

**FINANCE AND PERFORMANCE
MANAGEMENT PORTFOLIO**

ESTIMATES 2006/07

Finance & Performance Management

Revenue Budget 2006/07

Introduction

The Portfolio is responsible for the following services.

Housing Benefits and Fraud Investigation
Local Taxation
Industrial Estates and Land and Property
Other Activities
Finance Support Services
Other Support Services

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

Compliance with CIPFA Standards

The budget has been prepared in accordance with the latest CIPFA guidance, in particular the Best Value Accounting Code of Practice 2005. The code of practice 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 portfolio service groupings differ from those required by the Code of Practice. The portfolio groupings are given precedence in these papers.

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 portfolios will have all three types of service grouping.

Direct Services –These are self-explanatory and reflect the headline services provided by the portfolio.

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 portfolio budgets.

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

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.

Finance and Performance Management

General Fund Estimate Summary

2004/05	2005/06			2006/07		
Actual	Original	Revised		Gross	Gross	Net
£000	Estimate	Estimate		Expend	Income	Expend
£000	£000	£000		£000	£000	£000
Direct Services						
667	323	606	Housing Benefits	29,825	29,209	616
821	950	981	Local Taxation	1,556	537	1,019
(332)	(346)	(411)	Land & Property	745	1,096	(351)
(970)	(131)	(17)	Other Activities	94	47	47
186	796	1,159	Total (Transferred to GF Summary)	32,220	30,889	1,331
Support and Trading Services						
1,222	1,298	1,290	Finance Services	1,487	105	1,382
211	230	239	Internal Audit	242	0	242
316	363	362	Estates Management	373	14	359
354	464	421	Building Maintenance	256	0	256
149	220	233	Performance Management Unit	221	0	221
(643)	(672)	(625)	Recharged to this Portfolio	(769)	0	(769)
(1,609)	(1,903)	(1,920)	Recharged to other Portfolios	(1,810)	(119)	(1,691)
0	0	0	Total	0	0	0
186	796	1,159	Portfolio Total	32,220	30,889	1,331
857	1,275	1,590	Continuing Services Budget			1,561
216	53	61	Continuing Services Budget - Growth			35
(772)	(438)	(617)	Continuing Services Budget - Savings			(225)
301	890	1,034	Total Continuing Services Budget			1,371
147	70	326	District Development Fund - Expenditure			167
(262)	(164)	(201)	District Development Fund - Savings			(207)
(115)	(94)	125	Total District Development Fund			(40)
186	796	1,159	Portfolio Total			1,331

