

**CORPORATE SUPPORT SERVICES
DIRECTORATE
ESTIMATES 2011/12**

CORPORATE SUPPORT SERVICES

Revenue Budget 2011/12

Introduction

The Corporate Support Services Directorate is responsible for the services listed on the summary page, opposite.

Further detail of the services and the related CSB growth and DDF items are shown on the appropriate budget page.

Directorate Savings

Within each directorate, a saving line has been included within the Growth listing that has been achieved through the budget process. This saving is the result of identifying scope to reduce budgets, based on the averaging of the last three years actuals.

Capital Charges

Where a service employs fixed assets in service delivery, depreciation on those assets is charged to the relevant service. This however does not impact on the level of Council Tax, these charges are reversed out in the Revenue Expenditure, Income and Financing Summary after the net operating expenditure is calculated.

Compliance with accounting guidance

The 2011/12 budget has been prepared in accordance with the latest guidance, in particular the Service Reporting Code of Practice for Local Authorities (SeRCOP). The code of practice replaced the Best Value Accounting Code of Practice and has the status of statutory "proper practice". It is also expected that members of CIPFA will comply with all the requirements of the Code as it defines best professional practice in terms of financial reporting. The only divergence from the code in these budget papers occurs where the Directorate service groupings differ from those required by the Code of Practice. The Directorate groupings are given precedence in these papers.

In order to increase the degree of consistency across all sectors of the economy when presenting financial information, central government has adopted International Financial Reporting Standards (IFRS). Local Authorities are to adopt this for financial years beginning on 1 April 2010. IFRS is more concerned with the presentation of financial information in the Statutory Statement, but there is a minor impact on the budget figures.

Budget format

The format of the attached budget papers is the same as that adopted last year. The summary page is split into three groups: Direct Services, Regulatory Services and Support & Trading Services. Not all Directorates will have all three types of service grouping.

Direct Services –These reflect the headline services provided by the directorate.

Regulatory Services –The Cabinet has no part to play in the exercise of regulatory functions such as planning and licensing. However the Cabinet is responsible for the totality of the Council's budget. The costs of the regulatory functions therefore have been included in the appropriate Directorate budgets.

Support and Trading Services -Responsibility for support services and trading type arrangements has been split across a number of Directorates. In order to be transparent about the costs associated with these areas, they have been included in the relevant Directorate. However the net cost of these services is recharged to the direct and regulatory functions, either within the same Directorate or across a number of Directorates. Therefore to avoid double counting the costs are reversed out so as to arrive back at the true net cost of the Directorate.

The summary page then includes the traditional re-analysis of the budget in terms of its' opening Continuing Services Budget, CSB growth and savings, and District Development Fund expenditure and savings.

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Corporate Support Services

General Fund Estimate Summary

2009/10 Actual £000	2010/11			2011/12		
	Original Estimate £000	Probable Outturn £000		Gross Expend £000	Gross Income £000	Net Expend £000
Direct Services						
(878)	(877)	(690)	Land & Property	570	2,812	(2,242)
460	525	481	Other Activities	1,022	504	518
(418)	(352)	(209)	Total Direct	1,592	3,316	(1,724)
Regulatory Services						
45	51	75	Licensing & Registrations	188	104	84
(65)	(18)	(69)	Hackney Carriage Licensing	108	179	(71)
(20)	33	6	Total Regulatory	296	283	13
(438)	(319)	(203)	Total (Transferred to GF Summary)	1,888	3,599	(1,711)
Support and Trading Services						
1,553	1,684	1,505	Legal & Administration Services	1,562	52	1,510
2,063	2,310	2,370	Accommodation Services	2,503	60	2,443
1,632	1,662	1,725	Other Support Services	1,724	15	1,709
(1,450)	(1,562)	(1,547)	Recharged to this Directorate	(1,495)	(33)	(1,463)
(3,798)	(4,094)	(4,053)	Recharged to other Directorates	(4,294)	(95)	(4,200)
0	0	0	Total	0	0	0
(438)	(319)	(203)	Directorate Total	1,888	3,599	(1,711)
(713)	(594)	(461)	Continuing Services Budget			(575)
0	0	24	Continuing Services Budget - Growth			138
(37)	(37)	(180)	Continuing Services Budget - Savings			(1,481)
(750)	(631)	(617)	Total Continuing Services Budget			(1,918)
372	372	574	District Development Fund - Expenditure			207
(60)	(60)	(160)	District Development Fund - Savings			0
312	312	414	Total District Development Fund			207
(438)	(319)	(203)	Directorate Total			(1,711)

