



Braintree District Council

Budget Book

2020 - 2021

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Introduction

This book brings together the financial plans and budgets that were approved by the Council at its meeting on 17th February 2020. The book includes information about the following:

- o Council Tax Rates and Tax Base
- o Business plan budgets in summary and detail
- o Capital programme
- o Treasury Management Strategy Statement
- o Financial Limits
- o A List of cost centres and account codes currently used within the finance ledger system.
- o 2020/21 – 2023/24 General Fund budget profile accompanied by details of new service demands/ bids and planned savings.

Council Tax Resolution 2020/21

1. Council Tax Base

- 1.1 Under delegated powers the Corporate Director has determined the amount of Council Tax Base for the whole Council area for 2020/21 as **53,373** Band D equivalents; and also that the amount set out in Column 2 of Schedule A should be the Council Tax Base for dwellings in those parts of the district listed in Column 1 of Schedule A to this resolution.

2. Calculation of the Council Tax Requirement

- 2.1 The following amounts are calculated by the Council for the year 2020/21, in accordance with the Local Government Finance Act 1992 (as amended):-

£82,115,914, being the expenditure the Council estimates it will incur in the year in performing its functions and which will be charged to its General Fund revenue account in accordance with proper practice. This amount includes allowances for contingencies, additions to earmarked financial reserves and general balances, and local precepts issued to the Council.

£69,843,302, being the income estimated by the Council which will be credited to the General Fund revenue account in accordance with proper practice. This amount includes specific and general government grants, the estimated use of earmarked financial reserves, and the Council's share of the estimated Collection Fund balance at 31 March 2020 in respect of council tax and business rates.

£12,272,612, being the Council Tax Requirement for the year calculated as the difference between expenditure and income as set out above.

- 2.2 In making the above calculations the following amounts have been taken into account:

£5,002,568, being the estimated amount of the local share of business rates to be retained by the Council for the year after allowing for the following items: a tariff of £13,239,773; an estimated levy of £1,202,522 due to the Essex Business Rate Pool; and a net amount of £2,288,548 estimated to be receivable from central government to fund previous year caps on the RPI increase in the business rate multiplier and the extension of various discretionary reliefs being funded by government.

£155,120, being the amount that has been calculated as the Council's share of the estimated Collection Fund balance at 31 March 2020 in respect of council tax, which will be transferred from the Collection Fund to the General Fund revenue account in 2020/21.

£188,955, being the Council's share of the estimated Collection Fund balance at 31 March 2020 in respect of business rates to be transferred from the Collection Fund to the General Fund revenue account in 2020/21.

£22,125, being the amount of rural services grant funding to be provided by government as announced in the Final Local Government Finance Settlement for 2020/21.

£2,415,686, being the total of all local precepts received from town and parish councils and shown in Column 3 of Schedule A.

3. Calculation of the Basic Amount of Council Tax

3.1 The following amounts have been calculated:

£229.94, being the basic amount of Council Tax for the year including local precepts, calculated by dividing the Council Tax Requirement by the Council Tax Base for the whole district.

£184.68, being the basic amount of Council Tax for dwellings in those parts of the District where there are no local precepts for town or parish councils. This represents the District Council's share of the total Council Tax rate and is charged across property bands as follows:

Property Band	Band as proportion of Band D	Council Tax Rate
A	6/9	£123.12
B	7/9	£143.64
C	8/9	£164.16
D	9/9	£184.68
E	11/9	£225.72
F	13/9	£266.76
G	15/9	£307.80
H	18/9	£369.36

The District Council's basic amount of Council Tax equates to a Council Tax Requirement for the Council's own purposes (excluding town and parish precepts) of **£9,856,926**.

Under the principles set by the Secretary of State for Communities and Local Government for the 2020/21 financial year, the basic amount of Council Tax calculated by the Council is not deemed excessive and therefore does not require a referendum to be held.

The amounts shown in Column 5 of Schedule A, calculated by adding to the basic amount of Council Tax in those parts of the District where there are no local precepts, the local precept amount relating to each parish or town council area, divided by the tax base for that area. This represents the basic amount of Council Tax for each parish or town council area. The charge for each property band is also shown in Schedule A.

4. Special Expenses

4.1 The Council resolves that any expenses incurred by it in performing, in part of its area, a function that is performed elsewhere in its area by a parish or town council, or a Chairman of a parish meeting, shall not be treated as Special Expenses for the purposes of Section 35 of the Local Government Finance Act 1992.

5. Council Tax Setting

5.1 The Council note that it has been advised of the following precepts:

- Essex County Council £70,511,604
- Police, Fire & Crime Commissioner – Essex Police £10,601,479
- Police, Fire & Crime Commissioner – Essex Fire Service £3,943,731

Expressed as a Council Tax rate for dwellings in the following property bands:

Property Band	Essex County Council	Essex Police	Essex Fire Service
A	£880.74	£132.42	£49.26
B	£1,027.53	£154.49	£57.47
C	£1,174.32	£176.56	£65.68
D	£1,321.11	£198.63	£73.89
E	£1,614.69	£242.77	£90.31
F	£1,908.27	£286.91	£106.73
G	£2,201.85	£331.05	£123.15
H	£2,642.22	£397.26	£147.78

5.2 The Council, having calculated the aggregate of the amounts stated above for each area within the District, hereby sets the amounts shown in Schedule B as the total amount of Council Tax for each of the property Bands.

COUNCIL TAX RESOLUTION - PARISH PRECEPT & TAXES

Col . 1 PARISH/AREA	Col . 2 TAX BASE (BAND D EQUIV)	Col . 3 PARISH PRECEPT £	Col . 4 PARISH TAX (BAND D) £	Col . 5 BASIC AMOUNT OF COUNCIL TAX £
ALPHAMSTONE & LAMARSH	208.13	4,298	20.65	205.33
ASHEN	153.05	4,879	31.88	216.56
BELCHAMP OTTEN	79.17	1,000	12.63	197.31
BELCHAMP ST PAUL	165.98	3,000	18.07	202.75
BELCHAMP WALTER	100.09	5,580	55.75	240.43
BIRDBROOK	151.88	13,685	90.10	274.78
BLACK NOTLEY	966.48	48,000	49.66	234.34
BORLEY	53.96	1,307	24.22	208.90
BRADWELL	221.84	12,419	55.98	240.66
BRAINTREE	14509.81	-	0.00	184.68
BULMER	272.55	10,244	37.59	222.27
BURES HAMLET	324.53	29,817	91.88	276.56
CASTLE HEDINGHAM	489.92	29,130	59.46	244.14
COGGESHALL	1802.16	168,399	93.44	278.12
COLNE ENGAINE	407.15	24,798	60.91	245.59
CRESSING	688.03	43,000	62.50	247.18
EARLS COLNE	1296.84	107,981	83.26	267.94
FEERING	819.48	63,667	77.69	262.37
FINCHINGFIELD	681.51	43,580	63.95	248.63
FOXEARH & LISTON	153.57	6,905	44.96	229.64
GESTINGTHORPE	179.53	8,613	47.98	232.66
GOSFIELD	576.60	35,494	61.56	246.24
GREAT BARDFIELD	548.74	40,280	73.40	258.08
GREAT MAPLESTEAD	170.39	8,068	47.35	232.03
GREAT NOTLEY	2607.03	88,642	34.00	218.68
GREAT YELDHAM	587.66	45,731	77.82	262.50
GREENSTEAD GREEN	274.98	10,007	36.39	221.07
HALSTEAD	4065.58	191,183	47.02	231.70
HATFIELD PEVEREL	1777.55	72,759	40.93	225.61
HELIONS BUMPSTEAD	182.06	15,387	84.52	269.20
HENNYS,MIDDLETON & TWINSTEAD	235.12	9,756	41.49	226.17
KELVEDON	1356.95	117,298	86.44	271.12
LITTLE MAPLESTEAD	115.11	4,342	37.72	222.40
LITTLE YELDHAM, TILBURY JUXTA CLARE, & OVINGTON	241.16	9,165	38.00	222.68
PANFIELD	337.89	16,384	48.49	233.17
PEBMARSH	233.62	11,982	51.29	235.97
PENTLOW	108.01	5,000	46.29	230.97
RAYNE	856.55	45,179	52.75	237.43
RIDGEWELL	212.66	18,619	87.55	272.23
RIVENHALL	267.47	12,000	44.86	229.54
SHALFORD	346.13	21,500	62.12	246.80
SIBLE HEDINGHAM	1662.84	107,150	64.44	249.12
SILVER END	1117.32	76,156	68.16	252.84
STAMBOURNE	171.27	7,727	45.12	229.80
STEEPLE BUMPSTEAD	625.75	43,409	69.37	254.05
STISTED	279.86	14,210	50.78	235.46
STURMER	200.77	9,332	46.48	231.16
TERLING & FAIRSTEAD	427.69	23,262	54.39	239.07
THE SALINGS	229.09	16,265	71.00	255.68
TOPPESFIELD	218.16	17,253	79.08	263.76
WETHERSFIELD	540.50	29,180	53.99	238.67
WHITE COLNE	213.84	12,026	56.24	240.92
WHITE NOTLEY & FAULKBORNE	248.59	14,000	56.32	241.00
WICKHAM ST PAUL	137.50	12,165	88.47	273.15
WITHAM	8472.90	624,473	73.70	258.38
	53373.00	2,415,686		

