200)	(200)	(200)	(200)	(200)
0	Internal Transfers Income	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
<b>(187)</b>	<b>Income Subtotal</b>	<b>(25,200)</b>	<b>(25,200)</b>	<b>(25,200)</b>	<b>(25,200)</b>	<b>(25,200)</b>	<b>(25,200)</b>
<b>869,619</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>862,930</b>	<b>862,930</b>	<b>865,390</b>	<b>904,700</b>	<b>845,230</b>	<b>835,820</b>
<b>Support Services (Recharges)</b>							
14,400	Business Transformation	10,410	8,540	9,270	10,790	8,560	8,670
1,062	Communications	860	880	930	880	880	760
0	Corporate Leadership Team	0	0	4,600	4,330	4,330	4,270
7,816	Corporate Support	5,260	5,270	6,030	5,680	5,700	5,720
3,600	Customer Contact Service	5,150	5,150	2,380	2,610	2,640	2,670
1,284	Design and Print	1,370	1,370	1,350	1,330	1,240	980
17,462	Financial Services	18,870	18,890	16,220	16,780	16,750	16,170
7,856	Human Resources	8,180	8,600	8,840	9,560	9,440	9,480
6,200	Internal Audit	7,140	7,140	14,570	14,570	14,580	14,580
2,220	Legal Services	1,420	1,370	320	250	250	250
31,609	Office Accommodation	27,090	27,030	29,000	36,320	31,900	9,300
790	Payroll	730	730	820	740	740	740
0	Procurement	0	0	2,090	1,580	1,600	1,610
(803,649)	Recharges to Other Services	(791,720)	(790,490)	(800,580)	(840,680)	(785,510)	(758,740)
(160,269)	Recharges to HRA	(157,690)	(157,410)	(161,230)	(169,440)	(158,330)	(152,280)
<b>(869,619)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(862,930)</b>	<b>(862,930)</b>	<b>(865,390)</b>	<b>(904,700)</b>	<b>(845,230)</b>	<b>(835,820)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
7.0	Full Time Equivalent Employees	8.0	8.0	7.1	8.0	8.0	8.0

ICT Services is the main provider of IT for Brentwood Borough Council and is responsible for advising on, providing and supporting all aspects of the Council's ICT operations, including telecommunications.

## TRANSFORMATION

### INTERNAL AUDIT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
3,720	Professional Fees	0	0	0	0	0	0
0	Telephones	890	890	890	910	930	950
<b>3720 Supplies and Services Subtotal</b>		<b>890</b>	<b>890</b>	<b>890</b>	<b>910</b>	<b>930</b>	<b>950</b>
104,780	Contracted Services	124,000	124,000	124,000	124,000	124,000	124,000
<b>104,780 Third Party Payments Subtotal</b>		<b>124,000</b>	<b>124,000</b>	<b>124,000</b>	<b>124,000</b>	<b>124,000</b>	<b>124,000</b>
<b>108,500 CONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>124,890</b>	<b>124,890</b>	<b>124,890</b>	<b>124,910</b>	<b>124,930</b>	<b>124,950</b>
<b>Support Services (Recharges)</b>							
8,640	Business Transformation	6,250	5,120	5,560	6,470	5,140	5,200
6,373	Corporate Leadership Team	4,730	5,360	2,880	2,710	2,710	2,670
1,892	Corporate Support	1,270	1,280	0	0	0	0
0	Design and Print	0	0	0	0	0	0
5,070	Financial Services	5,480	5,480	6,240	6,450	6,440	6,220
740	Legal Services	470	460	0	0	0	0
9,795	Office Accommodation	8,400	8,380	8,990	11,260	9,890	2,880
0	Procurement	0	0	0	0	0	0
(134,448)	Recharges to Other Services	(144,570)	(144,080)	(137,920)	(140,850)	(138,420)	(131,930)
(6,562)	Recharges to HRA	(6,920)	(6,890)	(10,640)	(10,950)	(10,690)	(9,990)
<b>(108,500) UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>(124,890)</b>	<b>(124,890)</b>	<b>(124,890)</b>	<b>(124,910)</b>	<b>(124,930)</b>	<b>(124,950)</b>
<b>0 NET EXPENDITURE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Internal Audit is provided by BDO.

## TRANSFORMATION

### LEGAL SERVICES

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
79,176	Salaries	79,180	39,590	46,200	0	0	0
6,509	National Insurance	8,700	4,130	5,060	0	0	0
11,243	Pension	11,240	5,400	6,560	0	0	0
960	Allowances	0	0	640	0	0	0
456	Other Employee Related Expenses	0	0	42,570	0	0	0
<b>98,344 Employee Related Expenditure Subtotal</b>		<b>99,120</b>	<b>49,120</b>	<b>101,030</b>	<b>0</b>	<b>0</b>	<b>0</b>
539	Travel Allowances	950	950	290	0	0	0
<b>539 Transport Related Expenditure Subtotal</b>		<b>950</b>	<b>950</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>
237,361	Professional Fees	179,000	169,000	239,000	219,000	219,000	219,000
0	Insurances Other	570	570	570	580	590	600
4,880	Subscriptions	3,500	3,500	3,500	3,500	3,500	3,500
4,519	Other Supplies and Services	0	0	0	0	0	0
<b>246,760 Supplies and Services Subtotal</b>		<b>183,070</b>	<b>173,070</b>	<b>243,070</b>	<b>223,080</b>	<b>223,090</b>	<b>223,100</b>
60,000	Contracted Services	10,000	60,000	16,000	60,000	60,000	60,000
49,805	Project Management Support	0	0	7,720	0	0	0
<b>109,805 Third Party Payments Subtotal</b>		<b>10,000</b>	<b>60,000</b>	<b>23,720</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Income</b>							
(21,121)	Other Reimbursements	(15,370)	(15,370)	(25,000)	(15,370)	(15,370)	(15,370)
<b>(21,122) Income Subtotal</b>		<b>(15,370)</b>	<b>(15,370)</b>	<b>(25,000)</b>	<b>(15,370)</b>	<b>(15,370)</b>	<b>(15,370)</b>
<b>434,327 CONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>277,770</b>	<b>267,770</b>	<b>343,110</b>	<b>267,710</b>	<b>267,720</b>	<b>267,730</b>
<b>Support Services (Recharges)</b>							
28,000	Corporate Leadership Team	20,790	23,540	15,740	14,810	14,820	14,590
3,373	Corporate Support	2,270	2,270	750	710	710	710
3,600	Customer Contact Service	5,150	5,150	2,380	2,610	2,640	2,670
321	Design and Print	340	340	170	170	160	120
7,886	Financial Services	8,520	8,530	5,620	5,810	5,800	5,600
1,964	Human Resources	2,050	2,150	1,100	1,200	1,180	1,180
8,156	Information and Comms Technology	8,030	8,010	4,110	4,320	4,030	3,880
8,396	Office Accommodation	7,200	7,180	7,700	9,650	8,470	2,470
200	Payroll	180	180	100	90	90	90
(463,130)	Recharges to Other Services	(309,990)	(303,240)	(329,180)	(264,930)	(263,750)	(258,410)
(33,093)	Recharges to HRA	(22,310)	(21,880)	(51,600)	(42,150)	(41,870)	(40,630)
<b>(434,327) UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>(277,770)</b>	<b>(267,770)</b>	<b>(343,110)</b>	<b>(267,710)</b>	<b>(267,720)</b>	<b>(267,730)</b>
<b>0 NET EXPENDITURE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
2.0	Full Time Equivalent Employees	2.0	1.2	1.2	0.0	0.0	0.0

The Legal Services function is there to ensure that the Council does not act contrary to the law. It covers the functions which the Council provides including predominantly Planning, Housing, Contracts and Litigation (both civil and criminal).