**Finance and Performance Management
Development Fund & Growth Items**

		Original 2005/06 £000's	Revised 2005/06 £000's	Original 2006/07 £000's
CSB Growth Items				
Local Taxation	NDR Increase in Court Cost Fees	(3)	(10)	
Local Taxation	Council Tax Increase in Court Costs	(40)	(40)	(50)
Local Taxation	Additional Staffing			20
Finance Miscellaneous	Savings re loss of Highways & Leisure Centres			(130)
Cashiers	Cash Collection Contract renewal	9	9	
Housing Benefits	Rent Allowances	(9)		
Housing Benefits	Council Tax	(5)		
Housing Benefits	HRA Rent Rebates	(11)		
Housing Benefits	Electronic Document management	43		15
Housing Benefits	Restructuring staff costs		22	
Insurance Premiums	Reduced Renewal Costs(re-allocated to GF services)		(190)	
Investment Income	Increased Interest Income*	(300)	(302)	(20)
Brooker Road Indust Estate	Rent Income	(3)	(33)	(8)
Oakwood Hill Industrial Estate	Rent Income			(17)
Oakwood Hill Work Shop Units	Lost Rent Income		7	
Langston Road Industrial Estate	T11 Site - Letting for Car Parking	(26)	(26)	
David Lloyd Centre	Commission Reduction (Lower turnover)		7	
Unappropriated Buildings	Furniture Exchange Scheme Town Mead Depo	(16)	(16)	
District Audit	Audit Fees	(25)	14	
Energy Sites	Energy costs	1	2	
		(385)	(556)	(190)
		Original 2005/06 £000's	Revised 2005/06 £000's	Original 2006/07 £000's
Development Fund Items				
Housing Benefits/Local Taxation	New Revenues and Benefits system		31	
Finance Miscellaneous	Finance System Outstanding Commitments	30	10	37
Finance Miscellaneous	Performance Reward Grant		(47)	(47)
Finance Miscellaneous	Restructuring - Leisure Man/Highways			40
Insurance/Risk Management	Implementation of Risk Management Strategy	15	16	
Estates Management	Property Management System		2	
Estates Management	Consultants Fees- Britania Sports Ground		5	
Estates Management	Langston Road Industrial Estate- Development Proposals			50
Housing Benefits	Housing Benefit Admin Grant (New Formula)			30
Housing Benefits	Grant - Verification Framework	(126)	(116)	(119)
Housing Benefits	Grant-Admin- Welfare Reforms	(38)	(38)	(39)
Housing Benefits	Welfare Reform Start up costs		78	
Housing Benefits	Electronic Document management	15	15	
Housing Benefits	Rent Allowances		35	(2)
Housing Benefits	Council Tax		25	
Housing Benefits	HRA Rent Rebates		109	
Local Taxation	Introduce E Billing	10		10
		(94)	125	(40)

* This item does not appear as a separate item on any individual sheet as it relates to the Asset Management Account.

Finance and Performance Management

Housing Benefits

From 1 April 2004 the Local Government Act 2003 provided for Rent Rebates to be taken out of the Housing Revenue Account (HRA), with the responsibility transferring for payment of subsidy from the Office of the Deputy Prime Minister (ODPM) to the Department for Works and Pensions (DWP). These items are now funded 100% through specific grant from the Department of Work and Pensions.

Rent Rebates

Rent Rebates transferred from the Housing Revenue Account to the General Fund from April 2004.

The estimate for Rent Rebates granted in the current year and 2006/07 has increased by around 2% in volume as a result of rent increases resulting from rent restructuring as per social rent reform guidelines with the related grant entitlement reassessed on the basis of the mid year estimate provided to DWP. A DDF item of £109,000 is included in the current year for this additional net cost.

Council Tax Benefits

The estimate for Council Tax Benefits granted in the current year and 2006/07 has increased by around 1% in volume with the related grant entitlement reassessed on the basis of the mid year estimate provided to DWP. A DDF item of £25,000 is included in the current year for this additional net cost.

Rent Allowances

The estimate for Rent Allowances granted in the current year and 2006/07 has increased by around 4% in volume with the related grant entitlement reassessed on the basis of the mid year estimate provided to DWP. A DDF item of £35,000 is included in the current year for this additional net cost.

Non HRA Rent Rebates

These relate to homeless people in Bed and Breakfast accommodation.

The estimate for the current year and 2006/07 show no real increase. The fall in rebates granted for bed and breakfast cases since 2004/05 is due partly to the employment of Homeless Prevention Officers by Housing Services.

Benefits Administration

From 2006/07 administration subsidy is to be distributed as a single figure and will include Verification Framework funding. The combined funding will give Local Authorities flexibility to fund their administration and security of benefits in accordance with local circumstances.

A CSB Growth item of £22,000 is included in the current year for the costs of staff restructuring. DDF items are also included in the current year revised of £15,000 for Electronic Document Management, and £ 78,000 for Welfare Reform Start up costs, which was brought forward from 2004/05.

Verification Framework

There has been a reduction in costs resulting from a reapportionment of overhead costs relating to the Housing Benefit Group. The overall increase in 2006/07 relates to the new grant formula mentioned above which now is to be paid as a single administration figure.