COUNCIL TAX RESOLUTION - TOTAL COUNCIL TAX BY PARISH/BAND

PARISH/AREA	TOTAL COUNCIL TAX £							
	A	B	C	D	E	F	G	H
ALPHAMSTONE & LAMARSH	1199.31	1399.19	1599.08	1798.96	2198.73	2598.50	2998.27	3597.92
ASHEN	1206.79	1407.93	1609.06	1810.19	2212.45	2614.72	3016.98	3620.38
BELCHAMP OTTEN	1193.96	1392.95	1591.95	1790.94	2188.93	2586.91	2984.90	3581.88
BELCHAMP ST PAUL	1197.59	1397.18	1596.78	1796.38	2195.58	2594.77	2993.97	3592.76
BELCHAMP WALTER	1222.71	1426.49	1630.28	1834.06	2241.63	2649.20	3056.77	3668.12
BIRDBROOK	1245.61	1453.21	1660.81	1868.41	2283.61	2698.81	3114.02	3736.82
BLACK NOTLEY	1218.65	1421.75	1624.86	1827.97	2234.19	2640.40	3046.62	3655.94
BORLEY	1201.69	1401.97	1602.25	1802.53	2203.09	2603.65	3004.22	3605.06
BRADWELL	1222.86	1426.67	1630.48	1834.29	2241.91	2649.53	3057.15	3668.58
BRAINTREE	1185.54	1383.13	1580.72	1778.31	2173.49	2568.67	2963.85	3556.62
BULMER	1210.60	1412.37	1614.13	1815.90	2219.43	2622.97	3026.50	3631.80
BURES HAMLET	1246.79	1454.59	1662.39	1870.19	2285.79	2701.39	3116.98	3740.38
CASTLE HEDINGHAM	1225.18	1429.38	1633.57	1837.77	2246.16	2654.56	3062.95	3675.54
COGGESHALL	1247.83	1455.81	1663.78	1871.75	2287.69	2703.64	3119.58	3743.50
COLNE ENGAINÉ	1226.15	1430.50	1634.86	1839.22	2247.94	2656.65	3065.37	3678.44
CRESSING	1227.21	1431.74	1636.28	1840.81	2249.88	2658.95	3068.02	3681.62
EARLS COLNE	1241.05	1447.89	1654.73	1861.57	2275.25	2688.93	3102.62	3723.14
FEERING	1237.33	1443.56	1649.78	1856.00	2268.44	2680.89	3093.33	3712.00
FINCHINGFIELD	1228.17	1432.87	1637.56	1842.26	2251.65	2661.04	3070.43	3684.52
FOXEARH & LISTON	1215.51	1418.10	1620.68	1823.27	2228.44	2633.61	3038.78	3646.54
GESTINGTHORPE	1217.53	1420.45	1623.37	1826.29	2232.13	2637.97	3043.82	3652.58
GOSFIELD	1226.58	1431.01	1635.44	1839.87	2248.73	2657.59	3066.45	3679.74
GREAT BARDFIELD	1234.47	1440.22	1645.96	1851.71	2263.20	2674.69	3086.18	3703.42
GREAT MAPLESTEAD	1217.11	1419.96	1622.81	1825.66	2231.36	2637.06	3042.77	3651.32
GREAT NOTLEY	1208.21	1409.57	1610.94	1812.31	2215.05	2617.78	3020.52	3624.62
GREAT YELDHAM	1237.42	1443.66	1649.89	1856.13	2268.60	2681.08	3093.55	3712.26
GREENSTEAD GREEN	1209.80	1411.43	1613.07	1814.70	2217.97	2621.23	3024.50	3629.40
HALSTEAD	1216.89	1419.70	1622.52	1825.33	2230.96	2636.59	3042.22	3650.66
HATFIELD PEVEREL	1212.83	1414.96	1617.10	1819.24	2223.52	2627.79	3032.07	3638.48
HELIONS BUMPSTEAD	1241.89	1448.87	1655.85	1862.83	2276.79	2690.75	3104.72	3725.66
HENNYNS,MIDDLETON & TWINSTEAD	1213.20	1415.40	1617.60	1819.80	2224.20	2628.60	3033.00	3639.60
KELVEDON	1243.17	1450.36	1657.56	1864.75	2279.14	2693.53	3107.92	3729.50
LITTLE MAPLESTEAD	1210.69	1412.47	1614.25	1816.03	2219.59	2623.15	3026.72	3632.06
LITTLE YELDHAM,	1210.87	1412.69	1614.50	1816.31	2219.93	2623.56	3027.18	3632.62
TILBURY JUXTA CLARE, & OVINGTON								
PANFIELD	1217.87	1420.84	1623.82	1826.80	2232.76	2638.71	3044.67	3653.60
PEBMARSH	1219.73	1423.02	1626.31	1829.60	2236.18	2642.76	3049.33	3659.20
PENTLOW	1216.40	1419.13	1621.87	1824.60	2230.07	2635.53	3041.00	3649.20
RAYNE	1220.71	1424.16	1627.61	1831.06	2237.96	2644.86	3051.77	3662.12
RIDGEWELL	1243.91	1451.22	1658.54	1865.86	2280.50	2695.13	3109.77	3731.72
RIVENHALL	1215.45	1418.02	1620.60	1823.17	2228.32	2633.47	3038.62	3646.34
SHALFORD	1226.95	1431.45	1635.94	1840.43	2249.41	2658.40	3067.38	3680.86
SIBLE HEDINGHAM	1228.50	1433.25	1638.00	1842.75	2252.25	2661.75	3071.25	3685.50
SILVER END	1230.98	1436.14	1641.31	1846.47	2256.80	2667.12	3077.45	3692.94
STAMBOURNE	1215.62	1418.22	1620.83	1823.43	2228.64	2633.84	3039.05	3646.86
STEEPLE BUMPSTEAD	1231.79	1437.08	1642.38	1847.68	2258.28	2668.87	3079.47	3695.36
STISTED	1219.39	1422.63	1625.86	1829.09	2235.55	2642.02	3048.48	3658.18
STURMER	1216.53	1419.28	1622.04	1824.79	2230.30	2635.81	3041.32	3649.58
TERLING & FAIRSTEAD	1221.80	1425.43	1629.07	1832.70	2239.97	2647.23	3054.50	3665.40
THE SALINGS	1232.87	1438.35	1643.83	1849.31	2260.27	2671.23	3082.18	3698.62
TOPPESFIELD	1238.26	1444.64	1651.01	1857.39	2270.14	2682.90	3095.65	3714.78
WETHERSFIELD	1221.53	1425.12	1628.71	1832.30	2239.48	2646.66	3053.83	3664.60
WHITE COLNE	1223.03	1426.87	1630.71	1834.55	2242.23	2649.91	3057.58	3669.10
WHITE NOTLEY & FAULKBOURNE	1223.09	1426.93	1630.78	1834.63	2242.33	2650.02	3057.72	3669.26
WICKHAM ST PAUL	1244.52	1451.94	1659.36	1866.78	2281.62	2696.46	3111.30	3733.56
WITHAM	1234.67	1440.45	1646.23	1852.01	2263.57	2675.13	3086.68	3704.02

COUNCIL TAXBASE 2020/21 - SUMMARY BY BAND

COUNCIL TAX BAND	TOTAL NO. OF DWELLINGS	EXEMPT DWELLINGS	DISABLED RELIEF ADJ. +	SUB-TOTAL	Nil Discount	25% Discount	50% Discount	50% Second Homes	50% Empty Homes	EFFECTIVE DISCOUNTS	EMPTY HOMES PREMIUM	LOCAL SUPPORT SCHEME	FAMILY ANNEXE	EQUIV. NO. OF DWELLINGS	RELEVANT AMOUNT	TAX BASE @ 99.0 COLL. RATE
AR		0	5	5	0	4	0	0	0	1	0	1	0	3	1	1
A	6028	353	5	5748	279	3547	6	3	0	891	66	1040	20	3830	2553	2528
B	17081	241	78	16874	433	6849	14	1	0	1720	74	2076	0	13115	10201	10099
C	19039	194	112	18792	324	5366	28	0	0	1356	30	1288	1	16162	14366	14223
D	9643	71	59	9577	186	2237	16	0	1	568	14	280	1	8736	8736	8649
E	7292	51	64	7213	117	1279	15	1	1	328	13	97	0	6794	8304	8221
F	4230	23	36	4196	77	569	17	0	0	151	9	24	0	4025	5814	5756
G	2213	13	25	2186	52	260	22	0	0	76	4	6	0	2106	3510	3475
H	214	0	11	203	7	23	6	0	0	9	2	0	0	195	391	387
TOTAL	65740	946	390	64794	1475	20134	124	5	2	5099	212	4812	22	54967	53877	53338
										<i>Add Contributions in Lieu</i>					35	35
										TAXBASE					53912	53373

Notes

Effective discounts equals the number of discounts multiplied by the appropriate percentage ie 25% or 50%
 Relevant Amount is the number of chargeable dwellings in each valuation band after allowing for discounts and exemptions, expressed in terms of band D equivalents.
 Totals rounded to nearest whole number

GENERAL FUND SUMMARY 2020/21 - BUDGET CHANGES FROM PREVIOUS YEAR

	Controllable Budgets					Approved Budget 2020/21
	Base Budget 2019/20 (Updated)	Budget Variations & Requests for Funding	Reductions and Savings	Pay, Pension Fund, Inflation & Recharges	Other Budget Changes	
Business Plan						
Asset Management	(2,452,010)	0	(39,640)	18,320	0	(2,473,330)
Community Services	362,970	56,490	0	21,260	(47,360)	393,360
Corporate Management Plan	1,374,180	0	0	77,250	0	1,451,430
Economic Development	186,960	35,000	0	11,220	(35,000)	198,180
Environment & Leisure	901,900	53,370	(13,500)	87,400	(47,370)	981,800
Finance	1,427,320	52,340	(197,700)	153,120	(3,820)	1,431,260
Governance	1,026,350	144,110	(50,000)	50,230	0	1,170,690
Housing Services	889,520	0	0	34,570	0	924,090
Human Resources	345,780	0	0	14,230	0	360,010
ICT & Facilities	1,570,100	(50,000)	0	74,940	50,000	1,645,040
Marketing & Communications	538,570	10,790	(25,000)	32,520	0	556,880
Operations	5,807,280	236,000	(59,000)	338,070	(50,000)	6,272,350
Strategic Investment	10,470	0	0	10,270	0	20,740
Sustainable Development	1,241,310	(305,030)	(40,000)	106,090	(47,000)	955,370
COST OF SERVICES	13,230,700	233,070	(424,840)	1,029,490	(180,550)	13,887,870
Reversal of Capital Financing	0	0	0	0	0	0
Corporate Financing	5,369,489	(500,000)	(134,720)	23,280	3,671,617	8,429,666
Parish and Town Council Grants	21,040	8,410	0	0	0	29,450
Transfer to/ (from) Earmarked Reserves	(4,990,635)	600,000	0	0	(1,171,386)	(5,562,021)
Contribution to/(from) Balances	916,837	0	0	0	(2,476,108)	(1,559,271)
BRAINTREE BUDGET	14,547,431	341,480	(559,560)	1,052,770	(156,427)	15,225,694
Revenue Support Grant	0	0	0	0	0	0
Retained Business Rates	(4,907,378)	0	0	0	(95,190)	(5,002,568)
Transition and Rural Services Grants	(22,125)	0	0	0	0	(22,125)
Collection Fund Surplus - Business Rates	(57,034)	0	0	0	(131,921)	(188,955)
Collection Fund Surplus - Council Tax	(113,625)	0	0	0	(41,495)	(155,120)
AMOUNT TO BE MET FROM COUNCIL TAX PAYERS	9,447,269	341,480	(559,560)	1,052,770	(425,033)	9,856,926