Corporate Support Services

Development Fund & Growth Items

		Original 2010/11 £000's	Probable 2010/11 £000's	Original 2011/12 £000's
CSB Growth Items				
Local Land Charges	Personal Charges- Increase from £11 to £22	(17)		
Local Land Charges	Removal of Personal Search charges (LLC Amendment Rules 2010)			35
Hackney Carriages	Increased number of licences issued.		(29)	
Industrial Estates- Brooker Rd	Increased Rental Income			(10)
Industrial Estates- Oakwood Hill	Reduced Rental Income		16	4
Industrial Estates- O Hill Workshops	Increased Rental Income		(32)	4
Fleet Operations	MOT Income - additional tests		(33)	
Civic Offices	Energy Savings - Heating	(20)	(20)	
Civic Offices	Car Park Rental - Black Lion		(4)	(5)
Offices & Depots	NNDR Re-assessment			63
Langston Road Depot	WRVS lease terminated		8	32
Business Premises	Transfer to General Fund			(1,429)
Directorate Savings	General		(62)	(37)
		<u>(37)</u>	<u>(156)</u>	<u>(1,343)</u>
		Original 2010/11 £000's	Probable 2010/11 £000's	Original 2011/12 £000's
Development Fund Items				
Estates & Valuation	Consultant's fees & site surveys Langston Rd Depot		16	
Estates & Valuation	Consultant's fees legal & taxation-Langston Rd Project		25	
Estates & Valuation	Council Asset Rationalisation	195	160	35
Estates & Valuation	Council Asset Rationalisation HRA Contribution	(60)	(60)	
Other Land & Property	Reduced Rental Income Greenyards		10	
Facilities Management	Quality Assurance & Accreditation BS EN ISO 9001		16	
Human Resources	Training Budget Underspend/E Learning		8	
Industrial Estates- Brooker Rd	Reduced Rental Income		20	
Legal Services	Computerisation of Land Terrier records	28	2	
Legal Services	Registration of Unregistered Titles	2	5	
Local Land Charges	Removal of Personal Search charges (LLC Amendment Rules 2010)		100	
Local Land Charges	Removal of Personal Search Income Govt Grant		(100)	
Non HRA Building Maintenance	Consultant's report for 5 year programme			20
Non HRA Building Maintenance	Planned Building Maintenance Programme	147	147	57
Office Accommodation	Essential Work to Civic Offices		20	95
Office Accommodation	Potential Accommodation Changes		45	0
Total Corporate Support Services		<u>312</u>	<u>414</u>	<u>207</u>

Corporate Support Services

Land and Property

Industrial Estates

The budget comprises commercial property at Oakwood Hill, Brooker Road, North Weald, and Langston Road industrial estates.

Brooker Road

A DDF item for £20,000 is included in the probable outturn for 2010/11 for a reduction in rental income. A CSB increase in rental income of £10,000 is included in the 2011/12, resulting from re-letting and rent reviews.

Langston Road

This budget relates to land at Langston Road where the Council receives ground rent for properties which occupy land at Prospect Business Park and the Seedbed Centre.

The increased surplus for the probable outturn 2010/11 and estimate 2011/12 relates to a re-allocation of the Estates and Valuation Division's support service charge.

Oakwood Hill Industrial Estate

The Council receives ground rent for the land on which industrial units were originally erected by tenants on Oakwood Hill Industrial Estate.

A CSB loss of income of £16,000 is included in 2010/11 and a further £4,000 for reduced income in 2011/12 resulting from voids brought about by the ongoing recession.

Oakwood Hill Workshop Units

The Council receives rent and service charges for units at the Oakwood Hill Workshop unit complex which was originally constructed by this Council.

Additional CSB income in 2010/11 of £32,000 is included. In 2011/12 a CSB loss of income of £4,000 is expected. The changes are brought about by rent reviews and re-lettings.