Fraud Investigation

The expenditure estimate for the current year and 2006/07 has reduced slightly as a result of reallocated overhead charges for support services. The overall increase in 2006/07 relates to the new grant formula mentioned above which now is to be paid as a single administration figure.

Finance and Performance Management

Housing Benefits

2004/05	2005/06			2006/07		
<i>Actual</i>	<i>Original</i>	<i>Revised</i>		Gross	Gross	Net
<i>Estimate</i>	<i>Estimate</i>	<i>Estimate</i>		Expend	Income	Expend
£000	£000	£000		£000	£000	£000
(25)	(213)	(93)	Rent Rebates	11,300	11,394	(94)
(85)	(106)	(76)	Council Tax Benefit	6,600	6,676	(76)
(135)	(205)	(125)	Rent Allowances	10,100	10,227	(127)
140	175	139	Non-HRA Rent Rebates	270	131	139
(105)	(349)	(155)	Total Benefits	28,270	28,428	(158)
373	332	445	Benefit Administration	1,012	781	231
194	194	179	Verification Framework	304	0	304
205	146	137	Fraud Investigation	239	0	239
772	672	761	Total Administration	1,555	781	774
667	323	606	Total (Transferred to Summary)	29,825	29,209	616
1,337	454	461	Continuing Services Budget			731
127	43	22	Continuing Services Budget - Growth			15
(665)	(25)	0	Continuing Services Budget - Savings			0
799	472	483	Total Continuing Services Budget			746
40	15	277	District Development Fund - Expenditure			30
(172)	(164)	(154)	District Development Fund - Savings			(160)
(132)	(149)	123	Total District Development Fund			(130)
667	323	606	Portfolio Total			616

Finance and Performance Management

Local Taxation

The budget comprises the administration costs relating to the collection of Council Tax, and Non-Domestic Rates.

A CSB saving of £40,000 is included in the current year for an increase in court costs. A further saving of £50,000 is included for 2006/07. CSB Growth of £20,000 is included in 2006/07 for the costs of two additional staff. A DDF item is included in the current year Revised Estimate for £15,000 relating to the final costs of the new Revenues and Benefits system, which has been re-allocated to the various aspects of Local Taxation operations.

The Revenues Division has experienced a large increase in workload during the current financial year, due to recovery action and the additional telephone calls and correspondence generated. Additional central overhead costs in 2006/07 relate mainly to the new computer system. The additional income from court costs mentioned above results from the more effective recovery action as a result of the new IT system.

The additional income and improved cash flow benefits have more than offset the additional costs related to the new staff required.

Finance and Performance Management

Local Taxation

2004/05	2005/06			2006/07		
<i>Actual</i> £000	<i>Original Estimate</i> £000	<i>Revised Estimate</i> £000		Gross Expend £000	Gross Income £000	Net Expend £000
780	909	946	Council Tax Collection	1,323	341	982
41	41	35	NNDR Collection	233	196	37
821	950	981	Total (Transferred to Summary)	1,556	537	1,019
854	983	1,015	Continuing Services Budget			1,039
8	0	0	Continuing Services Budget - Growth			20
0	(43)	(50)	Continuing Services Budget - Savings			(50)
862	940	965	Total Continuing Services Budget			1,009
49	10	16	District Development Fund - Expenditure			10
(90)	0	0	District Development Fund - Savings			0
(41)	10	16	Total District Development Fund			10
821	950	981	Portfolio Total			1,019

Finance and Performance Management

Land and Property

Industrial Estates

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

CSB savings are included in the current year and 2006/07 relating to additional rent income at Brooker Road Industrial Estate. Oakwood Hill Industrial Estate also includes CSB savings in 2006/07 of £17,000 in respect of additional rent income. Oakwood Hill Workshops Units show CSB Growth of £7,000 in the current year Revised resulting from ongoing vacant accommodation levels.