GENERAL FUND SUMMARY 2020/21 - BUDGET CHANGES FROM PREVIOUS YEAR

	Controllable Budgets					Approved Budget 2020/21
	Base Budget 2019/20 (Updated)	Budget Variations & Requests for Funding	Reductions and Savings	Pay, Pension Fund, Inflation & Recharges	Other Budget Changes	
ASSET MANAGEMENT	(2,452,010)	0	(39,640)	18,320	0	(2,473,330)
<u>Services</u>						
Commercial Property Mgt: Industrial Land	(748,370)	0	0	210	(9,410)	(757,570)
Commercial Property Mgt: Industrial Units	(226,610)	0	(31,100)	220	6,910	(250,580)
Commercial Property Mgt: Shops	(148,730)	0	0	10	0	(148,720)
Commercial Property Mgt: Other Investment Properties	(1,204,670)	0	0	40	0	(1,204,630)
Commercial Property Mgt: Central Overheads	0	0	0	0	0	0
Non-Commercial Property Mgt	(400,470)	0	0	3,090	14,400	(382,980)
Public & Community Halls	(11,340)	0	0	140	(3,000)	(14,200)
sub-total services	(2,740,190)	0	(31,100)	3,710	8,900	(2,758,680)
<u>Service Units & Holding Accounts</u>						
Asset Management Unit	288,180	0	(8,540)	14,610	(8,900)	285,350
	288,180	0	(8,540)	14,610	(8,900)	285,350
COMMUNITY SERVICES	362,970	56,490	0	21,260	(47,360)	393,360
<u>Services</u>						
Community Transport	50,040	0	0	9,970	0	60,010
Community Safety & Development	107,020	56,490	0	8,050	(47,360)	124,200
Equalities & Diversity	1,000	0	0	0	0	1,000
External Funding	141,580	0	0	0	0	141,580
Member Grant Scheme	0	0	0	0	0	0
sub-total services	299,640	56,490	0	18,020	(47,360)	326,790
<u>Service Units & Holding Accounts</u>						
Community Wellbeing	63,330	0	0	3,240	0	66,570
sub-total service units	63,330	0	0	3,240	0	66,570
CORPORATE MANAGEMENT PLAN	1,374,180	0	0	77,250	0	1,451,430
<u>Services</u>						
Corporate Management	0	0	0	0	0	0
sub-total services	0	0	0	0	0	0
<u>Service Units & Holding Accounts</u>						
Civic Support	66,170	0	0	250	0	66,420
Corporate Management Team	639,150	0	0	27,850	0	667,000
Heads of Service	564,960	0	0	41,420	0	606,380
Commercial	103,900	0	0	7,730	0	111,630
sub-total service units	1,374,180	0	0	77,250	0	1,451,430

GENERAL FUND SUMMARY 2020/21 - BUDGET CHANGES FROM PREVIOUS YEAR

	Controllable Budgets					Approved Budget 2020/21
	Base Budget 2019/20 (Updated)	Budget Variations & Requests for Funding	Reductions and Savings	Pay, Pension Fund, Inflation & Recharges	Other Budget Changes	
ECONOMIC DEVELOPMENT	186,960	35,000	0	11,220	(35,000)	198,180
<i>Services</i>						
Economic Development	166,960	35,000	0	11,220	(35,000)	178,180
Business Support & Engagement	20,000	0	0	0	0	20,000
sub-total services	186,960	35,000	0	11,220	(35,000)	198,180
ENVIRONMENT & LEISURE	901,900	53,370	(13,500)	87,400	(47,370)	981,800
<i>Services</i>						
Building Control	63,350	0	0	18,810	(1,450)	80,710
Carbon - Management & Admin	(14,660)	0	0	4,760	170	(9,730)
Electric Car Charging	0	0	0	0	0	0
Public Lighting	11,130	0	0	430	0	11,560
Land Drainage & Flooding	0	0	0	0	0	0
Environmental Protection	253,100	0	0	10,360	(700)	262,760
Health Protection	208,660	0	0	6,860	(1,110)	214,410
Public Health & Housing	18,010	0	0	2,150	(980)	19,180
Private Sector Housing Grants	0	0	0	0	0	0
Pest Control	0	0	0	0	0	0
Emergency Planning	49,240	0	0	1,860	240	51,340
Licensing	4,670	0	0	20,380	(3,810)	21,240
Museum	200,050	0	(13,500)	50	670	187,270
Town Hall Centre	100,610	6,000	0	7,500	1,720	115,830
Health Development	51,750	47,370	0	2,420	(47,370)	54,170
Leisure Management	(94,650)	0	0	9,680	4,590	(80,380)
sub-total services	851,260	53,370	(13,500)	85,260	(48,030)	928,360
<i>Service Units & Holding Accounts</i>						
Env Health- Management & Admin	0	0	0	0	0	0
Health, Safety & Emergency Planning Unit	50,640	0	0	2,140	660	53,440
sub-total service units	50,640	0	0	2,140	660	53,440

GENERAL FUND SUMMARY 2020/21 - BUDGET CHANGES FROM PREVIOUS YEAR

	Controllable Budgets					Approved Budget 2020/21
	Base Budget 2019/20 (Updated)	Budget Variations & Requests for Funding	Reductions and Savings	Pay, Pension Fund, Inflation & Recharges	Other Budget Changes	
FINANCE	1,427,320	52,340	(197,700)	153,120	(3,820)	1,431,260
<i>Services</i>						
Benefits - Administration	154,390	19,640	0	26,980	(900)	200,110
Benefits - Net Paid/Subsidy	(48,930)	0	(100,000)	0	0	(148,930)
Local Tax Collection	32,320	8,700	0	28,790	3,970	73,780
Treasury Management	(694,430)	0	(90,000)	500	0	(783,930)
sub-total services	(556,650)	28,340	(190,000)	56,270	3,070	(658,970)
<i>Service Units & Holding Accounts</i>						
Insurance	260,940	24,000	0	8,010	400	293,350
Internal Audit	154,130	0	0	12,980	0	167,110
Cashiering Services	168,100	0	0	4,750	370	173,220
Revenues & Benefits System & Support	323,250	0	0	15,560	(5,690)	333,120
Financial Services	466,190	0	(3,850)	27,480	(1,970)	487,850
Corporate Management (Finance)	79,420	0	0	1,120	0	80,540
HR & Payroll System	29,920	0	0	1,260	3,820	35,000
Payroll Shared Service	7,670	0	(3,850)	0	(3,820)	0
Procurement	41,520	0	0	0	0	41,520
Performance & Improvement	102,350	0	0	6,830	0	109,180
Customer Contact Centre	350,480	0	0	18,860	0	369,340
sub-total service units	1,983,970	24,000	(7,700)	96,850	(6,890)	2,090,230
GOVERNANCE	1,026,350	144,110	(50,000)	50,230	0	1,170,690
<i>Services</i>						
Democratic Representation & Mgt	477,260	72,000	0	9,760	0	559,020
Electoral Services	193,530	3,000	0	7,240	0	203,770
Land Charges	(11,800)	0	(50,000)	6,820	0	(54,980)
sub-total services	658,990	75,000	(50,000)	23,820	0	707,810
<i>Service Units & Holding Accounts</i>						
Legal Services	190,290	8,000	0	11,110	0	209,400
Member Resources	177,070	61,110	0	15,300	0	253,480
sub-total service units	367,360	69,110	0	26,410	0	462,880

GENERAL FUND SUMMARY 2020/21 - BUDGET CHANGES FROM PREVIOUS YEAR

	Controllable Budgets					Approved Budget 2020/21
	Base Budget 2019/20 (Updated)	Budget Variations & Requests for Funding	Reductions and Savings	Pay, Pension Fund, Inflation & Recharges	Other Budget Changes	
HOUSING SERVICES	889,520	0	0	34,570	0	924,090
<u>Services</u>						
Choice Based Lettings	3,970	0	0	130	(3,600)	500
Empty Homes	17,940	0	0	380	(130)	18,190
Grants	1,520	0	0	10	0	1,530
Homelessness & Temporary Accommodation	132,220	0	0	2,170	3,190	137,580
Housing Advice	426,850	0	0	15,880	620	443,350
Housing Enabling	0	0	0	0	0	0
Housing Needs Survey	0	0	0	0	0	0
Housing Strategy	0	0	0	0	0	0
Supporting People	1,000	0	0	0	0	1,000
sub-total services	583,500	0	0	18,570	80	602,150
<u>Service Units & Holding Accounts</u>						
Housing Assessment	148,240	0	0	3,820	250	152,310
Research & Development	157,780	0	0	12,180	(330)	169,630
sub-total service units	306,020	0	0	16,000	(80)	321,940
HUMAN RESOURCES	345,780	0	0	14,230	0	360,010
<u>Service Units & Holding Accounts</u>						
Human Resources	256,430	0	0	14,230	0	270,660
Modern Apprentices	40,500	0	0	0	0	40,500
Organisational Development	48,850	0	0	0	0	48,850
Staff Representatives	0	0	0	0	0	0
sub-total service units	345,780	0	0	14,230	0	360,010

GENERAL FUND SUMMARY 2020/21 - BUDGET CHANGES FROM PREVIOUS YEAR

	Controllable Budgets					Approved Budget 2020/21
	Base Budget 2019/20 (Updated)	Budget Variations & Requests for Funding	Reductions and Savings	Pay, Pension Fund, Inflation & Recharges	Other Budget Changes	
ICT & FACILITIES	1,570,100	(50,000)	0	74,940	50,000	1,645,040
<u>Services</u>						
Closed Circuit Television	14,500	0	0	(10)	0	14,490
	14,500	0	0	(10)	0	14,490
<u>Service Units & Holding Accounts</u>						
Customer Service Duty Officers	141,100	0	0	13,720	0	154,820
Corporate Business Systems	378,090	(50,000)	0	8,740	51,830	388,660
Business Systems Team	500,550	0	0	34,010	0	534,560
Council Offices	355,980	0	0	14,700	0	370,680
Corporate Projects & Web	179,880	0	0	3,780	(1,830)	181,830
sub-total service units	1,555,600	(50,000)	0	74,950	50,000	1,630,550
MARKETING & COMMUNICATIONS	538,570	10,790	(25,000)	32,520	0	556,880
<u>Service Units & Holding Accounts</u>						
Reprographics	105,120	0	0	5,280	0	110,400
Marketing & Communications	213,870	10,790	0	14,270	0	238,930
Graphic Design	79,680	0	(5,000)	10,240	0	84,920
Mail Services	139,900	0	(20,000)	2,730	0	122,630
sub-total service units	538,570	10,790	(25,000)	32,520	0	556,880

GENERAL FUND SUMMARY 2020/21 - BUDGET CHANGES FROM PREVIOUS YEAR

	Controllable Budgets					Approved Budget 2020/21
	Base Budget 2019/20 (Updated)	Budget Variations & Requests for Funding	Reductions and Savings	Pay, Pension Fund, Inflation & Recharges	Other Budget Changes	
OPERATIONS	5,807,280	236,000	(59,000)	338,070	(50,000)	6,272,350
<u>Services</u>						
Car Parks	(648,640)	0	0	9,210	4,190	(635,240)
Cemeteries	19,610	0	(22,000)	7,440	0	5,050
Discovery Centre	15,150	0	0	50	0	15,200
Markets	(38,460)	0	0	1,630	(500)	(37,330)
Parks	27,130	0	0	(250)	(11,490)	15,390
Public Conveniences	44,650	0	0	600	(60)	45,190
Roadside Features	23,140	0	0	0	0	23,140
Street Cleansing & Rapid Response	1,142,330	0	0	37,890	0	1,180,220
Cordons Fair	190,450	0	(5,000)	4,720	0	190,170
Refuse And Recycling	2,333,090	220,000	(28,000)	158,200	(50,000)	2,633,290
Dog Fouling & Warden	0	0	0	0	0	0
sub-total services	3,108,450	220,000	(55,000)	219,490	(57,860)	3,435,080
<u>Service Units & Holding Accounts</u>						
Fleet Management Unit	202,670	0	(4,000)	6,350	(16,040)	188,980
Fleet - Operating Costs	250,390	0	0	90	14,000	264,480
Fleet - Lease Car Scheme	0	0	0	0	0	0
Operations Mgt & Admin	884,470	0	0	62,280	900	947,650
Lakes Road Depot & Offices	199,110	16,000	0	2,040	7,950	225,100
Horticultural Services	920,820	0	0	36,440	0	957,260
Street Wardens	0	0	0	0	0	0
Street Scene Protection	241,370	0	0	11,380	1,050	253,800
sub-total service units	2,698,830	16,000	(4,000)	118,580	7,860	2,837,270
STRATEGIC INVESTMENT	10,470	0	0	10,270	0	20,740
<u>Services</u>						
Strategic Investment Team	10,470	0	0	10,270	0	20,740
sub-total services	10,470	0	0	10,270	0	20,740