**TRANSFORMATION**

**OFFICE ACCOMMODATION**

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
89,940	Salaries	93,440	93,440	89,260	91,130	99,360	102,650
5,303	National Insurance	6,730	6,730	6,290	7,200	7,270	7,340
8,186	Pension	9,640	9,640	8,050	9,680	9,780	9,880
519	Allowances	250	250	500	500	510	520
(453)	Other Employee Related Expenses	0	0	0	0	0	0
<b>103,495</b>	<b>Employee Related Expenditure Subtotal</b>	<b>110,060</b>	<b>110,060</b>	<b>104,100</b>	<b>108,510</b>	<b>116,920</b>	<b>120,390</b>
59,419	Repairs and Maintenance - Buildings	22,200	22,200	35,600	0	10,000	10,000
1,124	Fixtures & Fittings	0	0	30	0	0	0
4,224	Repairs and Maintenance - Other	0	0	0	0	0	0
1,681	Maintenance of Grounds	0	0	0	0	0	0
70,826	Energy Costs	73,310	73,310	64,460	73,310	64,150	54,980
0	Rents	0	0	0	150,000	150,000	0
279,229	Rates	280,390	280,390	293,230	325,390	312,890	185,390
4,531	Water	4,790	4,790	4,670	4,890	4,190	3,600
494	Cleaning and Domestic Supplies	710	710	1,990	710	360	0
13,074	Premises Insurance	11,740	11,740	13,630	16,240	16,480	16,720
159	Other Premises Costs	3,480	3,480	0	0	0	0
<b>434,761</b>	<b>Premises Related Expenditure Subtotal</b>	<b>396,620</b>	<b>396,620</b>	<b>413,610</b>	<b>570,540</b>	<b>558,070</b>	<b>270,690</b>
0	Vehicle Insurance	0	0	0	0	0	0
6,747	Repairs and Maintenance - Plant	6,500	6,500	7,850	6,500	7,100	7,700
1,104	Plant Insurance	1,120	1,120	1,010	1,140	1,160	1,180
<b>7,851</b>	<b>Transport Related Expenditure Subtotal</b>	<b>7,620</b>	<b>7,620</b>	<b>8,860</b>	<b>7,640</b>	<b>8,260</b>	<b>8,880</b>
11,966	Equipment, Furniture and Materials	10,150	10,150	12,710	10,150	10,150	11,150
1,494	Catering	3,500	3,500	1,180	3,500	3,500	3,500
34	Clothing, Uniform and Laundry	150	150	170	0	1,600	3,200
189	Printing & Stationery	0	0	0	0	0	0
0	Advertising and Marketing	10,000	10,000	0	10,000	10,000	10,000
5,915	Other Fees and Services	13,000	13,000	4,420	13,000	28,000	43,000
77	Computing	0	0	100	0	50,000	100,000
716	Insurances Other	730	730	1,150	750	770	790
0	Licences	1,860	1,860	0	1,860	1,860	1,860
0	Refunds	0	0	170	0	0	0
9,364	Other Supplies and Services	0	0	0	0	0	0
<b>29,755</b>	<b>Supplies and Services Subtotal</b>	<b>39,390</b>	<b>39,390</b>	<b>19,900</b>	<b>39,260</b>	<b>105,880</b>	<b>173,500</b>
1,770	Contracted Services	0	0	2,280	0	0	0
<b>1,770</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>2,280</b>	<b>0</b>	<b>0</b>	<b>0</b>
88,104	Depreciation	98,820	98,820	73,430	73,430	73,430	73,430
<b>88,104</b>	<b>Capital Charges Subtotal</b>	<b>98,820</b>	<b>98,820</b>	<b>73,430</b>	<b>73,430</b>	<b>73,430</b>	<b>73,430</b>
<b>Income</b>							
0	Sales Income	(100)	(100)	(100)	(100)	(100)	(100)
(50)	Fees and Charges	(38,200)	(38,200)	(15,700)	(6,400)	(15,400)	(25,400)
(9,488)	Rents, Land and Buildings Income	(88,000)	(88,000)	(25,860)	(50,000)	(212,830)	(576,080)
<b>(9,539)</b>	<b>Income Subtotal</b>	<b>(126,300)</b>	<b>(126,300)</b>	<b>(41,660)</b>	<b>(56,500)</b>	<b>(228,330)</b>	<b>(601,580)</b>
<b>656,197</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>526,210</b>	<b>526,210</b>	<b>580,520</b>	<b>742,880</b>	<b>634,230</b>	<b>45,310</b>
<b>Support Services (Recharges)</b>							
46,980	Asset Management	73,790	73,790	67,870	96,470	97,110	97,750
37,430	Business Transformation	27,070	22,200	24,110	28,040	22,250	22,530
4,930	Corporate Leadership Team	3,490	4,120	5,210	4,890	4,930	4,970
5,650	Corporate Support	3,650	3,650	4,010	3,710	3,760	3,820
560	Design and Print	650	650	660	580	550	550
2,140	Financial Services	2,420	2,410	2,450	2,530	2,550	2,520
25,170	Grounds Maintenance	28,460	31,030	31,060	27,490	27,470	26,990
4,840	Human Resources	5,290	5,690	5,290	5,860	5,880	5,910
21,740	Information and Comms Technology	21,570	21,570	21,820	22,810	21,310	21,070
13,960	Legal Services	8,930	8,600	3,630	2,830	2,830	2,830
600	Payroll	550	550	610	560	560	560
0	Procurement	0	0	4,170	3,170	3,200	3,230
3,040	Vehicle Fleet Management	3,560	3,570	3,880	4,130	4,140	4,130
(787,595)	Recharges to Other Services	(675,090)	(673,560)	(722,590)	(904,990)	(794,800)	(231,690)
(35,642)	Recharges to HRA	(30,550)	(30,480)	(32,700)	(40,960)	(35,970)	(10,480)
<b>(656,197)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(526,210)</b>	<b>(526,210)</b>	<b>(580,520)</b>	<b>(742,880)</b>	<b>(634,230)</b>	<b>(45,310)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
3.7	Full Time Equivalent Employees	3.7	3.7	3.9	3.8	3.8	3.8

This budget relates to the main administrative centre for the Council based at the Town Hall, Ingrave Road, Brentwood.