A CSB saving is included in the current year for £26,000 in respect of temporary car parking on the T11 site. A DDF item of £50,000 is included in 2006/07 for fees relating to the development proposals for Langston Road Industrial Estate.

Unallocated Land and Buildings Management

The budget contains the cost of unallocated land, depot and office space, including the North Weald Emergency Planning Centre. This is land that is no longer required by the Service and will be considered for alternative use, or sale.

External letting Income from Waltham Abbey Town Council, Essex County Libraries, Gristwood and Toms, WRVS, and South Herts Waste, is included in respect of external charges for use of depot space at various locations.

The reduction in budgets for the current year and 2006/07 reflect a change in the charge for use of depot assets where the original asset charge which was based on commercial rent has now been replaced by historic cost.

David Lloyd Centre

This budget relates to the Council's share of income and expenditure relating to the David Lloyd Centre. The agreement entitles the Council to receive a basic rent and 1.5% commission on turnover, which was lower in 2004/05 than originally estimated. This has affected income by £7,000 and a CSB Growth item is include in the current year revised to cover this loss of income.

Finance and Performance Management

Land and Property

2004/05	2005/06			2006/07		
<i>Actual</i> £000	<i>Original Estimate</i> £000	<i>Revised Estimate</i> £000		Gross Expend £000	Gross Income £000	Net Expend £000
(54)	(51)	(69)	Brooker Road	129	205	(76)
(31)	(53)	(39)	Langston Road	166	156	10
(199)	(197)	(198)	Oakwood Hill	145	359	(214)
(97)	(109)	(102)	Oakwood Hill Workshops	73	167	(94)
11	13	12	North Weald	12	0	12
(370)	(397)	(396)	Total Industrial Estates	525	887	(362)
132	137	67	Unappropriated Land & Buildings	183	90	93
(87)	(80)	(74)	David Lloyd Centre	29	103	(74)
(7)	(6)	(8)	Other Land & Property	8	16	(8)
38	51	(15)	Total Land & Property	220	209	11
(332)	(346)	(411)	Total (Transferred to Summary)	745	1,096	(351)
(295)	(302)	(359)	Continuing Services Budget			(376)
0	1	16	Continuing Services Budget - Growth			0
(37)	(45)	(75)	Continuing Services Budget - Savings			(25)
(332)	(346)	(418)	Total Continuing Services Budget			(401)
0	0	7	District Development Fund - Expenditure			50
0	0	0	District Development Fund - Savings			0
0	0	7	Total District Development Fund			50
(332)	(346)	(411)	Portfolio Total			(351)

Finance and Performance Management

Other Activities

This budget comprises activities including , North Weald Airfield Strategy, and Finance Miscellaneous, and provisions and contingencies which are identified independently within this Portfolio for information.

The main change to Finance Miscellaneous in the current year relates to a reduction in the surplus on the Insurance Fund, as a result of a general reduction in the premium costs charged. A CSB saving is included in 2006/07 of £130,000 relating to the estimated Central Support savings arising from the transfer of Highways to Essex County Council from 1 April 2005, and the change in management of Leisure Centres to SLM on 4 January 2006. A DDF item of £40,000 is included for restructuring costs linked to the loss of these services.

A DDF item is included in the current year and 2006/07 for outstanding commitments relating to the new Financial Management System.

DDF savings are included of £47,000 for the current year and 2006/07 relating to the Performance Reward Grant earned by this Council as a result of performance targets.

The Revised Estimate for 2005/06 includes a credit for a vacancy allowance of £100,000. The Estimate for 2006/07 includes a vacancy allowance of £165,000, which is equivalent to 1% of gross non HRA salaries. Provision for bad and doubtful debts is £123,000 in 2006/07, which is the same as the current year.