GENERAL FUND SUMMARY 2020/21 - BUDGET CHANGES FROM PREVIOUS YEAR

	Controllable Budgets					Approved Budget 2020/21
	Base Budget 2019/20 (Updated)	Budget Variations & Requests for Funding	Reductions and Savings	Pay, Pension Fund, Inflation & Recharges	Other Budget Changes	
SUSTAINABLE DEVELOPMENT	1,241,310	(305,030)	(40,000)	106,090	(47,000)	955,370
<i>Services</i>						
Development Management	560,290	(432,510)	(40,000)	69,160	0	156,940
Street Naming & Numbering	0	0	0	0	0	0
Environmental Improvements	0	0	0	0	0	0
Landscape & Countryside	56,980	30,000	0	0	0	86,980
Local Plan	125,580	0	0	0	0	125,580
Public Transport/Traffic Management	3,000	0	0	0	0	3,000
sub-total services	745,850	(402,510)	(40,000)	69,160	0	372,500
<i>Service Units & Holding Accounts</i>						
Parks & Landscape Services	193,520	50,480	0	11,600	0	255,600
Planning Policy	301,940	47,000	0	25,330	(47,000)	327,270
sub-total service units	495,460	97,480	0	36,930	(47,000)	582,870
CORPORATE FINANCING & OTHER ITEMS	1,316,731	108,410	(134,720)	23,280	24,123	1,337,824
Reversal of Capital Financing						0
Corporate Financing	5,369,489	(500,000)	(134,720)	23,280	3,671,617	8,429,666
Parish & Town Council Grants	21,040	8,410	0	0	0	29,450
Transfer to/ (from) Earmarked Reserves	(4,990,635)	600,000	0	0	(1,171,386)	(5,562,021)
Contribution to/(from) Balances	916,837	0	0	0	(2,476,108)	(1,559,271)
BRAINTREE PROPOSED BUDGET	14,547,431	341,480	(559,560)	1,052,770	(156,427)	15,225,694

GENERAL FUND SUMMARY 2020/21 - CONTROLLABLE NET COST OF SERVICE

	Controllable Expenditure	Controllable Income	Total Service Controllable	Reversal Use of Earmarked Reserves	Direct Appointed Expenses	Indirect Appointed Expenses	Recharged Appointed Expenses	Controllable Net Cost of Services
Business Plan								
Asset Management	885,120	(3,358,450)	(2,473,330)	0	275,230	222,350	(339,180)	(2,314,930)
Community Services	596,180	(202,820)	393,360	91,640	75,580	163,590	(133,090)	591,080
Corporate Management Plan	1,461,430	(10,000)	1,451,430	0	637,770	1,498,000	(1,623,900)	1,963,300
Economic Development	198,180	0	198,180	194,000	0	116,810	0	508,990
Environment & Leisure	2,274,290	(1,292,490)	981,800	50,100	96,110	805,310	(192,670)	1,740,650
Finance	27,681,940	(26,250,680)	1,431,260	39,400	1,097,730	616,790	(2,655,700)	529,480
Housing Services	1,389,290	(218,600)	1,170,690	30,800	235,950	894,010	(658,120)	1,673,330
Human Resources	1,279,760	(355,670)	924,090	(111,950)	873,880	307,550	(873,880)	1,119,690
ICT & Facilities	360,010	0	360,010	(9,890)	50	79,840	(389,510)	40,500
Marketing & Communications	1,647,020	(1,980)	1,645,040	10,080	148,890	93,450	(1,842,830)	54,630
Operations	695,680	(138,800)	556,880	33,000	0	147,010	(736,890)	0
Strategic Investment	11,656,310	(5,383,960)	6,272,350	98,110	2,930,680	914,450	(3,308,460)	6,907,130
Sustainable Development	320,740	(300,000)	20,740	111,810	0	137,880	0	270,430
	2,681,190	(1,725,820)	955,370	219,280	714,510	606,800	(935,990)	1,559,970
COST OF SERVICES	53,127,140	(39,239,270)	13,887,870	756,380	7,086,380	6,603,840	(13,690,220)	14,644,250
Reversal of Capital Financing	0	0	0	0	0	0	0	0
Corporate Financing	10,456,870	(2,027,204)	8,429,666	0	0	0	0	8,429,666
Parish and Town Council Grants	29,450	0	29,450	0	0	0	0	29,450
Transfer to/(from) Earmarked Reserves	(5,562,021)	0	(5,562,021)	(756,380)	0	0	0	(6,318,401)
Contribution to/(from) Balances	(1,559,271)	0	(1,559,271)	0	0	0	0	(1,559,271)
BRAINTREE BUDGET	56,492,168	(41,266,474)	15,225,694	0	7,086,380	6,603,840	(13,690,220)	15,225,694
Revenue Support Grant	0	0	0	0	0	0	0	0
Retained Business Rates	14,442,295	(19,444,863)	(5,002,568)	0	0	0	0	(5,002,568)
Transition and Rural Services Grants	0	(22,125)	(22,125)	0	0	0	0	(22,125)
Collection Fund Surplus - Business Rates	0	(188,955)	(188,955)	0	0	0	0	(188,955)
Collection Fund Surplus - Council Tax	0	(155,120)	(155,120)	0	0	0	0	(155,120)
AMOUNT TO BE MET FROM COUNCIL TAX PAYERS	70,934,463	(61,077,537)	9,856,926	0	7,086,380	6,603,840	(13,690,220)	9,856,926

GENERAL FUND SUMMARY 2020/21 - CONTROLLABLE NET COST OF SERVICE

	Controllable Expenditure	Controllable Income	Total Service Controllable	Reversal Use of Earmarked Reserves	Direct Appointed Expenses	Indirect Appointed Expenses	Recharged Appointed Expenses	Controllable Net Cost of Services
ASSET MANAGEMENT	885,120	(3,358,450)	(2,473,330)	0	275,230	222,350	(339,180)	(2,314,930)
<i>Services</i>								
Commercial Property Mgt: Industrial Land	17,950	(775,520)	(757,570)	0	0	0	0	(757,570)
Commercial Property Mgt: Industrial Units	146,430	(397,010)	(250,580)	0	0	0	0	(250,580)
Commercial Property Mgt: Shops	10,030	(158,750)	(148,720)	0	0	0	0	(148,720)
Commercial Property Mgt: Other Investment Properties	17,540	(1,222,170)	(1,204,630)	0	0	0	0	(1,204,630)
Commercial Property Mgt: Central Overheads	0	0	0	0	176,870	61,010	0	237,880
Non-Commercial Property Mgt	317,330	(700,310)	(382,980)	0	77,760	89,550	0	(215,670)
Public & Community Halls	39,870	(54,070)	(14,200)	0	20,600	17,960	0	24,360
sub-total services	549,150	(3,307,830)	(2,758,680)	0	275,230	168,520	0	(2,314,930)
<i>Service Units & Holding Accounts</i>								
Asset Management Unit	335,970	(50,620)	285,350	0	0	53,830	(339,180)	0
sub-total service units	335,970	(50,620)	285,350	0	0	53,830	(339,180)	0
COMMUNITY SERVICES	596,180	(202,820)	393,360	91,640	75,580	163,590	(133,090)	591,080
<i>Services</i>								
Community Transport	253,760	(193,750)	60,010	0	2,800	73,140	0	135,950
Community Safety & Development	133,270	(9,070)	124,200	18,140	53,600	51,330	(39,930)	207,340
Equalities & Diversity	1,000	0	1,000	0	0	0	0	1,000
External Funding	141,580	0	141,580	0	19,180	12,530	0	173,290
Member Grant Scheme	0	0	0	73,500	0	0	0	73,500
sub-total services	529,610	(202,820)	326,790	91,640	75,580	137,000	(39,930)	591,080
<i>Service Units & Holding Accounts</i>								
Community Wellbeing	66,570	0	66,570	0	0	26,590	(93,160)	0
sub-total service units	66,570	0	66,570	0	0	26,590	(93,160)	0
CORPORATE MANAGEMENT PLAN	1,461,430	(10,000)	1,451,430	0	637,770	1,498,000	(1,623,900)	1,963,300
<i>Services</i>								
Corporate Management	0	0	0	0	586,150	1,377,150	0	1,963,300
sub-total services	0	0	0	0	586,150	1,377,150	0	1,963,300
<i>Service Units & Holding Accounts</i>								
Civic Support	66,420	0	66,420	0	14,180	10,340	(90,940)	0
Corporate Management Team	667,000	0	667,000	0	37,440	59,440	(763,880)	0
Heads of Service	606,380	0	606,380	0	0	41,660	(648,040)	0
Commercial	121,630	(10,000)	111,630	0	0	9,410	(121,040)	0
sub-total service units	1,461,430	(10,000)	1,451,430	0	51,620	120,850	(1,623,900)	0

GENERAL FUND SUMMARY 2020/21 - CONTROLLABLE NET COST OF SERVICE

	Controllable Expenditure	Controllable Income	Total Service Controllable	Reversal Use of Earmarked Reserves	Direct Appointed Expenses	Indirect Appointed Expenses	Recharged Appointed Expenses	Controllable Net Cost of Services
ECONOMIC DEVELOPMENT	198,180	0	198,180	194,000	0	116,810	0	508,990
<i>Services</i>								
Economic Development	178,180	0	178,180	194,000	0	116,810	0	488,990
Business Support & Engagement	20,000	0	20,000	0	0	0	0	20,000
sub-total services	198,180	0	198,180	194,000	0	116,810	0	508,990
ENVIRONMENT & LEISURE	2,274,290	(1,292,490)	981,800	50,100	96,110	805,310	(192,670)	1,740,650
<i>Services</i>								
Building Control	418,710	(338,000)	80,710	0	1,030	81,220	0	162,960
Carbon - Management & Admin	107,720	(117,450)	(9,730)	0	340	24,930	(27,850)	(12,310)
Electric Car Charging	1,500	(1,500)	0	0	0	0	0	0
Public Lighting	11,560	0	11,560	0	220	2,270	0	14,050
Land Drainage & Flooding	0	0	0	0	220	250	0	470
Environmental Protection	376,440	(113,680)	262,760	0	12,950	381,080	(91,400)	565,390
Health Protection	226,410	(12,000)	214,410	0	680	37,870	0	252,960
Public Health & Housing	12,340	(2,000)	10,340	(3,000)	42,640	8,490	0	58,470
Private Sector Housing Grants	0	0	0	0	21,580	1,040	0	22,620
Pest Control	47,340	(38,500)	8,840	0	110	28,100	0	37,050
Emergency Planning	51,340	0	51,340	0	110	4,030	0	55,480
Licensing	275,740	(254,500)	21,240	(2,500)	1,860	68,050	0	88,650
Museum	187,270	0	187,270	0	0	2,480	0	189,750
Town Hall Centre	183,230	(67,400)	115,830	0	1,120	38,650	0	155,600
Health Development	117,850	(63,680)	54,170	55,600	460	57,220	0	167,450
Leisure Management	203,400	(283,780)	(80,380)	0	6,780	55,660	0	(17,940)
sub-total services	2,220,850	(1,292,490)	928,360	50,100	90,100	791,340	(119,250)	1,740,650
<i>Service Units & Holding Accounts</i>								
Env Health- Management & Admin	0	0	0	0	0	0	0	0
Health, Safety & Emergency Planning Unit	53,440	0	53,440	0	6,010	13,970	(73,420)	0
sub-total service units	53,440	0	53,440	0	6,010	13,970	(73,420)	0