## TRANSFORMATION

### PAYROLL

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
297	Other Employee Related Expenses	0	0	0	0	0	0
	<b>297 Employee Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
253	Other Transport Insurance	0	0	0	0	0	0
	<b>253 Transport Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
875	Other Fees and Services	2,500	2,500	2,500	2,500	2,500	2,500
3,015	Postage	260	260	360	260	270	280
11,865	Computing	12,010	12,010	11,900	12,010	12,010	12,010
0	Insurances Other	50	50	0	50	50	50
(363)	Other Supplies & Services	0	0	0	0	0	0
	<b>15,392 Supplies and Services Subtotal</b>	<b>14,820</b>	<b>14,820</b>	<b>14,760</b>	<b>14,820</b>	<b>14,830</b>	<b>14,840</b>
17,462	Contracted Services	15,950	15,950	19,140	15,950	15,950	15,950
	<b>17,462 Third Party Payments Subtotal</b>	<b>15,950</b>	<b>15,950</b>	<b>19,140</b>	<b>15,950</b>	<b>15,950</b>	<b>15,950</b>
<b>Income</b>							
(15)	Other Reimbursements	0	0	(20)	0	0	0
	<b>(15) Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>33,388 CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>30,770</b>	<b>30,770</b>	<b>33,880</b>	<b>30,770</b>	<b>30,780</b>	<b>30,790</b>
<b>Support Services (Recharges)</b>							
8,640	Business Transformation	6,250	5,120	5,560	6,470	5,140	5,200
6,373	Corporate Leadership Team	4,730	5,360	2,880	2,710	2,710	2,670
3,380	Financial Services	3,650	3,660	13,730	14,200	14,180	13,680
2,586	Legal Services	1,740	1,710	0	0	0	0
(47,653)	Recharges to Other Services	(41,350)	(40,900)	(49,040)	(47,340)	(46,180)	(45,780)
(6,714)	Recharges to HRA	(5,790)	(5,720)	(7,010)	(6,810)	(6,630)	(6,560)
	<b>(33,388) UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(30,770)</b>	<b>(30,770)</b>	<b>(33,880)</b>	<b>(30,770)</b>	<b>(30,780)</b>	<b>(30,790)</b>
	<b>0 NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Payroll is provided by Midland HR.

## TRANSFORMATION

### PROCUREMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
20,314	Salaries	22,870	22,870	21,940	23,610	23,850	24,090
1,376	National Insurance	2,150	2,150	2,130	2,010	2,030	2,050
3,034	Pension	3,250	3,250	3,110	3,350	3,380	3,410
7	Other Employee Related Expenses	0	0	0	0	0	0
<b>24,731</b>	<b>Employee Related Expenditure Subtotal</b>	<b>28,270</b>	<b>28,270</b>	<b>27,180</b>	<b>28,970</b>	<b>29,260</b>	<b>29,550</b>
77	Travel Allowances	0	0	0	0	0	0
<b>77</b>	<b>Transport Related Expenditure Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
2,600	Computing	2,200	2,200	9,000	2,200	2,200	2,200
550	Subscriptions	500	500	550	500	500	500
<b>3,150</b>	<b>Supplies and Services Subtotal</b>	<b>2,700</b>	<b>2,700</b>	<b>9,550</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>
0	Project Management Support	0	5,000	5,000	0	0	0
<b>0</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>27,958</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>30,970</b>	<b>35,970</b>	<b>41,730</b>	<b>31,670</b>	<b>31,960</b>	<b>32,250</b>
<b>Support Services (Recharges)</b>							
6,373	Corporate Leadership Team	4,730	5,360	2,880	2,710	2,710	2,670
2,558	Corporate Support	1,720	1,720	680	640	640	640
3,600	Customer Contact Service	5,150	5,150	0	0	0	0
144	Design and Print	150	150	150	150	140	110
3,380	Financial Services	3,650	3,660	3,120	3,230	3,220	3,110
884	Human Resources	920	970	990	1,080	1,060	1,070
3,670	Information and Comms Technology	3,610	3,600	3,700	3,890	3,630	3,490
0	Internal Audit	0	0	10,640	10,950	10,690	9,990
3,704	Legal Services	2,500	2,450	24,260	19,820	19,690	19,100
154	Payroll	130	130	160	160	150	150
(46,376)	Recharges to Other Services	(47,350)	(52,330)	(58,330)	(48,810)	(48,580)	(47,780)
(6,049)	Recharges to HRA	(6,180)	(6,830)	(29,980)	(25,490)	(25,310)	(24,800)
<b>(27,958)</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>(30,970)</b>	<b>(35,970)</b>	<b>(41,730)</b>	<b>(31,670)</b>	<b>(31,960)</b>	<b>(32,250)</b>
<b>0</b>	<b>NET EXPENDITURE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0.9	Full Time Equivalent Employees	0.9	0.9	0.7	0.8	0.8	0.8

The procurement function is essential to ensure that a joined up approach is adopted to ensure that purchases of goods and services are carried out in the most cost effective way, adhere to the rules surrounding procurement and drive out best value for the Council.



## TRANSFORMATION

### REVENUES AND BENEFITS CUSTOMER SUPPORT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
266,870	Salaries	278,010	278,010	215,020	280,660	283,470	286,310
19,693	National Insurance	24,330	24,330	19,450	24,260	24,500	24,750
31,585	Pension	39,880	39,880	30,540	39,860	40,260	40,660
6,969	Allowances	2,860	2,860	960	0	0	0
47,265	Other Employee Related Expenses	0	0	0	0	0	0
<b>372,382 Employee Related Expenditure Subtotal</b>		<b>345,080</b>	<b>345,080</b>	<b>265,970</b>	<b>344,780</b>	<b>348,230</b>	<b>351,720</b>
2,270	Travel Allowances	400	400	400	400	400	400
<b>2,270 Transport Related Expenditure Subtotal</b>		<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
0	Contracted Services	0	0	30,000	0	0	0
39,120	Project Management Support	8,400	8,400	8,400	8,400	8,400	8,400
<b>39,120 Third Party Payments Subtotal</b>		<b>8,400</b>	<b>8,400</b>	<b>38,400</b>	<b>8,400</b>	<b>8,400</b>	<b>8,400</b>
0	Internal Contributions	0	0	0	(125,000)	(125,000)	(125,000)
<b>0 Transfer Payments Subtotal</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>(125,000)</b>
<b>Income</b>							
(223)	Other Income	0	0	0	0	0	0
<b>(223) Income Subtotal</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>413,549 CONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>353,880</b>	<b>353,880</b>	<b>304,770</b>	<b>228,580</b>	<b>232,030</b>	<b>235,520</b>
<b>Support Services (Recharges)</b>							
0	Communications	0	0	1,850	1,750	1,750	1,530
5,600	Corporate Leadership Team	4,160	4,710	7,870	7,410	7,410	7,300
17,069	Corporate Support	11,500	11,510	10,030	9,450	9,470	9,500
6,026	Customer Contact Service	7,330	7,350	3,500	3,820	3,770	3,570
2,135	Design and Print	2,280	2,280	2,250	2,210	2,070	1,630
18,025	Financial Services	19,480	19,500	15,600	16,130	16,110	15,550
13,061	Human Resources	13,610	14,300	14,700	15,890	15,700	15,750
54,239	Information and Comms Technology	53,370	53,270	54,630	57,420	53,650	51,600
2,187	Internal Audit	2,310	2,300	0	0	0	0
862	Legal Services	580	570	0	0	0	0
54,328	Office Accommodation	46,570	46,460	49,840	62,430	54,830	15,980
2,272	Payroll	1,960	1,940	2,380	2,310	2,250	2,220
(589,353)	Recharges to Other Services	(517,030)	(518,070)	(467,420)	(407,400)	(399,040)	(360,150)
<b>(413,549) UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>		<b>(353,880)</b>	<b>(353,880)</b>	<b>(304,770)</b>	<b>(228,580)</b>	<b>(232,030)</b>	<b>(235,520)</b>
<b>0 NET EXPENDITURE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
10.1	Full Time Equivalent Employees	10.8	10.8	8.6	9.5	9.5	9.5

Dealing with all visitor and telephone enquiries to the Town Hall. Dealing with face to face and telephone enquiries from the public on all aspects of Council Tax billing and benefit entitlement.