Finance and Performance Management

Other Activities

2004/05	2005/06			2006/07		
<i>Actual</i> £000	<i>Original Estimate</i> £000	<i>Revised Estimate</i> £000		Gross Expend £000	Gross Income £000	Net Expend £000
7	6	0	North Weald Airfield Strategy	0	0	0
0	100	100	Outdoor Youth Facilities	100	0	100
32	36	27	NNDR Discretionary Relief	30	0	30
(1,276)	(236)	(167)	Finance Miscellaneous	6	47	(41)
(1,237)	(94)	(40)	Total Other Activities	136	47	89
0	(160)	(100)	Vacancy Allowance	(165)	0	(165)
266	123	123	Provision for Bad & Doubtful Debts	123	0	123
266	(37)	23	Total Contingency Items	(42)	0	(42)
(971)	(131)	(17)	Total (Transferred to Summary)	94	47	47
(1,049)	(161)	20	Continuing Services Budget			147
75	0	0	Continuing Services Budget - Growth			0
0	0	0	Continuing Services Budget - Savings			(130)
(974)	(161)	20	Total Continuing Services Budget			17
3	30	10	District Development Fund - Expenditure			77
0	0	(47)	District Development Fund - Savings			(47)
3	30	(37)	Total District Development Fund			30
(971)	(131)	(17)	Portfolio Total			47

Finance and Performance Management

Finance Support Services

The Support Services for the portfolio are now shown independently in order to give a fair view of all directly related resources for the Portfolio.

Financial Policy Group

There are no significant variations.

Accounting Services

The reduction in costs for 2005/06 relate to savings made in employee costs. The increase for 2006/07 relates to the transfer into Accountancy from Insurance and Credit Control of the post of Exchequer Services Manager. The estimates now reflect the cost of the new financial management system, with the recharges to users being incorporated within the Support Service charges.

Accounts Payable

There are no significant variations.

Insurance and Credit control

A DDF item of £16,000 is included in the Revised Estimate for 2005/06 for the implementation of the Risk Management Strategy. The post of Exchequer Services Manager has been transferred to Accountancy and therefore reduces the costs on this budget for 2005/06 and 2006/07.

Treasury Management

There are no significant variations

Cashiers

The current year includes CSB Growth of £9,000 relating to the renewal of the cash collection contract.

District Audit and Bank Charges

A CSB Growth item is included in the current year relating to the cost of additional work undertaken. The Audit Commission District Audit Fees have been revised and are now geared to the CPA process.

Finance and Performance Management

Finance Support Services

2004/05 <i>Actual</i> £000	2005/06			2006/07		
	<i>Original Estimate</i> £000	<i>Revised Estimate</i> £000		Gross Expend £000	Gross Income £000	Net Expend £000
237	286	293	Financial Policy Group	304	0	304
469	475	454	Accountancy	529	0	529
71	70	77	Accounts Payable	79	0	79
58	104	64	Insurance and Financial Control	154	105	49
9	9	9	Treasury Management	9	0	9
171	197	196	Cashiers	209	0	209
207	157	197	District Audit / Bank Charges	203	0	203
1,222	1,298	1,290	Total (Transferred to Summary)	1,487	105	1,382
1,240	1,299	1,441	Continuing Services Budget			1,382
0	9	23	Continuing Services Budget - Growth			0
(22)	(25)	(190)	Continuing Services Budget - Savings			0
1,218	1,283	1,274	Total Continuing Services Budget			1,382
4	15	16	District Development Fund - Expenditure			0
0	0	0	District Development Fund - Savings			0
4	15	16	Total District Development Fund			0
1,222	1,298	1,290	Portfolio Total			1,382

Finance and Performance Management

Other Support Services

The non Finance Support Services for the portfolio are now shown and include Estates and Valuation, Building Maintenance, Performance Management Unit and Internal Audit.

Estates and Valuation

DDF items are included in the current year for £2,000 relating to the property management system, and £5,000 for consultants fees at Britania Sports Ground.. There are no other significant variations.