GENERAL FUND SUMMARY 2020/21 - CONTROLLABLE NET COST OF SERVICE

	Controllable Expenditure	Controllable Income	Total Service Controllable	Reversal Use of Earmarked Reserves	Direct Appointed Expenses	Indirect Appointed Expenses	Recharged Appointed Expenses	Controllable Net Cost of Services
FINANCE	27,681,940	(26,250,680)	1,431,260	39,400	1,097,730	616,790	(2,655,700)	529,480
<u>Services</u>								
Benefits - Administration	602,080	(401,970)	200,110	0	404,580	137,100	(41,200)	700,590
Benefits - Net Paid/Subsidy	23,506,000	(23,654,930)	(148,930)	0	0	0	0	(148,930)
Local Tax Collection	786,600	(712,820)	73,780	0	546,990	119,550	(94,300)	646,020
Treasury Management	303,670	(1,087,600)	(783,930)	(1,600)	36,790	0	0	(748,740)
sub-total services	25,198,350	(25,857,320)	(658,970)	(1,600)	988,360	256,650	(135,500)	448,940
<u>Service Units & Holding Accounts</u>								
Insurance	293,350	0	293,350	0	8,500	4,610	(306,460)	0
Internal Audit	167,110	0	167,110	0	6,880	21,100	(195,090)	0
Cashiering Services	173,220	0	173,220	0	10,440	39,140	(222,800)	0
Revenues & Benefits System & Support	333,120	0	333,120	0	26,270	89,930	(449,320)	0
Financial Services	487,850	0	487,850	18,230	13,670	57,120	(576,870)	0
Corporate Management (Finance)	80,540	0	80,540	0	0	0	0	80,540
HR & Payroll System	35,000	0	35,000	0	17,130	4,810	(56,940)	0
Payroll Shared Service	75,180	(75,180)	0	0	2,530	9,900	(12,430)	0
Procurement	346,450	(304,930)	41,520	22,770	9,570	19,150	(93,010)	0
Performance & Improvement	109,180	0	109,180	0	4,580	12,930	(126,690)	0
Customer Contact Centre	382,590	(13,250)	369,340	0	9,800	101,450	(480,590)	0
sub-total service units	2,483,590	(393,360)	2,090,230	41,000	109,370	360,140	(2,520,200)	80,540
GOVERNANCE	1,389,290	(218,600)	1,170,690	30,800	235,950	894,010	(658,120)	1,673,330
<u>Services</u>								
Democratic Representation & Mgt	559,020	0	559,020	0	187,360	687,710	0	1,434,090
Electoral Services	225,370	(21,600)	203,770	(30,000)	2,610	64,410	(3,890)	236,900
Land Charges	139,020	(194,000)	(54,980)	0	0	57,320	0	2,340
sub-total services	923,410	(215,600)	707,810	(30,000)	189,970	809,440	(3,890)	1,673,330
<u>Service Units & Holding Accounts</u>								
Legal Services	212,400	(3,000)	209,400	45,000	45,980	37,930	(338,310)	0
Member Resources	253,480	0	253,480	15,800	0	46,640	(315,920)	0
sub-total service units	465,880	(3,000)	462,880	60,800	45,980	84,570	(654,230)	0

GENERAL FUND SUMMARY 2020/21 - CONTROLLABLE NET COST OF SERVICE

	Controllable Expenditure	Controllable Income	Total Service Controllable	Reversal Use of Earmarked Reserves	Direct Appointed Expenses	Indirect Appointed Expenses	Recharged Appointed Expenses	Controllable Net Cost of Services
HOUSING SERVICES	1,279,760	(355,670)	924,090	(111,950)	873,880	307,550	(873,880)	1,119,690
<u>Services</u>								
Choice Based Lettings	4,830	(4,330)	500	0	0	0	0	500
Empty Homes	18,190	0	18,190	0	0	0	0	18,190
Grants	1,530	0	1,530	0	0	0	0	1,530
Homelessness & Temporary Accommodation	488,920	(351,340)	137,580	(320,040)	432,380	50,370	0	300,290
Housing Advice	443,350	0	443,350	155,370	8,980	107,900	(423,400)	292,200
Housing Enabling	0	0	0	0	269,340	11,680	0	281,020
Housing Needs Survey	0	0	0	0	0	0	0	0
Housing Strategy	0	0	0	0	163,180	61,780	0	224,960
Supporting People	1,000	0	1,000	0	0	0	0	1,000
sub-total services	957,820	(355,670)	602,150	(164,670)	873,880	231,730	(423,400)	1,119,690
<u>Service Units & Holding Accounts</u>								
Housing Assessment	152,310	0	152,310	52,720	0	48,740	(253,770)	0
Research & Development	169,630	0	169,630	0	0	27,080	(196,710)	0
sub-total service units	321,940	0	321,940	52,720	0	75,820	(450,480)	0
HUMAN RESOURCES	360,010	0	360,010	(9,890)	50	79,840	(389,510)	40,500
<u>Service Units & Holding Accounts</u>								
Human Resources	270,660	0	270,660	(9,890)	50	76,050	(336,870)	0
Modern Apprentices	40,500	0	40,500	0	0	0	0	40,500
Organisational Development	48,850	0	48,850	0	0	0	(48,850)	0
Staff Representatives	0	0	0	0	0	3,790	(3,790)	0
sub-total service units	360,010	0	360,010	(9,890)	50	79,840	(389,510)	40,500

GENERAL FUND SUMMARY 2020/21 - CONTROLLABLE NET COST OF SERVICE

	Controllable Expenditure	Controllable Income	Total Service Controllable	Reversal Use of Earmarked Reserves	Direct Appointed Expenses	Indirect Appointed Expenses	Recharged Appointed Expenses	Controllable Net Cost of Services
ICT & FACILITIES	1,647,020	(1,980)	1,645,040	10,080	148,890	93,450	(1,842,830)	54,630
<i>Services</i>								
Closed Circuit Television	14,490	0	14,490	0	39,970	170	0	54,630
sub-total services	14,490	0	14,490	0	39,970	170	0	54,630
<i>Service Units & Holding Accounts</i>								
Customer Service Duty Officers	156,800	(1,980)	154,820	0	10,950	13,160	(178,930)	0
Corporate Business Systems	388,660	0	388,660	0	16,620	8,470	(413,750)	0
Business Systems Team	534,560	0	534,560	0	16,220	42,290	(593,070)	0
Council Offices	370,680	0	370,680	0	58,240	17,270	(446,190)	0
Corporate Projects & Web	181,830	0	181,830	10,080	6,890	12,090	(210,890)	0
sub-total service units	1,632,530	(1,980)	1,630,550	10,080	108,920	93,280	(1,842,830)	0
MARKETING & COMMUNICATIONS	695,680	(138,800)	556,880	33,000	0	147,010	(736,890)	0
<i>Service Units & Holding Accounts</i>								
Reprographics	136,200	(25,800)	110,400	0	0	30,490	(140,890)	0
Marketing & Communications	325,680	(86,750)	238,930	33,000	0	79,690	(351,620)	0
Graphic Design	111,170	(26,250)	84,920	0	0	19,050	(103,970)	0
Mail Services	122,630	0	122,630	0	0	17,780	(140,410)	0
sub-total service units	695,680	(138,800)	556,880	33,000	0	147,010	(736,890)	0

GENERAL FUND SUMMARY 2020/21 - CONTROLLABLE NET COST OF SERVICE

	Controllable Expenditure	Controllable Income	Total Service Controllable	Reversal Use of Earmarked Reserves	Direct Appointed Expenses	Indirect Appointed Expenses	Recharged Appointed Expenses	Controllable Net Cost of Services
OPERATIONS	11,656,310	(5,383,960)	6,272,350	98,110	2,930,680	914,450	(3,308,460)	6,907,130
<u>Services</u>								
Car Parks	411,310	(1,046,550)	(635,240)	0	48,300	35,980	0	(550,960)
Cemeteries	209,030	(203,980)	5,050	0	186,450	22,520	0	214,020
Discovery Centre	57,200	(42,000)	15,200	0	0	0	0	15,200
Markets	42,670	(80,000)	(37,330)	0	3,770	7,540	0	(26,020)
Parks	83,160	(67,770)	15,390	98,110	1,270,810	87,060	0	1,471,370
Public Conveniences	50,870	(5,680)	45,190	0	6,050	7,240	0	58,480
Roadside Features	23,140	0	23,140	0	0	0	0	23,140
Street Cleansing & Rapid Response	1,274,220	(94,000)	1,180,220	0	209,090	103,930	0	1,493,240
Cordons Farm	270,980	(80,810)	190,170	0	27,560	10,070	0	227,800
Refuse And Recycling	6,049,270	(3,415,980)	2,633,290	0	654,300	336,690	0	3,624,280
Dog Fouling & Warden	0	0	0	0	76,890	15,210	0	92,100
sub-total services	8,471,850	(5,036,770)	3,435,080	98,110	2,483,220	626,240	0	6,642,650
<u>Service Units & Holding Accounts</u>								
Fleet Management Unit	188,980	0	188,980	0	40,980	39,980	(269,940)	0
Fleet - Operating Costs	264,480	0	264,480	0	0	0	0	264,480
Fleet - Lease Car Scheme	27,940	(27,940)	0	0	0	0	0	0
Operations Mgt & Admin	947,650	0	947,650	0	34,650	114,040	(1,096,340)	0
Lakes Road Depot & Offices	225,100	0	225,100	0	20,670	7,630	(253,400)	0
Horticultural Services	1,266,110	(308,850)	957,260	0	275,700	97,950	(1,330,910)	0
Street Wardens	0	0	0	0	0	0	0	0
Street Scene Protection	264,200	(10,400)	253,800	0	75,460	28,610	(357,870)	0
sub-total service units	3,184,460	(347,190)	2,837,270	0	447,460	288,210	(3,308,460)	264,480
STRATEGIC INVESTMENT	320,740	(300,000)	20,740	111,810	0	137,880	0	270,430
<u>Services</u>								
Growth Delivery	320,740	(300,000)	20,740	111,810	0	137,880	0	270,430
sub-total services	320,740	(300,000)	20,740	111,810	0	137,880	0	270,430