North Weald Industrial Site

The reduction in costs for 2010/11 probable outturn and 2011/12 estimate relate to a re-allocation of central overhead charges for support services.

David Lloyd Centre

This budget relates to the Council's share of income from the David Lloyd Centre. The agreement entitles the Council to receive a basic rent and 1.5% commission on turnover.

Other Land and Property

This budget relates to general way-leaves receivable and the property at Greenyard, Waltham Abbey previously used as a doctor's surgery. A DDF item of £10,000 is included in the 2010/11 probable outturn for the loss of income at Greenyard whilst the property is marketed by Estates to ensure that a new tenant is in place by April 2011.

Business Premises- Shops

This budget relates to the transfer of Non Housing assets comprising shops, public houses, and a petrol station.

The transfer was agreed at Council on 2 November 2010 and is to occur on 31 March 2011. A CSB item is included in 2011/12 for £1,429,000 in respect of the net income transferred to the General Fund and falls within this Directorate.

Council Asset Rationalisation

DDF items are included in the 2010/11 probable outturn of £160,000 less £60,000 recharged to the HRA, and in 2011/12 £35,000. The DDF budgets are for costs relating to consultants fees and site surveys for various sites throughout the district. The estimates for 2010/11, and 2011/12 also include overhead recharges for the Estates Division of £ 63,000 and £59,000 respectively.

Corporate Support Services

Land and Property

2009/10	2010/11			2011/12		
<i>Actual</i> £000	<i>Original</i> <i>Estimate</i> £000	<i>Probable</i> <i>Outturn</i> £000		Gross Expend £000	Gross Income £000	Net Expend £000
(115)	(142)	(97)	Brooker Road	70	192	(122)
(123)	(119)	(131)	Langston Road	4	135	(131)
(373)	(380)	(377)	Oakwood Hill	7	380	(373)
(172)	(140)	(177)	Oakwood Hill Workshops	30	208	(178)
22	24	12	North Weald	12	0	12
(761)	(757)	(770)	Total Industrial Estates	123	915	(792)
(112)	(112)	(110)	David Lloyd Centre	7	117	(110)
(5)	(8)	6	Other Land & Property	13	17	(4)
0	0	0	Business Premises	334	1,763	(1,429)
0	0	184	Council Asset Rationalisation	93	0	93
(117)	(120)	80	Total Land & Property	447	1,897	(1,450)
(878)	(877)	(690)	Total (Transferred to Summary)	570	2,812	(2,242)
(878)	(982)	(809)	Continuing Services Budget			(811)
0	0	16	Continuing Services Budget - Growth			8
0	0	(32)	Continuing Services Budget - Savings			(1,439)
(878)	(982)	(825)	Total Continuing Services Budget			(2,242)
0	165	195	District Development Fund - Expenditure			0
0	(60)	(60)	District Development Fund - Savings			0
0	105	135	Total District Development Fund			0
(878)	(877)	(690)	Directorate Total			(2,242)

Corporate Support Services

Other Activities

Emergency Planning

The budget relates to the cost of providing for emergency response services in the event of a local or national civil disaster, and emergency response in the event of war. The Civil Contingencies Act places a statutory responsibility on the Council to carry out risk based contingency planning and incident response.

The budget includes additional funding previously approved for the Council's statutory duties under the Civil Contingencies Act 2004. Joint arrangements are in place with the Essex County Council in partnership with other authorities to provide a co-ordinated emergency planning service. The District contributes 50% of the costs of a joint Emergency Planning Officer, provided by the County Council.

Fleet Operations

MOT income from the Fleet Operations facility at Langston Road Depot has increased significantly due to the popularity of the service. CSB income of £89,000 is included in the probable outturn for 2010/11 relating to the surplus due to the General Fund, which is £33,000 higher than the original estimate.

Local Land Charges

CSB growth has previously been included in this budget due to the significant loss of income arising from the down turn in the property market, and also the demand for Home Information Packs where there was a move to personal searches making the pack considerably cheaper.

From April 2009 legislation changed the method in which search fees were levied. Regulations came into force directing that the fees charged for official searches (Local Authority and Private) should be based on actual cost recovery.

The Government increased charges for personal searches from January 2010 from £11 to £22.