Building Maintenance

The reduction in costs for the current year and for 2006/07 relates to the transfer of Leisure Centres to SLM from 4 January 2006.

Performance Management

The actual for 2004/05 reflects the significant savings for the year resulting from staff vacancies and consultants fees.

Internal Audit

There are no significant variations.

Finance and Performance Management

Other Support Services

2004/05	2005/06			2006/07		
<i>Actual</i>	<i>Original</i>	<i>Revised</i>		<i>Gross</i>	<i>Gross</i>	<i>Net</i>
<i>£000</i>	<i>Estimate</i>	<i>Estimate</i>		<i>Expend</i>	<i>Income</i>	<i>Expend</i>
	<i>£000</i>	<i>£000</i>		<i>£000</i>	<i>£000</i>	<i>£000</i>
316	363	362	Estates & Valuation	373	14	359
354	464	421	Building Maintenance	256	0	256
149	220	233	Performance Management	221	0	221
211	230	239	Internal Audit	242	0	242
1,030	1,277	1,255	Total (Transferred to Summary)	1,092	14	1,078

1,021	1,277	1,255	Continuing Services Budget	1,078
6	0	0	Continuing Services Budget - Growth	0
(48)	0	0	Continuing Services Budget - Savings	0
979	1,277	1,255	Total Continuing Services Budget	1,078
51	0	0	District Development Fund - Expenditure	0
0	0	0	District Development Fund - Savings	0
51	0	0	Total District Development Fund	0
1,030	1,277	1,255	Portfolio Total	1,078