GENERAL FUND SUMMARY 2020/21 - CONTROLLABLE NET COST OF SERVICE

	Controllable Expenditure	Controllable Income	Total Service Controllable	Reversal Use of Earmarked Reserves	Direct Appportioned Expenses	Indirect Appportioned Expenses	Recharged Appportioned Expenses	Controllable Net Cost of Services
SUSTAINABLE DEVELOPMENT	2,681,190	(1,725,820)	955,370	219,280	714,510	606,800	(935,990)	1,559,970
<u>Services</u>								
Development Management	1,851,980	(1,695,040)	156,940	86,000	203,160	412,590	(141,360)	717,330
Street Naming & Numbering	0	0	0	0	0	0	0	0
Environmental Improvements	0	0	0	0	52,580	0	0	52,580
Landscape & Countryside	87,560	(580)	86,980	0	44,520	0	0	131,500
Local Plan	125,580	0	125,580	100,000	408,500	19,850	0	653,930
Public Transport/Traffic Management	3,000	0	3,000	0	1,600	30	0	4,630
sub-total services	2,068,120	(1,695,620)	372,500	186,000	710,360	432,470	(141,360)	1,559,970
<u>Service Units & Holding Accounts</u>								
Parks & Landscape Services	255,800	(200)	255,600	0	4,150	48,420	(308,170)	0
Planning Policy	357,270	(30,000)	327,270	33,280	0	125,910	(486,460)	0
sub-total service units	613,070	(30,200)	582,870	33,280	4,150	174,330	(794,630)	0
CORPORATE FINANCING & OTHER ITEMS	3,365,028	(2,027,204)	1,337,824	(756,380)	0	0	0	581,444
Reversal of Capital Financing	0	0	0	0	0	0	0	0
Corporate Financing	10,456,870	(2,027,204)	8,429,666	0	0	0	0	8,429,666
Parish & Town Council Grants	29,450	0	29,450	0	0	0	0	29,450
Transfer to/ (from) Earmarked Reserves	(5,562,021)	0	(5,562,021)	(756,380)	0	0	0	(6,318,401)
Contribution to/(from) Balances	(1,559,271)	0	(1,559,271)	0	0	0	0	(1,559,271)
BRAINTREE PROPOSED BUDGET	56,492,168	(41,266,474)	15,225,694	0	7,086,380	6,603,840	(13,690,220)	15,225,694

GENERAL FUND SUMMARY 2020/21 - NET COST OF SERVICE

	Controllable Net Cost of Services	Capital Financing Charges	Reallocation of Capital Financing Charges	IAS19 Charges	Reallocation of IAS19 Charges	Net Cost of Service
Business Plan						
Asset Management	(2,314,930)	77,700	(220)	30,580	360	(2,206,510)
Community Services	591,080	32,050	8,550	38,140	9,620	679,440
Corporate Management Plan	1,963,300	28,080	14,270	136,580	26,180	2,168,410
Economic Development	508,990	44,550	4,190	19,990	10,630	588,350
Environment & Leisure	1,740,650	1,800,620	30,930	161,340	59,150	3,792,690
Finance	529,480	72,420	(9,420)	279,450	(100,780)	771,150
Governance	1,673,330	28,020	25,990	66,190	31,420	1,824,950
Housing Services	1,119,690	18,510	2,860	100,850	11,800	1,253,710
Human Resources	40,500	7,540	(7,540)	22,930	(22,930)	40,500
ICT & Facilities	54,630	107,320	(94,510)	78,710	(73,590)	72,560
Marketing & Communications	0	4,040	(4,040)	42,580	(42,580)	0
Operations	6,907,130	1,370,600	9,430	525,920	57,440	8,870,520
Strategic Investment	270,430	1,152,480	2,530	27,010	10,920	1,463,370
Sustainable Development	1,559,970	156,350	16,980	220,570	22,360	1,976,230
COST OF SERVICES	14,644,250	4,900,280	0	1,750,840	0	21,295,370
Reversal of Capital Financing	0	(4,900,280)	0	0	0	(4,900,280)
Corporate Financing	8,429,666	0	0	(1,750,840)	0	6,678,826
Parish and Town Council Grants	29,450	0	0	0	0	29,450
Transfer to/ (from) Earmarked Reserves	(6,318,401)	0	0	0	0	(6,318,401)
Contribution to/(from) Balances	(1,559,271)	0	0	0	0	(1,559,271)
BRAINTREE BUDGET	15,225,694	0	0	0	0	15,225,694
Revenue Support Grant	0					0
Retained Business Rates	(5,002,568)					(5,002,568)
Transition and Rural Services Grants	(22,125)					(22,125)
Collection Fund Surplus - Business Rates	(188,955)					(188,955)
Collection Fund Surplus - Council Tax	(155,120)					(155,120)
AMOUNT TO BE MET FROM COUNCIL TAX PAYERS	9,856,926	0	0	0	0	9,856,926

GENERAL FUND SUMMARY 2020/21 - NET COST OF SERVICE

	Controllable Net Cost of Services	Capital Financing Charges	Reallocation of Capital Financing Charges	IAS19 Charges	Reallocation of IAS19 Charges	Net Cost of Service
ASSET MANAGEMENT	(2,314,930)	77,700	(220)	30,580	360	(2,206,510)
<i>Services</i>						
Commercial Property Mgt: Industrial Land	(757,570)	0	0	0	0	(757,570)
Commercial Property Mgt: Industrial Units	(250,580)	0	0	0	0	(250,580)
Commercial Property Mgt: Shops	(148,720)	0	0	0	0	(148,720)
Commercial Property Mgt: Other Investment Properties	(1,204,630)	0	0	0	0	(1,204,630)
Commercial Property Mgt: Central Overheads	237,880	54,680	3,470	0	27,800	323,830
Non-Commercial Property Mgt	(215,670)	0	0	0	0	(215,670)
Public & Community Halls	24,360	18,960	370	0	3,140	46,830
sub-total services	(2,314,930)	73,640	3,840	0	30,940	(2,206,510)
<i>Service Units & Holding Accounts</i>						
Asset Management Unit	0	4,060	(4,060)	30,580	(30,580)	0
sub-total service units	0	4,060	(4,060)	30,580	(30,580)	0
COMMUNITY SERVICES	591,080	32,050	8,550	38,140	9,620	679,440
<i>Services</i>						
Community Transport	135,950	29,270	5,880	18,290	6,000	195,390
Community Safety & Development	207,340	1,250	3,760	13,440	7,620	233,410
Equalities & Diversity	1,000	0	0	0	0	1,000
External Funding	173,290	0	440	0	2,410	176,140
Member Grant Scheme	73,500	0	0	0	0	73,500
sub-total services	591,080	30,520	10,080	31,730	16,030	679,440
<i>Service Units & Holding Accounts</i>						
Community Wellbeing	0	1,530	(1,530)	6,410	(6,410)	0
sub-total service units	0	1,530	(1,530)	6,410	(6,410)	0
CORPORATE MANAGEMENT PLAN	1,963,300	28,080	14,270	136,580	26,180	2,168,410
<i>Services</i>						
Corporate Management	1,963,300	20,690	21,660	0	162,760	2,168,410
sub-total services	1,963,300	20,690	21,660	0	162,760	2,168,410
<i>Service Units & Holding Accounts</i>						
Civic Support	0	770	(770)	6,560	(6,560)	0
Corporate Management Team	0	3,120	(3,120)	62,060	(62,060)	0
Heads of Service	0	2,730	(2,730)	56,310	(56,310)	0
Commercial	0	770	(770)	11,650	(11,650)	0
sub-total service units	0	7,390	(7,390)	136,580	(136,580)	0

GENERAL FUND SUMMARY 2020/21 - NET COST OF SERVICE

	Controllable Net Cost of Services	Capital Financing Charges	Reallocation of Capital Financing Charges	IAS19 Charges	Reallocation of IAS19 Charges	Net Cost of Service
ECONOMIC DEVELOPMENT	508,990	44,550	4,190	19,990	10,630	588,350
Services						
Economic Development	488,990	44,550	4,190	19,990	10,630	568,350
Business Support & Engagement	20,000	0	0	0	0	20,000
sub-total services	508,990	44,550	4,190	19,990	10,630	588,350
ENVIRONMENT & LEISURE	1,740,650	1,800,620	30,930	161,340	59,150	3,792,690
Services						
Building Control	162,960	3,830	5,910	36,850	6,160	215,710
Carbon - Management & Admin	(12,310)	23,460	1,910	9,610	2,160	24,830
Electric Car Charging	0	0	0	0	0	0
Public Lighting	14,050	10	10	0	240	14,310
Land Drainage & Flooding	470	0	0	0	40	510
Environmental Protection	565,390	3,400	12,350	33,820	26,450	641,410
Health Protection	252,960	1,680	2,950	20,500	2,880	280,970
Public Health & Housing	58,470	400	90	0	650	59,610
Private Sector Housing Grants	22,620	303,290	10	0	90	326,010
Pest Control	37,050	3,130	1,170	3,850	2,560	47,760
Emergency Planning	55,480	410	110	3,710	330	60,040
Licensing	88,650	3,480	3,520	24,270	5,480	125,400
Museum	189,750	180	30	0	210	190,170
Town Hall Centre	155,600	23,820	920	8,140	5,280	193,760
Health Development	167,450	1,620	1,350	9,750	5,310	185,480
Leisure Management	(17,940)	1,431,500	1,010	6,680	5,470	1,426,720
sub-total services	1,740,650	1,800,210	31,340	157,180	63,310	3,792,690
Service Units & Holding Accounts						
Env Health- Management & Admin	0	0	0	0	0	0
Health, Safety & Emergency Planning Unit	0	410	(410)	4,160	(4,160)	0
sub-total service units	0	410	(410)	4,160	(4,160)	0

GENERAL FUND SUMMARY 2020/21 - NET COST OF SERVICE

	Controllable Net Cost of Services	Capital Financing Charges	Reallocation of Capital Financing Charges	IAS19 Charges	Reallocation of IAS19 Charges	Net Cost of Service
FINANCE	529,480	72,420	(9,420)	279,450	(100,780)	771,150
<u>Services</u>						
Benefits - Administration	700,590	13,610	17,140	56,070	25,480	812,890
Benefits - Net Paid/Subsidy	(148,930)	0	0	0	0	(148,930)
Local Tax Collection	646,020	8,640	23,220	61,620	32,300	771,800
Treasury Management	(748,740)	10	380	0	3,200	(745,150)
sub-total services	448,940	22,260	40,740	117,690	60,980	690,610
<u>Service Units & Holding Accounts</u>						
Insurance	0	460	(460)	3,420	(3,420)	0
Internal Audit	0	2,010	(2,010)	14,250	(14,250)	0
Cashiering Services	0	7,000	(7,000)	6,940	(6,940)	0
Revenues & Benefits System & Support	0	8,440	(8,440)	17,510	(17,510)	0
Financial Services	0	4,870	(4,870)	42,050	(42,050)	0
Corporate Management (Finance)	80,540	0	0	0	0	80,540
HR & Payroll System	0	11,410	(11,410)	0	0	0
Payroll Shared Service	0	1,630	(1,630)	9,260	(9,260)	0
Procurement	0	1,990	(1,990)	24,350	(24,350)	0
Performance & Improvement	0	1,150	(1,150)	8,920	(8,920)	0
Customer Contact Centre	0	11,200	(11,200)	35,060	(35,060)	0
sub-total service units	80,540	50,160	(50,160)	161,760	(161,760)	80,540
GOVERNANCE	1,673,330	28,020	25,990	66,190	31,420	1,824,950
<u>Services</u>						
Democratic Representation & Mgt	1,434,090	14,460	25,540	0	66,460	1,540,550
Electoral Services	236,900	7,300	3,670	11,070	5,710	264,650
Land Charges	2,340	940	2,100	9,790	4,580	19,750
sub-total services	1,673,330	22,700	31,310	20,860	76,750	1,824,950
<u>Service Units & Holding Accounts</u>						
Legal Services	0	1,600	(1,600)	20,760	(20,760)	0
Member Resources	0	3,720	(3,720)	24,570	(24,570)	0
sub-total service units	0	5,320	(5,320)	45,330	(45,330)	0