More recently the Government have declared that the charges for personal searches are incompatible with the Environmental Information Regulations 2004 and should be discontinued. The official search currently levied at £100.00 remains unchanged.

The Government have stated that there should be no overall cost to local authorities in the current financial year and that the loss of income will be met by central government under the new burdens doctrine. For 2011/12 and in future years the ongoing loss of fees will be considered as part of the Spending Review. DDF items for the loss of income and Government re-imbursement at £100,000 are included in 2010/11, with a CSB item of £35,000 in 2011/12 for the full annual loss of personal search income.

National Assistance Act Burials

It is the duty of the Council to bury or cremate the body of any person who has died or been found dead in Epping Forest District area, where no other suitable arrangements for the disposal of the body have been made. Direct costs are recovered from the estate of the deceased person, and the costs shown for this budget relate to support service charges for work undertaken by Legal Administration.

Public Conveniences

This budget relates to the running costs of two permanent buildings at Bakers Lane Epping and High Street Chipping Ongar, and various Automatic Public Conveniences at various locations throughout the District. The reduction in budget relates to premises costs, including Non-Domestic Rates, Lease Rental and Utilities.

Corporate Support Services

Other Activities

2009/10	2010/11			2011/12		
<i>Actual</i> £000	<i>Original</i> <i>Estimate</i> £000	<i>Probable</i> <i>Outturn</i> £000		Gross Expend £000	Gross Income £000	Net Expend £000
164	200	194	Emergency Planning	195	0	195
(69)	(53)	(91)	Fleet Operations	272	361	(89)
161	173	183	Local Land Charges	359	142	217
20	12	12	National Assistance Act Burials	11	0	11
184	193	183	Public Conveniences	185	1	184
460	525	481	Total (Transferred to Summary)	1,022	504	518
477	542	514	Continuing Services Budget			483
0	0	0	Continuing Services Budget - Growth			35
(17)	(17)	(33)	Continuing Services Budget - Savings			0
460	525	481	Total Continuing Services Budget			518
0	0	100	District Development Fund - Expenditure			0
0	0	(100)	District Development Fund - Savings			0
0	0	0	Total District Development Fund			0
460	525	481	Directorate Total			518

Corporate Support Services

Regulatory Services

Licensing Policy (Premises and Hackney Carriages)

The service for Hackney Carriages relates to the various aspects of regulatory licensing for public hire vehicles, and drivers, including taxi and hire cars (mini cabs). The Council has adopted powers to enable it to undertake this responsibility and as such there is now a statutory requirement. Fees are set by the Council, but Home Office guidance directs that the Council should not make a surplus.

The service for Licensing and Registration relates to a range of premises. Licensing applications (including renewal, variation, cancellation, transfer or imposition of conditions) are for public entertainment including music and dancing, sporting entertainment, theatres and cinemas, pet shops, animal breeding and boarding establishments, and riding establishments. Fees are set by the Council, but Home Office guidance suggests that they should be set at a level which covers the Councils costs of enforcement and administration. These responsibilities are statutory.

The Licensing Act 2003 governs the sale and supply of alcohol and control of public entertainment. Responsibility for licensing personnel and premises is the responsibility of District Councils who are the designated Licensing Authorities for the purposes of the Act.

The Gambling Act 2005 governs gambling by creating a single regulatory body, the Gambling Commission, and giving responsibility for licensing premises where gambling takes place to local authorities.

Licensing and Registration

The increase in costs for the probable outturn 2010/11 and the 2011/12 estimate relates to re-allocations of central overhead costs for support services and re-allocations of the Licensing Group.

Hackney Carriages

The increased net surplus for the 2010/11 probable outturn and the estimate for 2011/12 relate mainly to increased income from fees and charges and a re-allocation of costs for the Licensing Group. A CSB item for £29,000 is included for additional income anticipated in 2010/11 as a result of a volume increase in licensing income.

A complete re-assessment of administrative support was undertaken in the past year in order to ensure that the overall level of service charges are correct, and that the structure of costs and charging reflects the statutory guidelines.