## HOUSING REVENUE ACCOUNT SUMMARY

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
2,924,803	Repairs and Maintenance	2,420,360	2,410,360	2,317,020	2,670,390	2,670,390	2,670,390
2,711,335	Supervision and Management	2,801,930	2,811,930	2,764,170	2,781,120	2,783,980	2,774,370
263,143	Rent, Rates, Taxes and Other Charges	194,400	194,400	195,810	203,450	207,220	211,070
2,215,450	Depreciation and Impairment	2,318,470	2,318,470	2,535,000	2,763,600	3,023,540	3,309,470
9,294	Movement in the Allowance for Bad Debts	84,530	84,530	84,530	40,000	40,000	39,000
<b>8,124,025</b>	<b>TOTAL EXPENDITURE</b>	<b>7,819,690</b>	<b>7,819,690</b>	<b>7,896,530</b>	<b>8,458,560</b>	<b>8,725,130</b>	<b>9,004,300</b>
<b>Details of Income</b>							
(12,143,558)	Dwelling Income	(12,136,000)	(12,136,000)	(12,188,290)	(11,878,480)	(11,759,590)	(11,643,880)
(546,451)	Non Dwelling Income	(538,880)	(538,880)	(532,930)	(365,520)	(372,810)	(380,260)
(854,016)	Charges For Services and Facilities	(825,000)	(825,000)	(859,040)	(853,610)	(869,720)	(884,030)
(254,970)	Contribution Towards Expenditure	(190,500)	(190,500)	(240,000)	(175,500)	(175,500)	(175,500)
<b>(5,674,970)</b>	<b>Net Cost of HRA Services</b>	<b>(5,870,690)</b>	<b>(5,870,690)</b>	<b>(5,923,730)</b>	<b>(4,814,550)</b>	<b>(4,452,490)</b>	<b>(4,079,370)</b>
234,711	HRA Share of Corporate Management	247,910	247,910	432,740	433,070	434,260	420,850
222,345	HRA Share of Democratic Core	207,470	207,470	0	0	0	0
<b>(5,217,914)</b>	<b>Net Expenditure on HRA Services</b>	<b>(5,415,310)</b>	<b>(5,415,310)</b>	<b>(5,490,990)</b>	<b>(4,381,480)</b>	<b>(4,018,230)</b>	<b>(3,658,520)</b>
2,055,253	Interest and Debt Management Charges	2,062,490	2,062,490	2,062,490	2,000,490	2,000,490	2,040,490
(76,689)	Investment Interest	(34,980)	(34,980)	(35,000)	(43,780)	(54,780)	(70,780)
95,833	Payments to Pension Fund	300,000	300,000	100,000	300,000	300,000	330,000
2,541	Capital Charges - Reversal	0	0	0	0	0	0
1,500,000	Provision for Loan Repayment	1,500,000	1,500,000	1,500,000	500,000	500,000	100,000
0	Accounting Adjustments	0	0	0	0	0	0
1,550,944	RCCO	795,130	795,130	390,000	367,000	1,012,000	1,100,000
<b>(90,032)</b>		<b>(792,670)</b>	<b>(792,670)</b>	<b>(1,473,500)</b>	<b>(1,257,770)</b>	<b>(260,520)</b>	<b>(158,810)</b>
<b>Appropriations</b>							
500,000	Council Dwelling Investment Fund	500,000	500,000	1,181,000	808,000	0	0
(12,660)	Contribution from Earmarked Reserve	0	0	0	0	0	0
<b>397,308</b>	<b>(Surplus)/Deficit for HRA Services</b>	<b>(292,670)</b>	<b>(292,670)</b>	<b>(292,500)</b>	<b>(449,770)</b>	<b>(260,520)</b>	<b>(158,810)</b>
(1,761,000)	Working Balance Brought Forward	(1,363,692)	(1,363,692)	(1,363,692)	(1,656,192)	(2,105,962)	(2,366,482)
397,308	(Surplus)/Deficit for HRA Services	(292,670)	(292,670)	(292,500)	(449,770)	(260,520)	(158,810)
(1,363,692)	Working Balance Carried Forward	(1,656,362)	(1,656,362)	(1,656,192)	(2,105,962)	(2,366,482)	(2,525,292)

## REPAIRS AND MAINTENANCE SUMMARY

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outurn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
1,140,301	Repairs and Maintenance Planned	1,142,980	840,980	525,320	1,393,010	1,393,010	1,393,010
1,784,502	Repairs and Maintenance Responsive	1,277,380	1,569,380	1,791,700	1,277,380	1,277,380	1,277,380
<b>2,924,803</b>	<b>TOTAL</b>	<b>2,420,360</b>	<b>2,410,360</b>	<b>2,317,020</b>	<b>2,670,390</b>	<b>2,670,390</b>	<b>2,670,390</b>

## REPAIRS AND MAINTENANCE

### PLANNED MAINTENANCE

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
357,228	Repairs & Maint. Of Buildings	475,000	275,000	205,000	475,000	475,000	475,000
748,734	Fixtures & Fittings	663,150	561,150	315,250	913,150	913,150	913,150
5,819	Other Repairs & Maintenance	3,490	3,490	3,490	3,490	3,490	3,490
14,998	Energy Costs	1,340	1,340	1,340	1,370	1,370	1,370
<b>1,126,779</b>	<b>Premises Related Expenditure Subtotal</b>	<b>1,142,980</b>	<b>840,980</b>	<b>525,080</b>	<b>1,393,010</b>	<b>1,393,010</b>	<b>1,393,010</b>
12,798	Professional Fees	0	0	240	0	0	0
<b>12,798</b>	<b>Supplies and Services Subtotal</b>	<b>0</b>	<b>0</b>	<b>240</b>	<b>0</b>	<b>0</b>	<b>0</b>
1,360	Contracted Services	0	0	0	0	0	0
<b>1,360</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
(636)	Other Reimbursements	0	0	0	0	0	0
<b>(636)</b>	<b>Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1,140,301</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>1,142,980</b>	<b>840,980</b>	<b>525,320</b>	<b>1,393,010</b>	<b>1,393,010</b>	<b>1,393,010</b>
<b>1,140,301</b>	<b>NET EXPENDITURE TOTAL</b>	<b>1,142,980</b>	<b>840,980</b>	<b>525,320</b>	<b>1,393,010</b>	<b>1,393,010</b>	<b>1,393,010</b>

Planned maintenance is the regular cycles to prevent premature breakdown of the components, e.g. maintenance of central heating.