**FINANCE & PERFORMANCE MANAGEMENT PORTFOLIO
SUBJECTIVE ANALYSIS 2005/06 REVISED**

Cost Centre	Employees	Premises Related Expenses	Transport	Supplies Related Expenses	Transfer Payments	Support Services	Asset Rentals	(Internally Recharged)	Gross Revenue Expenditure		Fees & Charges	Rental Income	Government Grant	Other Income	Gross Income	Net Expenditure
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Housing Benefits Rent Rebate	-	-	-	-	11,276,000	-	-	-	11,276,000	-	-	-	11,369,200	-	11,369,200	(93,200)
Council Tax Benefit	-	-	-	-	6,583,960	-	-	-	6,583,960	-	-	-	6,660,360	-	6,660,360	(76,400)
Rent Allowances	-	-	-	-	9,900,790	-	-	-	9,900,790	-	-	-	10,025,330	-	10,025,330	(124,540)
Non-HRA Rent Rebates	-	-	-	-	270,000	-	-	-	270,000	-	-	-	131,300	-	131,300	138,700
Benefit Administration	535,270	750	19,520	187,300	-	276,550	-	-	1,019,390	-	-	-	574,520	-	574,520	444,870
Verification Framework	193,280	-	7,050	26,970	-	67,200	-	-	294,500	-	-	-	116,000	-	116,000	178,500
Fraud Investigation	135,280	-	4,940	28,090	-	69,310	-	-	237,620	-	-	-	100,000	-	100,000	137,620
Council Tax Collection	587,530	200	14,140	187,310	-	447,590	-	-	1,236,770	-	291,000	-	-	-	291,000	945,770
NNDR Collection	121,170	-	2,970	27,190	-	79,780	-	-	231,110	-	30,500	-	165,420	-	195,920	35,190
Community Charge	-	-	-	-	-	400	-	-	400	-	-	-	-	-	-	400
Brooker Road Industrial Estate	-	6,020	-	-	-	17,600	104,060	-	127,680	-	-	197,000	-	-	197,000	(69,320)
Langston Road Industrial Estate	-	1,500	-	-	-	7,190	108,500	-	117,190	-	-	156,000	-	-	156,000	(38,810)
Oakwood Hill Industrial Estate	-	760	-	-	-	15,810	127,880	-	144,450	-	-	342,000	-	-	342,000	(197,550)
Oakwood Hill Workshops Units	-	8,500	-	-	-	7,470	47,350	-	63,320	-	-	165,000	-	-	165,000	(101,680)
North Weald Industrial Estate	-	3,010	-	-	-	8,740	-	-	11,750	-	-	-	-	-	-	11,750
Unappropriated Land & Building	-	118,240	-	3,780	-	42,150	15,360	(23,120)	156,410	-	-	89,750	-	-	89,750	66,660
David Lloyd Centre	-	-	-	-	-	1,270	27,540	-	28,810	-	-	103,000	-	-	103,000	(74,190)
Other Land & Property	-	-	-	-	-	4,530	3,260	-	7,790	-	-	15,900	-	-	15,900	(8,110)
North Weald Airfield Strategy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outdoor Youth Facilities	-	-	-	-	-	-	100,000	-	100,000	-	-	-	-	-	-	100,000
NNDR Discretionary Relief	-	27,000	-	-	-	-	-	-	27,000	-	-	-	-	-	-	27,000
Finance Miscellaneous	-	-	-	(153,680)	-	34,080	-	-	(119,600)	-	-	47,000	-	-	47,000	(166,600)
Job Evaluation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pension Costs	1,979,650	-	-	-	-	-	-	(1,979,650)	-	-	-	-	-	-	-	-
Vacancy Allowance	(100,000)	-	-	-	-	-	-	-	(100,000)	-	-	-	-	-	-	(100,000)
Provision for Bad Debts	-	-	-	123,000	-	-	-	-	123,000	-	-	-	-	-	-	123,000
Total	3,452,180	165,980	48,620	429,960	28,030,750	1,079,670	533,950	(2,002,770)	31,738,340	-	321,500	1,068,650	29,189,130	-	30,579,280	1,159,060
Support Services																
Financial Policy Group	269,140	-	22,680	2,660	-	61,550	-	(356,030)	-	292,920	-	-	-	-	-	-
Accountancy	404,690	-	12,090	41,640	-	160,500	-	(618,920)	-	453,520	-	-	-	-	-	-
Accounts Payable	68,690	-	-	10,830	-	67,160	-	(146,680)	-	76,570	-	-	-	-	-	-
Insurance and Financial Control	135,790	-	2,000	30,490	-	65,230	-	(132,860)	100,650	164,940	100,650	-	-	-	100,650	-
Treasury Management	-	-	-	8,770	-	40,250	-	(49,020)	-	8,770	-	-	-	-	-	-
Cashiers	160,890	-	900	36,710	-	96,500	-	(295,000)	-	195,510	-	-	-	-	-	-
District Audit / Bank Charges	-	-	-	197,800	-	23,450	-	(221,250)	-	197,030	-	-	-	-	-	-
Estates & Valuation	316,680	-	16,170	47,410	-	84,020	-	(450,200)	14,080	376,290	14,080	-	-	-	14,080	-
Building Maintenance	-	421,440	-	-	-	149,860	-	(571,300)	-	421,440	-	-	-	-	-	-
Best Value Co-ordination	139,130	-	2,070	79,440	-	102,430	-	(323,070)	-	233,020	-	-	-	-	-	-
Internal Audit	226,890	-	5,750	6,730	-	43,660	-	(283,030)	-	239,240	-	-	-	-	-	-
	5,174,080	587,420	110,280	892,440	28,030,750	1,974,280	533,950	(5,450,130)	31,853,070	2,659,250	436,230	1,068,650	29,189,130	-	30,694,010	1,159,060