Corporate Support Services

Regulatory Services

2009/10	2010/11			2011/12		
<i>Actual</i>	<i>Original</i>	<i>Probable</i>		<i>Gross</i>	<i>Gross</i>	<i>Net</i>
£000	£000	£000		Expend	Income	Expend
				£000	£000	£000
45	51	75	Licensing and Registration	188	104	84
(65)	(18)	(69)	Hackney Carriages Licensing	108	179	(71)
(20)	33	6	Total (Transferred to Summary)	296	283	13
(20)	33	35	Continuing Services Budget			13
0	0	0	Continuing Services Budget - Growth			0
0	0	(29)	Continuing Services Budget - Savings			0
(20)	33	6	Total Continuing Services Budget			13
0	0	0	District Development Fund - Expenditure			0
0	0	0	District Development Fund - Savings			0
0	0	0	Total District Development Fund			0
(20)	33	6	Directorate Total			13

Corporate Support Services

Legal and Administration Services

Corporate Support Policy Group

This is a support service group comprising the posts of Director and Assistant Directors of Corporate Support Services. There are no changes to the budget other than inflation.

Legal Services

The original estimate for 2010/11 includes DDF items totalling £30,000 relating to registration of unregistered titles, and Land Terrier record computerisation, which have been revised to £7,000 in the probable outturn for the balance of work relating to the registration of unregistered titles for Council property. The reduction in costs from the original 2010/11 estimate relate to a re-allocation of central overhead charges for the Policy Group where a higher proportion of the charges have now been made directly to services rather than via support service allocations.

Administrative and Secretarial

The budget for Secretarial Services was incorporated within this budget as part of the management restructuring. The reduction in costs from the original 2010/11 estimate relate to re-allocation of central overhead charges for the Policy Group where a higher proportion of the charges have now been made directly to services rather than via support service allocations

Corporate Support Services

Legal and Administration Services

2009/10	2010/11			2011/12		
<i>Actual</i> £000	<i>Original</i> <i>Estimate</i> £000	<i>Probable</i> <i>Outturn</i> £000		Gross Expend £000	Gross Income £000	Net Expend £000
362	392	394	Corporate Support Policy	394	0	394
746	812	694	Legal Services	732	42	690
445	480	417	Administrative & Secretarial	436	10	426
1,553	1,684	1,505	Total (Transferred to Summary)	1,562	52	1,510
1,523	1,654	1,498	Continuing Services Budget			1,510
0	0	0	Continuing Services Budget - Growth			0
0	0	0	Continuing Services Budget - Savings			0
1,523	1,654	1,498	Total Continuing Services Budget			1,510
30	30	7	District Development Fund - Expenditure			0
0	0	0	District Development Fund - Savings			0
30	30	7	Total District Development Fund			0
1,553	1,684	1,505	Directorate Total			1,510

Corporate Support Services

Accommodation Services

Office Accommodation

Office Accommodation includes all of the Council's offices which are located at Epping High Street, Epping Hemnall Street, Waltham Abbey, Debden Broadway, Trapps Hill, and Copperfield Chigwell (Limes Farm Centre)

A CSB saving of £20,000 is included in the 2010/11 probable outturn for energy savings resulting from the new heating system and replacement windows in the Condor building and extension. CSB savings of £9,000 are also included in 2010/11 and 2011/12 estimate for the discontinuation of rental of the Black Lion car park which was purchased from the Brewery. CSB growth of £45,000 is included in 2011/12 estimates for an increase in national non domestic rates. DDF items of £63,000 are included in 2010/11, and £20,000 in 2011/12 estimates for essential maintenance works to the Civic Offices and accommodation changes.

Other significant increases in the 2010/11 probable outturn and 2011/12 estimates relate to building maintenance works, where £108,000 was brought forward from 2009/10.

Superintendents/Duty Officers

The increase in the budget over the original for 2010/11 relates to additional overtime that is necessary.

Catering (Civic Offices)

The budget relates to the cost of vending machine provision and associated costs. The reduction in costs over the original for 2010/11 relates to the renewed vending equipment lease and associated maintenance charges.

Depots

Depot Accommodation includes all of the Council's depots which are located at Langston Road and Burton Road Loughton, Town Mead at Waltham Abbey, and Epping Town in Epping.

The reduction in the probable outturn from the original 2010/11 relates to reduced allocations for central overhead costs, in particular the waste management group, and the estates and valuation division. The increase for 2011/12 estimates relates to national non domestic rates rises, and an increase in building maintenance charges.