## REPAIRS AND MAINTENANCE

### RESPONSIVE REPAIRS

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
1,314,538	Repairs & Maint. Of Buildings	849,120	1,031,120	1,406,000	849,120	849,120	849,120
425,065	Fixtures & Fittings	354,500	464,500	339,000	354,500	354,500	354,500
34,869	Other Repairs & Maintenance	63,000	63,000	44,000	63,000	63,000	63,000
270	Maintenance Of Grounds	10,600	10,600	1,150	10,600	10,600	10,600
1,033	Energy Costs	0	0	910	0	0	0
459	Cleaning & Domestic Supplies	0	0	180	0	0	0
200	Premises Insurance & Provision	0	0	0	0	0	0
<b>1,776,434</b>	<b>Premises Related Expenditure Subtotal</b>	<b>1,277,220</b>	<b>1,569,220</b>	<b>1,791,240</b>	<b>1,277,220</b>	<b>1,277,220</b>	<b>1,277,220</b>
177	Plant Insurance	160	160	160	160	160	160
<b>177</b>	<b>Transport Related Expenditure Subtotal</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>
605	Maintenance Of Equipment	0	0	0	0	0	0
3,881	Professional Fees	0	0	300	0	0	0
3,683	Other Supplies & Services	0	0	0	0	0	0
<b>8,169</b>	<b>Supplies and Services Subtotal</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>							
(278)	Reimbursement of Costs	0	0	0	0	0	0
<b>(278)</b>	<b>Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1,784,502</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>1,277,380</b>	<b>1,569,380</b>	<b>1,791,700</b>	<b>1,277,380</b>	<b>1,277,380</b>	<b>1,277,380</b>
<b>1,784,502</b>	<b>NET EXPENDITURE TOTAL</b>	<b>1,277,380</b>	<b>1,569,380</b>	<b>1,791,700</b>	<b>1,277,380</b>	<b>1,277,380</b>	<b>1,277,380</b>

Responsive Repairs, are repairs and maintenance costs incurred on a reactive basis to the housing stock. Within this cost centre includes the costs associated with preparing void properties so they are in a lettable state.

## SUPERVISION AND MANAGEMENT SUMMARY

Actual 2015/16	Description	Original Estimate 2016/17	Current Estimate 2016/17	Estimated Outturn 2016/17	Base Budget 2017/18	Forecast 2018/19	Forecast 2019/20
£		£	£	£	£	£	£
1,683,366	General Management	1,628,480	1,628,480	1,650,417	1,582,620	1,579,530	1,566,400
441,417	Sheltered Accommodation	531,970	529,970	478,897	541,070	545,160	548,690
586,552	Special Services	641,480	653,480	634,855	657,430	659,290	659,280
<b>2,711,335</b>	<b>TOTAL</b>	<b>2,801,930</b>	<b>2,811,930</b>	<b>2,764,169</b>	<b>2,781,120</b>	<b>2,783,980</b>	<b>2,774,370</b>

## SUPERVISION AND MANAGEMENT

### GENERAL MANAGEMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
305,967	Salaries	416,460	416,460	281,081	363,980	367,530	371,120
24,248	National Insurance	38,060	38,060	23,780	33,910	34,250	34,590
169,128	Pension	55,670	55,670	35,426	46,930	47,400	47,870
19,236	Allowances	16,320	16,320	12,480	14,400	14,540	14,690
4,222	Training	8,000	8,000	6,250	6,500	6,500	6,500
1,500	Advertising	6,000	6,000	0	3,000	3,000	3,000
(1,500)	Other Employee Related Expenses	0	0	0	0	0	0
<b>522,801</b>	<b>Employee Related Expenditure Subtotal</b>	<b>540,510</b>	<b>540,510</b>	<b>359,017</b>	<b>468,720</b>	<b>473,220</b>	<b>477,770</b>
575	Maintenance Of Grounds	500	500	750	750	750	750
269	Rents	1,000	1,000	100	100	100	100
<b>844</b>	<b>Premises Related Expenditure Subtotal</b>	<b>1,500</b>	<b>1,500</b>	<b>850</b>	<b>850</b>	<b>850</b>	<b>850</b>
163	Public Transport	500	500	150	150	150	150
6,160	Travel Allowances	10,400	10,400	5,000	10,400	10,400	10,400
<b>6,323</b>	<b>Transport Related Expenditure Subtotal</b>	<b>10,900</b>	<b>10,900</b>	<b>5,150</b>	<b>10,550</b>	<b>10,550</b>	<b>10,550</b>
477	Compensation	0	0	2,160	2,000	2,000	2,000
1,989	Equipment, Furniture and Materials	4,000	4,000	1,680	2,000	2,000	2,000
797	Catering	750	750	100	750	750	750
1,440	Printing and Stationery	5,300	5,300	1,800	4,000	4,000	4,000
46,384	Professional Fees	24,800	24,800	16,320	15,800	15,800	15,800
12,057	Banking & Treasury Charges	18,500	18,500	13,000	15,000	15,000	15,000
6,215	Other Fees and Services	3,000	3,000	360	0	0	0
1,560	Postages	8,000	8,000	0	1,660	1,660	1,660
0	Telephones	110	110	0	110	110	110
55,613	Computing	78,080	78,080	78,080	78,810	78,810	78,810
1,842	Expenses - Officers	3,000	3,000	1,610	1,000	1,000	1,000
5,585	Grants	3,500	3,500	4,500	8,500	8,500	8,500
29,619	Subscriptions	48,650	48,650	41,140	34,000	34,000	34,000
16,438	Other Contributions	20,150	20,150	2,150	20,050	20,050	20,050
75,267	Refunds	61,500	61,500	85,000	72,500	72,500	72,500
15,097	Other Supplies & Services	20,000	20,000	13,000	15,000	15,000	15,000
<b>270,380</b>	<b>Supplies and Services Subtotal</b>	<b>299,340</b>	<b>299,340</b>	<b>260,900</b>	<b>271,180</b>	<b>271,180</b>	<b>271,180</b>
0	Contracted Services	50,800	50,800	15,000	30,000	30,000	30,000
191,252	Project Management Support	0	0	223,220	0	0	0
<b>191,252</b>	<b>Third Party Payments Subtotal</b>	<b>50,800</b>	<b>50,800</b>	<b>238,220</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
0	Internal Contributions	0	0	0	(39,020)	(26,790)	3,930
<b>0</b>	<b>Transfer Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(39,020)</b>	<b>(26,790)</b>	<b>3,930</b>
<b>Income</b>							
(203)	Other Reimbursements	0	0	0	0	0	0
(203)	<b>Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>991,399</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>903,050</b>	<b>903,050</b>	<b>864,137</b>	<b>742,280</b>	<b>759,010</b>	<b>794,280</b>
<b>Support Services (Recharges)</b>							
55,556	Asset Management	69,400	69,370	45,400	57,910	57,590	55,970
3,186	Communications	2,590	2,650	4,630	4,380	4,380	3,820
113,759	Corporate Leadership Team	84,480	82,220	123,340	113,000	113,040	111,320
0	Corporate Management	48,900	48,900	48,900	84,990	84,990	84,990
34,777	Corporate Support	23,420	23,440	29,590	27,880	27,940	28,040
98,560	Customer Contact Centre	119,880	120,200	93,570	102,160	100,960	95,650
10,206	Design And Print	10,910	10,920	10,720	10,520	9,840	7,790
89,000	Financial Services	96,200	96,280	93,600	96,800	96,650	93,310
38,593	Human Resources	40,210	42,240	43,370	46,900	46,330	46,490
160,269	Information and Comms Technology	157,690	157,410	161,230	169,440	158,330	152,280
6,562	Internal Audit	6,920	6,890	10,640	10,950	10,690	9,990
33,093	Legal Services	22,310	21,880	51,600	42,150	41,870	40,630
35,643	Office Accommodation	30,550	30,480	32,700	40,960	35,970	10,480
6,714	Payroll Services	5,790	5,720	7,010	6,810	6,630	6,560
6,049	Procurement	6,180	6,830	29,980	25,490	25,310	24,800
<b>691,967</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>725,430</b>	<b>725,430</b>	<b>786,280</b>	<b>840,340</b>	<b>820,520</b>	<b>772,120</b>
<b>1,683,366</b>	<b>NET EXPENDITURE TOTAL</b>	<b>1,628,480</b>	<b>1,628,480</b>	<b>1,650,417</b>	<b>1,582,620</b>	<b>1,579,530</b>	<b>1,566,400</b>
11.2	Full Time Equivalent Employees	16.4	16.4	10.1	13.3	13.3	13.3