GENERAL FUND SUMMARY 2020/21 - NET COST OF SERVICE

	Controllable Net Cost of Services	Capital Financing Charges	Reallocation of Capital Financing Charges	IAS19 Charges	Reallocation of IAS19 Charges	Net Cost of Service
HOUSING SERVICES	1,119,690	18,510	2,860	100,850	11,800	1,253,710
Services						
Choice Based Lettings	500	0	0	0	0	500
Empty Homes	18,190	0	0	0	0	18,190
Grants	1,530	0	0	0	0	1,530
Homelessness & Temporary Accommodation	300,290	12,370	(1,510)	63,990	(17,310)	357,830
Housing Advice	292,200	0	3,340	0	23,960	319,500
Housing Enabling	281,020	0	4,150	0	22,570	307,740
Housing Needs Survey	0	0	0	0	0	0
Housing Strategy	224,960	0	3,020	0	19,440	247,420
Supporting People	1,000	0	0	0	0	1,000
sub-total services	1,119,690	12,370	9,000	63,990	48,660	1,253,710
Service Units & Holding Accounts						
Housing Assessment	0	4,190	(4,190)	20,230	(20,230)	0
Research & Development	0	1,950	(1,950)	16,630	(16,630)	0
sub-total service units	0	6,140	(6,140)	36,860	(36,860)	0
HUMAN RESOURCES	40,500	7,540	(7,540)	22,930	(22,930)	40,500
Service Units & Holding Accounts						
Human Resources	0	7,540	(7,540)	22,930	(22,930)	0
Modern Apprentices	40,500	0	0	0	0	40,500
Organisational Development	0	0	0	0	0	0
Staff Representatives	0	0	0	0	0	0
sub-total service units	40,500	7,540	(7,540)	22,930	(22,930)	40,500

GENERAL FUND SUMMARY 2020/21 - NET COST OF SERVICE

	Controllable Net Cost of Services	Capital Financing Charges	Reallocation of Capital Financing Charges	IAS19 Charges	Reallocation of IAS19 Charges	Net Cost of Service
ICT & FACILITIES	54,630	107,320	(94,510)	78,710	(73,590)	72,560
Services						
Closed Circuit Television	54,630	12,100	710	0	5,120	72,560
sub-total services	54,630	12,100	710	0	5,120	72,560
Service Units & Holding Accounts						
Customer Service Duty Officers	0	1,910	(1,910)	13,830	(13,830)	0
Corporate Business Systems	0	4,960	(4,960)	0	0	0
Business Systems Team	0	6,430	(6,430)	48,420	(48,420)	0
Council Offices	0	80,380	(80,380)	4,160	(4,160)	0
Corporate Projects & Web	0	1,540	(1,540)	12,300	(12,300)	0
sub-total service units	0	95,220	(95,220)	78,710	(78,710)	0
MARKETING & COMMUNICATIONS	0	4,040	(4,040)	42,580	(42,580)	0
Service Units & Holding Accounts						
Reprographics	0	810	(810)	6,160	(6,160)	0
Marketing & Communications	0	2,750	(2,750)	26,040	(26,040)	0
Graphic Design	0	90	(90)	8,020	(8,020)	0
Mail Services	0	390	(390)	2,360	(2,360)	0
sub-total service units	0	4,040	(4,040)	42,580	(42,580)	0

GENERAL FUND SUMMARY 2020/21 - NET COST OF SERVICE

	Controllable Net Cost of Services	Capital Financing Charges	Reallocation of Capital Financing Charges	IAS19 Charges	Reallocation of IAS19 Charges	Net Cost of Service
OPERATIONS	6,907,130	1,370,600	9,430	525,920	57,440	8,870,520
Services						
Car Parks	(550,960)	63,700	800	0	6,620	(479,840)
Cemeteries	214,020	43,880	1,470	10,040	4,440	273,850
Discovery Centre	15,200	0	0	0	0	15,200
Markets	(26,020)	60	190	1,480	1,070	(23,220)
Parks	1,471,370	300,960	3,250	0	24,710	1,800,290
Public Conveniences	58,480	6,410	290	1,540	1,720	68,440
Roadside Features	23,140	0	0	0	0	23,140
Street Cleansing & Rapid Response	1,493,240	127,740	12,720	72,340	27,380	1,733,420
Cordons Farm	227,800	19,710	1,090	5,180	4,280	258,060
Refuse And Recycling	3,624,280	656,940	33,340	226,910	82,800	4,624,270
Dog Fouling & Warden	92,100	0	1,650	0	6,340	100,090
sub-total services	6,642,650	1,219,400	54,800	317,490	159,360	8,393,700
Service Units & Holding Accounts						
Fleet Management Unit	0	34,550	(34,550)	19,410	(19,410)	0
Fleet - Operating Costs	264,480	0	0	0	0	264,480
Fleet - Lease Car Scheme	0	0	0	0	0	0
Operations Mgt & Admin	0	13,220	(13,220)	86,840	(86,840)	0
Lakes Road Depot & Offices	0	4,250	(4,250)	0	0	0
Horticultural Services	0	92,640	13,190	80,870	25,640	212,340
Street Wardens	0	0	0	0	0	0
Street Scene Protection	0	6,540	(6,540)	21,310	(21,310)	0
sub-total service units	264,480	151,200	(45,370)	208,430	(101,920)	476,820
STRATEGIC INVESTMENT	270,430	1,152,480	2,530	27,010	10,920	1,463,370
Services						
Growth Delivery	270,430	1,152,480	2,530	27,010	10,920	1,463,370
sub-total services	270,430	1,152,480	2,530	27,010	10,920	1,463,370

GENERAL FUND SUMMARY 2020/21 - NET COST OF SERVICE

	Controllable Net Cost of Services	Capital Financing Charges	Reallocation of Capital Financing Charges	IAS19 Charges	Reallocation of IAS19 Charges	Net Cost of Service
SUSTAINABLE DEVELOPMENT	1,559,970	156,350	16,980	220,570	22,360	1,976,230
Services						
Development Management	717,330	16,780	19,430	160,790	43,120	957,450
Street Naming & Numbering	0	0	0	0	0	0
Environmental Improvements	52,580	132,850	440	0	3,590	189,460
Landscape & Countryside	131,500	0	420	0	3,380	135,300
Local Plan	653,930	420	2,980	0	31,930	689,260
Public Transport/Traffic Management	4,630	0	10	0	120	4,760
sub-total services	1,559,970	150,050	23,280	160,790	82,140	1,976,230
Service Units & Holding Accounts						
Parks & Landscape Services	0	2,920	(2,920)	23,380	(23,380)	0
Planning Policy	0	3,380	(3,380)	36,400	(36,400)	0
sub-total service units	0	6,300	(6,300)	59,780	(59,780)	0
CORPORATE FINANCING & OTHER ITEMS	581,444	(4,900,280)	0	(1,750,840)	0	(6,069,676)
Reversal of Capital Financing	0	(4,900,280)		(1,750,840)		(4,900,280)
Corporate Financing	8,429,666					6,678,826
Parish & Town Council Grants	29,450					29,450
Transfer to/ (from) Earmarked Reserves	(6,318,401)					(6,318,401)
Contribution to/(from) Balances	(1,559,271)					(1,559,271)
BRAINTREE PROPOSED BUDGET	15,225,694	0	0	0	0	15,225,694