Corporate Support Services

Accommodation Services

2009/10 Actual £000	2010/11 Original Estimate £000	2010/11 Probable Outturn £000		Gross Expend £000	2011/12 Gross Income £000	Net Expend £000
1,419	1,613	1,702	Office Accommodation	1,804	60	1,744
104	114	118	Superintendents	118	0	118
123	131	133	Duty Officers	132	0	132
13	21	19	Catering (Civic Offices)	18	0	18
1,659	1,879	1,973	Total Office Accommodation	2,072	60	2,012
404	431	398	Depot Accommodation	431	0	431
2,063	2,310	2,370	Total (Transferred to Summary)	2,503	60	2,443
2,083	2,330	2,321	Continuing Services Budget			2,258
0	0	8	Continuing Services Budget - Growth			95
(20)	(20)	(24)	Continuing Services Budget - Savings			(5)
2,063	2,310	2,305	Total Continuing Services Budget			2,348
0	0	65	District Development Fund - Expenditure			95
0	0	0	District Development Fund - Savings			0
0	0	65	Total District Development Fund			95
2,063	2,310	2,370	Directorate Total			2,443

Corporate Support Services

Other Support Services

Building Maintenance

The budget includes a DDF item of £147,000 in the original estimate 2010/11 for the planned maintenance programme, which is increased in the probable outturn for items brought forward from 2009/10. A DDF of £57,000 is included for 2011/12 for rephased planned maintenance items.

Estates and Valuation

All items relating to the Council's Asset rationalisation programme are now included under Land and Property - Council Asset Rationalisation. The increase in the total budget is the result of reallocation of Support Service charges to group accounts.

Human Resources

A DDF item of £8,000 is included in the probable outturn 2010/11 for E learning as part of the training budget. There are no other significant variations in this budget.

Payroll

This budget incorporates the costs and overheads of maintaining the council's payroll. The reduction from the 2010/11 original estimate relates to a re-allocation of central overhead costs for the Corporate Support Policy group.

Reprographics

This budget incorporates the costs and overheads of maintaining the print section., which provides a comprehensive reprographics service to all Directorates of the Council. There are no significant variations in this budget.

Corporate Support Services

Other Support Services

2009/10 Actual £000	2010/11 Original Estimate £000	2010/11 Probable Outturn £000		Gross Expend £000	2011/12 Gross Income £000	Net Expend £000
474	485	536	Building Maintenance	548	0	548
301	309	335	Estates & Valuation	333	9	324
458	446	452	Human Resources	434	0	434
126	133	115	Payroll	117	1	116
273	289	287	Reprographics	292	5	287
1,632	1,662	1,725	Total (Transferred to Summary)	1,724	15	1,709
1,350	1,485	1,518	Continuing Services Budget			1,597
0	0	0	Continuing Services Budget - Growth			0
0	0	0	Continuing Services Budget - Savings			0
1,350	1,485	1,518	Total Continuing Services Budget			1,597
342	177	207	District Development Fund - Expenditure			112
(60)	0	0	District Development Fund - Savings			0
282	177	207	Total District Development Fund			112
1,632	1,662	1,725	Directorate Total			1,709