Expenditure relating to the management of the housing stock, Supervision and management relates to services which all tenants receive such as: policy and strategy; rent collection and accounting and managing tenancies

## SUPERVISION AND MANAGEMENT

### SHELTERED ACCOMMODATION

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
256,147	Salaries	326,090	326,090	285,992	324,420	327,660	330,930
16,015	National Insurance	23,340	23,340	20,930	26,550	26,820	27,090
29,307	Pension	38,060	38,060	35,510	43,510	43,950	44,390
19,209	Allowances	7,580	7,580	8,540	6,720	6,790	6,860
1,000	Training	4,000	4,000	1,000	4,000	4,000	4,000
1,971	Advertising	1,500	1,500	0	1,500	1,500	1,500
347	Other Employee Related Expenses	0	0	0	0	0	0
<b>323,996</b>	<b>Employee Related Expenditure Subtotal</b>	<b>400,570</b>	<b>400,570</b>	<b>351,972</b>	<b>406,700</b>	<b>410,720</b>	<b>414,770</b>
1,221	Fixture & Fittings	2,500	2,500	4,500	2,500	2,500	2,500
3,151	Maintenance Of Grounds	1,800	1,800	2,000	1,800	1,800	1,800
646	Energy Costs	820	820	820	840	840	840
0	Rents	0	0	100	0	0	0
2,894	Cleaning & Domestic Supplies	3,500	3,500	3,500	3,500	3,500	3,500
1,188	Other Premises Costs	0	0	20,000	0	0	0
<b>9,100</b>	<b>Premises Related Expenditure Subtotal</b>	<b>8,620</b>	<b>8,620</b>	<b>30,920</b>	<b>8,640</b>	<b>8,640</b>	<b>8,640</b>
6,534	Travel Allowances	5,990	5,990	5,990	5,990	5,990	5,990
<b>6,534</b>	<b>Transport Related Expenditure Subtotal</b>	<b>5,990</b>	<b>5,990</b>	<b>5,990</b>	<b>5,990</b>	<b>5,990</b>	<b>5,990</b>
23,988	Equipment, Furniture and Materials	40,100	38,100	10,500	40,100	40,100	40,100
0	Clothing, Uniform & Laundry	0	0	100	0	0	0
0	Other Fees & Services	0	0	340	0	0	0
726	Telephones	2,600	2,600	0	2,650	2,650	2,650
750	Licences	830	830	830	850	850	850
9,686	Other Supplies & Services	0	0	0	0	0	0
<b>35,150</b>	<b>Supplies and Services Subtotal</b>	<b>43,530</b>	<b>41,530</b>	<b>11,770</b>	<b>43,600</b>	<b>43,600</b>	<b>43,600</b>
13,874	Contracted Services	15,000	15,000	15,000	15,000	15,000	15,000
<b>13,874</b>	<b>Third Party Payments Subtotal</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
0	Internal Contributions	0	0	0	3,690	3,810	3,950
<b>0</b>	<b>Transfer Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,690</b>	<b>3,810</b>	<b>3,950</b>
<b>388,653</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>473,710</b>	<b>471,710</b>	<b>415,652</b>	<b>483,620</b>	<b>487,760</b>	<b>491,950</b>
<b>Support Services (Recharges)</b>							
52,764	Grounds Maintenance	58,260	58,260	63,245	57,450	57,400	56,740
<b>52,764</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>58,260</b>	<b>58,260</b>	<b>63,245</b>	<b>57,450</b>	<b>57,400</b>	<b>56,740</b>
<b>441,417</b>	<b>NET EXPENDITURE TOTAL</b>	<b>531,970</b>	<b>529,970</b>	<b>478,897</b>	<b>541,070</b>	<b>545,160</b>	<b>548,690</b>
10.5	Full Time Equivalent Employees	13.9	13.9	12.8	12.9	12.9	12.9

Housing support provided by sheltered housing service, through the employment of Scheme Managers and Wardens compliments statutory responsibilities to the County Council towards provision of Social Care for Adults.