FINANCE & PERFORMANCE MANAGEMENT PORTFOLIO
SUBJECTIVE ANALYSIS 2006/07

Cost Centre	Employees	Premises Related Expenses	Transport	Supplies Related Expenses	Transfer Payments	Support Services	Asset Rentals	(Internally Recharged)	Gross Revenue Expenditure		Fees & Charges	Rental Income	Governmen t Grant	Other Income	Gross Income	Net Expenditure
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Housing Benefits Rent Rebates					11,300,000				11,300,000				11,393,790		11,393,790	(93,790)
Council Tax Benefit					6,600,000				6,600,000				6,676,560		6,676,560	(76,560)
Rent Allowances					10,100,000				10,100,000				10,227,000		10,227,000	(127,000)
Non-HRA Rent Rebates					270,000				270,000				131,300		131,300	138,700
Benefit Administration	571,410	770	19,920	115,300		304,830			1,012,230				780,760		780,760	231,470
Verification Framework	197,150		6,950	27,540		71,970			303,610				-		-	303,610
Fraud Investigation	135,040		4,760	28,060		71,590			239,450				-		-	239,450
Council Tax Collection	630,650	210	14,600	192,960		484,790			1,323,210		341,000				341,000	982,210
NNDR Collection	122,830		2,890	21,770		85,030			232,520		30,500		165,420		195,920	36,600
Community Charge						410			410						-	410
Brooker Road Industrial Estate		7,290				17,760	104,060		129,110			205,000			205,000	(75,890)
Langston Road Industrial Estate		-		50,000		7,410	108,500		165,910			156,000			156,000	9,910
Oakwood Hill Industrial Estate		920				15,990	127,880		144,790			359,000			359,000	(214,210)
Oakwood Hill Workshops Units		17,680				7,670	47,350		72,700			167,000			167,000	(94,300)
North Weald Industrial Estate		2,760				8,780			11,540						-	11,540
Unappropriated Land & Building		122,370		4,060		46,770	34,180	(23,890)	183,490			89,750			89,750	93,740
David Lloyd Centre						1,350	27,540		28,890			103,000			103,000	(74,110)
Other Land & Property		-				4,640	3,260		7,900			16,000			16,000	(8,100)
North Weald Airfield Strategy									-						-	-
Outdoor Youth Facilities								100,000	100,000						-	100,000
NNDR Discretionary Relief		30,000							30,000						-	30,000
Finance Miscellaneous	(90,000)	-		(134,940)		231,350			6,410				47,000		47,000	(40,590)
Job Evaluation									-						-	-
Pension Costs	2,051,660							(2,051,660)	-						-	-
Vacancy Allowance	(164,720)								(164,720)						-	(164,720)
Provision for Bad Debts				123,000					123,000						-	123,000
Total	3,454,020	182,000	49,120	427,750	28,270,000	1,360,340	552,770	(2,075,550)	32,220,450	-	371,500	1,095,750	29,421,830	-	30,889,080	1,331,370
Support Services																
Financial Policy Group	280,420		22,850	2,910		69,880		(376,060)	-	304,410					-	-
Accountancy	474,480		12,180	48,030		187,610		(722,300)	-	529,200					-	-
Accounts Payable	71,770			10,190		73,790		(155,750)	-	78,830					-	-
Insurance and Financial Control	141,000		2,060	14,950		71,570		(124,190)	105,390	154,340	105,390				105,390	-
Treasury Management				8,790		51,070		(59,860)	-	8,790					-	-
Cashiers	173,810		930	37,330		107,030		(319,100)	-	208,880					-	-
District Audit / Bank Charges				203,880		24,340		(228,220)	-	203,030					-	-
Estates & Valuation	325,310		16,530	35,060		97,000		(459,470)	14,430	372,560	14,430				14,430	-
Building Maintenance		255,860				150,550		(406,410)	-	255,860					-	-
Best Value Co-ordination	140,540		630	81,010		108,860		(331,040)	-	221,170					-	-
Internal Audit	229,760		5,580	7,090		48,270		(290,700)	-	242,270					-	-
	5,291,110	437,860	109,880	876,990	28,270,000	2,350,310	552,770	(5,548,650)	32,340,270	2,579,340	491,320	1,095,750	29,421,830	-	31,008,900	1,331,370