**CORPORATE SUPPORT SERVICES
SUBJECTIVE ANALYSIS 2011/12 ORIGINAL**

Cost Centre	Employees	Premises	Transport	Supplies	Other Contracted Services	Support Services	Depreciation	Gross Expenditure	(Internally Recharged)	Fees & Charges	Rental Income	Government Grant	Other Income	Gross Income	Net Expenditure
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Land And Property															
Brooker Road Industrial Estate		13,520				56,170		69,690			192,000			192,000	(122,310)
Langston Road Industrial Estate						3,880		3,880			135,000			135,000	(131,120)
Oakwood Hill Industrial Estate		840				5,940		6,780			380,000			380,000	(373,220)
Oakwood Hill Workshops Units		25,560				4,590		30,150			208,000			208,000	(177,850)
North Weald Industrial Estate		780				11,320		12,100						-	12,100
North Weald Airfield Emergency								-						-	-
David Lloyd Centre						7,180		7,180			117,280			117,280	(110,100)
Other Land and Property	-	9,350	-	-	-	3,440	-	12,790	-	-	17,000	-	-	17,000	(4,210)
Council Asset Rationalisation						59,080		94,080						-	94,080
Business Premises	26,240	86,220	2,020	23,680		194,860	1,220	334,240			1,763,550			1,763,550	(1,429,310)
Other Activities															
Emergency Planning	45,550		2,760	24,720		120,180	1,960	195,170						-	195,170
Fleet Operations	255,680	43,290	99,250	30,020		32,700		460,940	(189,019)	360,951				549,970	(89,030)
Local Land Charges	154,660		230	44,960		139,160	19,950	358,960		142,000				142,000	216,960
National Assistance Burials						11,480		11,480						-	11,480
Public Conveniences		169,610		3,420		2,160	10,030	185,220		1,150				1,150	184,070
Regulatory Services															
Licensing and Registrations	96,320		4,950	450		86,080		187,800		104,020				104,020	83,780
Hackney Carriage Licensing	55,660		2,320	6,950		42,780		107,710		179,000				179,000	(71,290)
								-						-	-
								-						-	-
TOTAL (Transferred to GF Summary)	634,110	349,170	111,530	169,200	-	781,000	33,160	2,078,170	(189,019)	787,121	2,812,830	-	-	3,788,970	(1,710,800)

**CORPORATE SUPPORT SERVICES
SUBJECTIVE ANALYSIS 2011/12 ORIGINAL**

Cost Centre	Employees	Premises	Transport	Supplies	Other Contracted Services	Support Services	Depreciation	Gross Expenditure	(Internally Recharged)	Fees & Charges	Rental Income	Government Grant	Other Income	Gross Income	Net Expenditure
Legal and Administration															
Corporate Support Policy Group	341,670		5,520	100		46,500		393,790	(393,790)					-	-
Legal Services	378,680		1,120	94,200		258,410		732,410	(690,200)	42,210				42,210	-
Admin & Secretarial CSS	253,190		5,270	40,590		134,500	2,100	435,650	(425,730)	750			9,170	9,920	-
Corporate Filing Facility	-			100		3,370		3,470	(3,470)					-	-
Accommodation															
Office Accommodation	44,670	1,032,080	460	48,590	550	511,300	166,410	1,804,060	(1,743,862)	8,190	25,500	-	26,508	60,198	-
Superintendents	98,800					19,440		118,240	(118,240)					-	-
Duty Officers	121,110					11,090		132,200	(132,200)					-	-
Catering				10,340		7,350		17,690	(17,690)					-	-
Depot Accommodation	4,780	322,290	600	11,900	-	45,750	45,280	430,600	(430,310)	-	-	-	290	290	-
Other Support Services															
Building Maintenance		381,810				165,790		547,600	(547,600)					-	-
Estates & Valuation	204,030		7,460	20,150		101,100		332,740	(324,030)	8,710				8,710	-
Human Resources	294,870		860	5,370		132,850		433,950	(433,950)					-	-
Payroll	81,780	340	3,870	31,050				117,040	(116,010)				1,030	1,030	-
Reprographics	129,600		50	111,210		51,180		292,040	(286,780)	5,260			-	5,260	-
DIRECTORATE TOTAL	1,953,180	1,736,520	25,210	373,600	550	1,488,630	213,790	5,791,480	(5,663,862)	65,120	25,500	-	36,998	127,618	-

HR Corporate Improvement	106,400			60,730		3,880		171,010	(166,010)				5,000	5,000	-
Local Land Charges Group	150,610		100	30		114,480		265,220	(265,220)					-	-
Licensing Group	147,270		7,510	490		123,710		278,980	(278,980)					-	-
Facilities Management	345,240		17,070	7,340		116,020		485,670	(485,670)					-	-
Emergency Planning Group	41,190		740	40		55,530		97,500	(97,500)					-	-
Health & Safety	43,010		2,000	150		12,850		58,010	(58,010)					-	-
Corporate Training				51,530		232,420		283,950	(283,950)					-	-
Emergency Radios				3,790		290		4,080	(4,080)					-	-
Vehicle Wash		2,340		3,730		200		6,270	(6,270)					-	-
Fuel Account		2,990		60			520	3,570	(3,570)					-	-