## SUPERVISION AND MANAGEMENT

### SPECIAL SERVICES

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
124,840	Salaries	130,450	123,950	96,980	131,210	132,520	133,850
8,121	National Insurance	10,210	10,210	7,370	9,110	9,200	9,290
15,492	Pension	18,540	18,540	13,760	18,650	18,840	19,030
5,145	Allowances	5,140	5,140	5,140	7,680	7,760	7,840
0	Training	1,500	1,500	0	1,500	1,500	1,500
(1,068)	Other Employee Related Expenses	0	0	0	0	0	0
<b>152,530</b>	<b>Employee Related Expenditure Subtotal</b>	<b>165,840</b>	<b>159,340</b>	<b>123,250</b>	<b>168,150</b>	<b>169,820</b>	<b>171,510</b>
7,775	Maintenance Of Grounds	10,200	10,200	13,200	15,200	15,200	15,200
156,900	Energy Costs	176,590	176,590	176,590	180,140	180,140	180,140
424	Water	220	220	220	220	220	220
23,693	Cleaning & Domestic Supplies	23,420	23,420	23,420	23,420	23,420	23,420
<b>188,792</b>	<b>Premises Related Expenditure Subtotal</b>	<b>210,430</b>	<b>210,430</b>	<b>213,430</b>	<b>218,980</b>	<b>218,980</b>	<b>218,980</b>
51	Vehicle Running Costs	320	320	320	330	330	330
1,172	Travel Allowances	420	420	420	420	420	420
<b>1,223</b>	<b>Transport Related Expenditure Subtotal</b>	<b>740</b>	<b>740</b>	<b>740</b>	<b>750</b>	<b>750</b>	<b>750</b>
2,282	Insurances - General Claims	0	0	2,300	0	0	0
2,004	Equipment, Furniture and Materials	3,500	5,500	1,750	3,500	3,500	3,500
12,729	Rents & Operational Leases	0	0	0	0	0	0
275	Clothing, Uniform & Laundry	550	550	850	550	550	550
59,987	Other Fees and Services	76,000	76,000	76,000	76,000	76,000	76,000
233	Telephones	310	310	6,090	320	320	320
<b>77,510</b>	<b>Supplies and Services Subtotal</b>	<b>80,360</b>	<b>82,360</b>	<b>86,990</b>	<b>80,370</b>	<b>80,370</b>	<b>80,370</b>
0	Contracted Services	0	16,500	7,000	0	0	0
135	Project Management Support	0	0	1,040	0	0	0
<b>135</b>	<b>Third Party Payments Subtotal</b>	<b>0</b>	<b>16,500</b>	<b>8,040</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	Internal Contributions	0	0	0	3,410	3,690	4,040
<b>0</b>	<b>Transfer Payments Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,410</b>	<b>3,690</b>	<b>4,040</b>
<b>420,190</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>457,370</b>	<b>469,370</b>	<b>432,450</b>	<b>471,660</b>	<b>473,610</b>	<b>475,650</b>
<b>Support Services (Recharges)</b>							
158,291	Grounds Maintenance	174,770	174,770	189,725	172,350	172,210	170,220
8,069	Vehicle Fleet Management	9,340	9,340	12,680	13,420	13,470	13,410
<b>166,360</b>	<b>UNCONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>184,110</b>	<b>184,110</b>	<b>202,405</b>	<b>185,770</b>	<b>185,680</b>	<b>183,630</b>
<b>586,552</b>	<b>NET EXPENDITURE TOTAL</b>	<b>641,480</b>	<b>653,480</b>	<b>634,855</b>	<b>657,430</b>	<b>659,290</b>	<b>659,280</b>
7.0	Full Time Equivalent Employees	7.0	7.0	5.4	7.1	7.1	7.1

Special services relates to services which only some tenants receive, for some of these services, tenants contribute to them by being charged a service charge, on top of their rent charge. The main services supplied are, Caretaking, Concierge, Communal Heating, Communal Lighting and extra Refuse collections.

## RENTS, RATES, TAXES AND OTHER CHARGES SUMMARY

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
263,143	Rents, Rates, Taxes and Other Charges	194,400	194,400	195,810	203,450	207,220	211,070
<b>263,143</b>	<b>TOTAL</b>	<b>194,400</b>	<b>194,400</b>	<b>195,810</b>	<b>203,450</b>	<b>207,220</b>	<b>211,070</b>

## RENTS, RATES, TAXES AND OTHER CHARGES

RENTS, RATES, TAXES AND OTHER CHARGES							
Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
<b>Expenditure</b>							
113	Energy Costs	100	100	100	100	100	100
13,196	Rates	1,840	1,840	1,600	880	880	880
4,298	Water	7,910	7,910	2,000	8070	8070	8070
47	Cleaning & Domestic Supplies	0	0	140	0	0	0
185,376	Premises Insurance & Provision	178,960	178,960	185,200	188,700	192,470	196,320
<b>203,030</b>	<b>Premises Related Expenditure Subtotal</b>	<b>188,810</b>	<b>188,810</b>	<b>189,040</b>	<b>197,750</b>	<b>201,520</b>	<b>205,370</b>
5,423	Plant Insurance	5,530	5,530	4,650	5,640	5,640	5,640
<b>5,423</b>	<b>Transport Related Expenditure Subtotal</b>	<b>5,530</b>	<b>5,530</b>	<b>4,650</b>	<b>5,640</b>	<b>5,640</b>	<b>5,640</b>
608	Other Fees & Services	0	0	0	0	0	0
1,288	Computing	0	0	1,160	0	0	0
40	Insurances Other	60	60	2,920	60	60	60
0	Refunds	0	0	100	0	0	0
56,245	Other Supplies & Services	0	0	0	0	0	0
<b>58,181</b>	<b>Supplies and Services Subtotal</b>	<b>60</b>	<b>60</b>	<b>4,180</b>	<b>60</b>	<b>60</b>	<b>60</b>
<b>Income</b>							
(3,491)	Other Reimbursements	0	0	(2,060)	0	0	0
<b>(3,491)</b>	<b>Income Subtotal</b>	<b>0</b>	<b>0</b>	<b>(2,060)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>263,143</b>	<b>CONTROLLABLE EXPENDITURE SUBTOTAL</b>	<b>194,400</b>	<b>194,400</b>	<b>195,810</b>	<b>203,450</b>	<b>207,220</b>	<b>211,070</b>
<b>263,143</b>	<b>NET EXPENDITURE TOTAL</b>	<b>194,400</b>	<b>194,400</b>	<b>195,810</b>	<b>203,450</b>	<b>207,220</b>	<b>211,070</b>

Payments for void properties as the insurance payments made for all the properties held in the HRA.

## HOUSING REVENUE ACCOUNT INCOME

HOUSING REVENUE ACCOUNT INCOME		Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
Actual 2015/16 £	Description						
	<b>Income</b>						
(12,143,558)	Dwelling Income	(12,136,000)	(12,136,000)	(12,188,290)	(11,878,480)	(11,759,590)	(11,643,880)
(370,094)	Garage Income	(371,450)	(371,450)	(360,000)	(364,820)	(372,110)	(379,560)
(170,023)	Shop Income	(166,730)	(166,730)	(166,730)	0	0	0
(6,334)	Land Rental Income	(700)	(700)	(6,200)	(700)	(700)	(700)
(611,971)	Tenant Charges for Services	(492,230)	(492,230)	(610,730)	(605,300)	(616,510)	(625,820)
(242,045)	Leaseholder Charges for Services	(332,770)	(332,770)	(248,310)	(248,310)	(253,210)	(258,210)
(97,300)	Reimbursement of Costs	(70,500)	(70,500)	(80,000)	(70,500)	(70,500)	(70,500)
(157,670)	Contributions to Expenditure	(120,000)	(120,000)	(160,000)	(105,000)	(105,000)	(105,000)
<b>(13,798,995)</b>	<b>Total Income</b>	<b>(13,690,380)</b>	<b>(13,690,380)</b>	<b>(13,820,260)</b>	<b>(13,273,110)</b>	<b>(13,177,620)</b>	<b>(13,083,670)</b>
<b>(13,798,995)</b>	<b>NET INCOME</b>	<b>(13,690,380)</b>	<b>(13,690,380)</b>	<b>(13,820,260)</b>	<b>(13,273,110)</b>	<b>(13,177,620)</b>	<b>(13,083,670)</b>

HRA income is predominantly made up of rental income. The rents are set by a government formula, this income cannot subsidise Council Tax and nor can Council Tax subsidise the Housing Revenue Account, therefore the Income and Expenditure for housing dwellings is ring fenced within the HRA. Garages and shops owned by the Council are leased/rented out to generate additional income. On top of this, some tenants are charged service charges on top of their rent for additional services, such as communal lighting, heating, extra refuse collection, and warden charges, this income is only cost recoverable. Leaseholders income is generated from, charging leaseholders for additional items they receive. Other income within the HRA is generated from Supporting People Grant, recharges of removal and court fees and insurance income.

## CAPITAL PROGRAMME SUMMARY

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
4,576,206	Environment Management and Housing Management	5,809,710	8,309,280	4,396,950	6,204,650	4,954,090	10,764,560
261,396	Community and Health	230,000	288,000	210,000	484,890	5,000	0
288,596	Economic Development	1,780,950	1,718,300	185,350	1,100,000	0	0
300,649	Transformation	1,200,000	2,087,970	1,215,830	1,551,000	4,903,000	3,944,000
<b>5,426,850</b>	<b>TOTAL EXPENDITURE ON CORPORATE PRIORITIES</b>	<b>9,020,660</b>	<b>12,403,550</b>	<b>6,008,130</b>	<b>9,340,540</b>	<b>9,862,090</b>	<b>14,708,560</b>
<b>Funded by:</b>							
(850,698)	Capital Receipts	(4,787,060)	(5,467,470)	(2,745,380)	(3,476,290)	(873,730)	(2,422,420)
0	Borrowing	0	0	0	(1,176,000)	(4,703,000)	(5,819,000)
(130,843)	Government Grants	(120,000)	(120,000)	(106,000)	(250,000)	(250,000)	(250,000)
(140,300)	Grants and Contributions	0	0	(84,000)	(808,000)	0	0
(1,550,944)	Contributions from Revenue	(1,795,130)	(3,851,500)	(389,780)	(866,670)	(1,011,840)	(2,907,690)
(2,754,065)	HRA - Business Plan**	(2,318,470)	(2,964,580)	(2,682,970)	(2,763,580)	(3,023,520)	(3,309,450)
<b>(5,426,850)</b>	<b>TOTAL FUNDING</b>	<b>(9,020,660)</b>	<b>(12,403,550)</b>	<b>(6,008,130)</b>	<b>(9,340,540)</b>	<b>(9,862,090)</b>	<b>(14,708,560)</b>

\*\* HRA Capital to be funded from Subsidy no longer paid to Central Government from 2012/13, due to Self-Financing (see Business Plan)

## ENVIRONMENT AND HOUSING MANAGEMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	0 Cemetery Headstones	20,000	20,000	20,000	20,000	20,000	0
130,843	Disabled Facilities Grant	250,000	250,000	106,000	250,000	250,000	250,000
16,235	Housing Assistance Grants/Loans	30,000	30,000	5,000	30,000	30,000	30,000
1,795,384	HRA Affordable Housing Development	2,153,710	2,153,710	520,000	2,054,650	1,479,090	7,309,560
2,509,624	HRA Decent Homes Schemes	2,606,000	4,662,370	2,552,750	3,000,000	3,000,000	3,000,000
16,276	Unauthorised Caravan Defences	0	133,700	133,700	0	0	0
65,534	Vehicle Replacement Programme	750,000	1,034,500	1,034,500	750,000	175,000	175,000
20,280	Wheelie Bin Pilot Scheme	0	0	0	0	0	0
22,030	Depot Workshop - Yard Resurface	0	0	0	0	0	0
0	Woodman Road Parking Bays	0	25,000	25,000	0	0	0
0	Cemetery Infrastructure	0	0	0	100,000	0	0
<b>4,576,206</b>	<b>TOTAL</b>	<b>5,809,710</b>	<b>8,309,280</b>	<b>4,396,950</b>	<b>6,204,650</b>	<b>4,954,090</b>	<b>10,764,560</b>

## COMMUNITY AND HEALTH

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
(2,653)	Brentwood Leisure Trust	0	0	0	0	0	0
3,248	CCTV High Street	0	0	0	0	0	0
4,154	CCTV System Upgrade	5,000	5,000	13,500	5,000	5,000	0
28,004	Hutton Drive Parking Bays	25,000	0	0	0	0	0
(2,092)	Irrigation to Hartwood Golf Course	0	30,000	30,000	0	0	0
	0 Leisure Strategy	0	100,000	0	100,000	0	0
10,506	Open Space Signage	0	0	0	0	0	0
77,011	Play Area Refurbishments	100,000	153,000	82,500	100,000	0	0
	(1) Play Provisions	100,000	0	0	0	0	0
1,897	Sports Equipment Lease Purchase	0	0	0	0	0	0
140,664	S106 Sites	0	0	84,000	0	0	0
	659 Transfer of CCTV Monitoring at MSCP to Town Hall	0	0	0	0	0	0
	0 Warley Sports Pavilion	0	0	0	172,000	0	0
	0 Parks Infrastructure	0	0	0	100,000	0	0
	0 Noise, Nuisance Recorder System	0	0	0	7,890	0	0
<b>261,396</b>	<b>TOTAL</b>	<b>230,000</b>	<b>288,000</b>	<b>210,000</b>	<b>484,890</b>	<b>5,000</b>	<b>0</b>

## ECONOMIC DEVELOPMENT

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outurn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	0 Car Park Improvements	200,000	200,000	120,000	100,000	0	0
83,447	Car Park Refurbishment and Upgrade	25,000	18,540	0	0	0	0
	0	600,000	546,000	0	1,000,000	0	0
	Improvements and Parking Scheme at Brentwood and Shenfield						
8,885	Renaissance Group	26,000	39,110	0	0	0	0
196,264	Upgrade Multistorey Car Park	929,950	914,650	65,350	0	0	0
<b>288,596 TOTAL</b>		<b>1,780,950</b>	<b>1,718,300</b>	<b>185,350</b>	<b>1,100,000</b>	<b>0</b>	<b>0</b>



## TRANSFORMATION

Actual 2015/16 £	Description	Original Estimate 2016/17 £	Current Estimate 2016/17 £	Estimated Outturn 2016/17 £	Base Budget 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	0 Asset Management Strategy	100,000	103,970	100,830	100,000	100,000	0
	0 Asset Improvements	0	100,000	35,000	0	0	0
162,512	ICT Strategy	100,000	100,000	100,000	100,000	100,000	0
	0 ICT - Azure & Skype	0	0	0	100,000	0	0
	0 ICT - End User	0	0	0	75,000	0	25,000
138,137	Town Hall Remodelling	1,000,000	1,000,000	250,000	1,176,000	4,703,000	3919000
	0 GF Acquisitions	0	730,000	730,000	0	0	0
	0 CRM Project	0	44,000	0	0	0	0
	0 PCI Compliance Project	0	10,000	0	0	0	0
<b>300,649</b>	<b>TOTAL</b>	<b>1,200,000</b>	<b>2,087,970</b>	<b>1,215,830</b>	<b>1,551,000</b>	<b>4,903,000</b>	<b>3,944,000</b>