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
ASSET MANAGEMENT				
COMMERCIAL PROPERTY MGT: INDUSTRIAL LAND				
27202			<u>Benfield Way Braintree</u>	
	9502		Commercial/Industrial Rents	(53,000)
				(53,000)
27204			<u>Springwood Drive Braintree</u>	
	1306		Sweeping & Scavenging	1,960
	1500		Combined Water/Sewer Chge	60
	1820		Unified Business Rate-Ndr	13,970
	9409		Other Recoverable Charges	(2,900)
	9502		Commercial/Industrial Rents	(316,880)
				(303,790)
27205			<u>Freebournes Rd Witham</u>	
	1306		Sweeping & Scavenging	1,960
	9502		Commercial/Industrial Rents	(307,040)
				(305,080)
27206			<u>Perry Rd Enterprise Witham</u>	
	9502		Commercial/Industrial Rents	(95,700)
				(95,700)
NET CONTROLLABLE				(757,570)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
COMMERCIAL PROPERTY MGT: INDUSTRIAL UNITS				
27101			<u>Industrial Units-General</u>	
	1010		General Repair & Maint.	32,330
	1300		General Maint.Of Grounds	2,710
	1820		Unified Business Rate-Ndr	10,690
	2601		Engineering Insurance	60
	9502		Commercial/Industrial Rents	(17,900)
	9502		Vacancy Provision	52,380
				80,270
27104			<u>Warner Drive Braintree</u>	
	1610		Building Insurance	170
	1810		Rent	95,100
	9502		Commercial/Industrial Rents	(127,100)
				(31,830)
27105			<u>Former Depot Great Yeldham</u>	
	9502		Commercial/Industrial Rents	(22,000)
				(22,000)
27106			<u>Everitt Way Sible Hedingham</u>	
	1610		Building Insurance	160
	9502		Commercial/Industrial Rents	(30,250)
				(30,090)
27107			<u>Enterprise Hse Rippers Ct,S/H</u>	
	1420		Electricity	510
	1500		Combined Water/Sewer Chge	160
	1610		Building Insurance	680
	1820		Unified Business Rate-Ndr	2,740
	9401		Fees/Charges For Services	(500)
	9502		Commercial/Industrial Rents	(83,640)
				(80,050)
27108			<u>Enterprise Ct Eastways Witham</u>	
	1306		Sweeping & Scavenging	980
	1610		Building Insurance	80
	9502		Commercial/Industrial Rents	(114,500)
				(113,440)
27109			<u>Stepfields Witham</u>	
	1610		Building Insurance	60
	9502		Commercial/Industrial Rents	(53,500)
				(53,440)
NET CONTROLLABLE				(250,580)
COMMERCIAL PROPERTY MGT: SHOPS				
27501			<u>Shops</u>	
	1010		General Repair & Maint.	6,940
	1420		Electricity	190
	1860		Service Charges	2,900
	9501		General Rent	(158,750)
				(148,720)
NET CONTROLLABLE				(148,720)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
COMMERCIAL PROPERTY MGT: OTHER INVESTMENT PROPERTIES				
27302			<u>Cathcart Hse High St Braintree</u>	
	9502		Commercial/Industrial Rents	(21,000)
				(21,000)
27304			<u>Mayland House</u>	
	9502		Commercial/Industrial Rents	(486,570)
				(486,570)
27314			<u>Grove House</u>	
	9502		Commercial/Industrial Rents	(66,650)
				(66,650)
27315			<u>Corner House</u>	
	1010		General Repair & Maint.	2,060
	1410		Gas	1,790
	1420		Electricity	1,270
	1500		Combined Water/Sewer Chge	880
	1740		Contract Cleaning	1,430
	1820		Unified Business Rate-Ndr	1,210
	2609		General Insurance	940
	9443		Service Charges	(11,740)
	9501		General Rent	(20,290)
	9501		Vacancy Provision	1,890
				(20,560)
27316			<u>Connaught House</u>	
	9502		Commercial/Industrial Rents	(319,500)
				(319,500)
27317			<u>Block B Braintree College</u>	
	7020		Payments	3,000
	9443		Service Charges	(3,000)
	9501		General Rent	(139,800)
				(139,800)
27318			<u>3/4 Century Drive</u>	
	9502		Commercial/Industrial Rents	(57,750)
				(57,750)
27320			<u>Silver End Doctors Surgery</u>	
	9502		Commercial/Industrial Rents	(33,000)
				(33,000)
27321			<u>Commercial Property (Other)</u>	
	1820		Unified Business Rate-Ndr	2,260
	9502		Commercial/Industrial Rents	(32,560)
				(30,300)
28103			<u>1 Freebournes Court</u>	
	1860		Service Charges	2,700
	9443		Service Charges	(2,700)
	9501		General Rent	(29,500)
				(29,500)
NET CONTROLLABLE				(1,204,630)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
NON-COMMERCIAL PROPERTY MGT				
10618			<u>Blythes Meadow Car Park</u>	
	9501		General Rent	(81,500)
				(81,500)
27110			<u>Braintree Enterprise Centre</u>	
	1010		General Repair & Maint.	8,130
	1270		Security Alarm Payments	1,100
	1410		Gas	630
	1420		Electricity	23,850
	1500		Combined Water/Sewer Chge	1,020
	1730		Cleaning materials	300
	1740		Contract Cleaning	7,440
	1750		Trade Waste Collection	2,080
	1770		Toilets-Hygiene	1,000
	1790		Health & Safety	2,570
	1820		Unified Business Rate-Ndr	11,140
	1860		Service Charges	(3,530)
	2121		Water Coolers Expenditure	300
	2511		Security Services	610
	2609		General Insurance	4,020
	5540		Pest Control	950
	7801		Transfer from Service Areas	4,000
	9443		Service Charges	(48,570)
	9502		Commercial/Industrial Rents	(157,570)
	9502		Vacancy Provision	9,610
	9503		Licence to Occupy	(2,160)
				(133,080)
27111			<u>Braintree Enterprise Centre - Conference Centre</u>	
	0103		Staffing Costs Profile	4,810
	1820		Unified Business Rate-Ndr	4,590
	1860		Service Charges	3,210
	9403		Charges-Hire/Use Equip/Rooms	(25,000)
				(12,390)
27112			<u>Springwood Grow-on Units</u>	
	1860		Service Charges	1,690
	9443		Service Charges	(1,690)
	9502		Commercial/Industrial Rents	(44,400)
	9502		Vacancy Provision	2,660
				(41,740)
27113			<u>Osier House</u>	
	1010		General Repair & Maint.	7,970
	9443		Service Charges	(7,970)
	9502		Commercial/Industrial Rents	(22,870)
	9502		Vacancy Provision	1,850
				(21,020)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
27301			<u>Property Management-General</u>	
	1010		General Repair & Maint.	14,290
	1019		Planned Maintenance	25,000
	1286		Asbestos Surveys	900
	1610		Building Insurance	790
	2500		Other Professional Fees	8,000
				48,980
27303			<u>Warners Mill B'Tree</u>	
	1306		Sweeping & Scavenging	490
	1820		Unified Business Rate-Ndr	2,990
	9410		Season Tickets/Permits	(8,500)
				(5,020)
27331			<u>Feasibility Projects</u>	
	2502		Consultants Fees	10,000
				10,000
28105			<u>Causeway House (Lettings)</u>	
	7010		Adjustments	166,990
	9443		Service Charges	(156,920)
	9501		General Rent	(157,280)
				(147,210)
			NET CONTROLLABLE	(382,980)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
PUBLIC & COMMUNITY HALLS				
10701			Public Halls-General	
	1010		General Repair & Maint.	17,410
				17,410
10703			Witham Public Hall	
	2601		Engineering Insurance	140
				140
10704			Silver End Village Hall	
	1250		Fire Alarm/Extinguisher Maint.	1,000
	1410		Gas	4,900
	1420		Electricity	6,380
	1500		Combined Water/Sewer Chge	4,290
	1610		Building Insurance	3,870
	2530		Utility Management Fees	300
	2601		Engineering Insurance	380
	9443		Service Charges	(14,440)
	9501		General Rent	(30,900)
				(24,220)
10705			Rivenhall Village Hall	
	9501		General Rent	(1,850)
				(1,850)
10706			Goldingham Hall	
	9501		General Rent	(100)
				(100)
10708			Dengie Hall	
	9501		General Rent	(6,250)
				(6,250)
10712			Great Notley Village Hall	
	2609		General Insurance	970
				970
10715			Silver Street Pavilion	
	2609		General Insurance	230
	9402		Lettings-Facility/Casual Users	(30)
				200
10716			Rickstones	
	9501		General Rent	(500)
				(500)
NET CONTROLLABLE				(14,200)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

ASSET MANAGEMENT UNIT

26111

Asset Management Unit

0100	Salary With Oncost	312,470
0103	Staffing Costs Profile	13,050
0520	Staff Professional Fees	2,000
0940	Training Fees - Incl.Reg.	500
2010	New Equip. & Furniture	500
2310	Newspapers & Publications	300
2320	Stationery	250
2502	Consultants Fees	3,400
2820	Subsistence	100
2950	Membership Subscriptions	1,580
3510	Casual Car Allowance	1,820
9401	Fees/Charges For Services	(50,620)
		285,350

NET CONTROLLABLE

285,350

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

COMMUNITY SERVICES

COMMUNITY TRANSPORT

11402		<u>Community Transport</u>	
	0100	Salary With Oncost	186,380
	0110	Standby	4,310
	0130	Overtime - Monthly Pay	520
	0710	Staff Health Checks	100
	0850	Crb Checks	100
	0940	Training Fees - Incl.Reg.	1,000
	2010	New Equip. & Furniture	500
	2045	Social Car Mileage Payments	3,500
	2220	Uniforms & Name Badges	500
	2320	Stationery	300
	2702	Computer Equip.& Software	250
	2703	Computer Maintenance	4,520
	2734	Mobile Phones	280
	2880	Office Hospitality Exp.	4,000
	2950	Membership Subscriptions	180
	3090	Misc.Transport Costs	8,860
	3210	3801 Transport Costs-Vehicles	37,210
	3510	Casual Car Allowance	250
	7030	Other Expenses	1,000
	9018	Dept For Transport	(1,500)
	9101	Ecc Joint Financing Conts	(90,330)
	9428	Day Trips Income	(5,000)
	9429	Dial A Ride Regs/Renewal	(470)
	9434	Shopper Bus Fares	(3,500)
	9435	Fare Income	(17,580)
	9436	Group Hire Inc Driver Provided	(49,630)
	9437	Social Car Scheme Regs/Renewal	(11,250)
	9438	Group Hire Reg Driver Provided	(2,320)
	9448	Group Hire Reg (Self Drive)	(170)
	9449	Group Hire Inc (Self Drive)	(2,000)
	9700	Social Car Vol Driver Income	(10,000)
			60,010
		NET CONTROLLABLE	60,010

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
COMMUNITY SAFETY & DEVELOPMENT				
14101			<u>Community Safety & Development</u>	
	0100		Salary With Oncost	102,120
	0940		Training Fees - Incl.Reg.	1,000
	2010		New Equip. & Furniture	230
	2310		Newspapers & Publications	60
	2320		Stationery	270
	2734		Mobile Phones	200
	2820		Subsistence	100
	3510		Casual Car Allowance	400
	7030		Other Expenses	300
				104,680
14120			<u>Community Projects</u>	
	0103		Staffing Costs Profile	37,360
	7020		Payments	7,020
	7030		Other Expenses	10,000
	9806	R824	Transfer To/From Reserve	(47,360)
				7,020
15200			<u>Community Safety (Csp)</u>	
	0100		Salary With Oncost	37,370
	9109		Essex Police Jt Financing	(9,070)
	9806	R824	Transfer To/From Reserve	(18,140)
				10,160
15300			<u>Safeguarding</u>	
	5320		Essex County Council	2,340
				2,340
NET CONTROLLABLE				124,200

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
EQUALITIES & DIVERSITY				
21404			Equalities & Diversity	
	7020		Payments	1,000
				1,000
NET CONTROLLABLE				1,000
EXTERNAL FUNDING				
10205			External Funding	
	2900	1417	Grants-Welfare (Comm 360)	16,870
	2900	1419	Grants-Welfare (CAB)	124,710
				141,580
NET CONTROLLABLE				141,580
MEMBER GRANT SCHEME				
10235			Member Grant Scheme	
	2903		Grants-Welfare (Comm 360)	73,500
	9806	R839	Grants-Welfare (CAB)	(73,500)
				0
NET CONTROLLABLE				0
COMMUNITY WELLBEING				
10102			Community Wellbeing	
	0100		Salary With Oncost	64,700
	0940		Training Fees - Incl.Reg.	500
	2010		New Equip. & Furniture	280
	2320		Stationery	50
	2734		Mobile Phones	40
	2810		Conference Expenses	100
	3510		Casual Car Allowance	300
	7030		Other Expenses	500
	X920		Printing(Reprographics)	100
				66,570
NET CONTROLLABLE				66,570

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
CORPORATE MANAGEMENT PLAN				
CIVIC SUPPORT				
20002			Civic Support	
	0100		Salary With Oncost	66,420
				66,420
			NET CONTROLLABLE	66,420
CORPORATE MANAGEMENT TEAM				
20001			Corporate Management Team	
	0100		Salary With Oncost	652,240
	0520		Staff Professional Fees	980
	0940		Training Fees - Incl.Reg.	1,500
	2010		New Equip. & Furniture	300
	2110		Provisions,Foods & Snacks	100
	2310		Newspapers & Publications	740
	2320		Stationery	320
	2701		Computer Paper & Materials	250
	2734		Mobile Phones	1,000
	2810		Conference Expenses	3,200
	2820		Subsistence	220
	2880		Office Hospitality Exp.	200
	3330	3801	Hire Of Leased Car	4,950
	3510		Casual Car Allowance	220
	3550		Public Transport	780
				667,000
			NET CONTROLLABLE	667,000
HEADS OF SERVICE				
20003			Senior Managers Group	
	0100		Salary With Oncost	592,240
	0103		Staffing Costs Profile	2,750
	0520		Staff Professional Fees	340
	2734		Mobile Phones	280
	2810		Conference Expenses	1,000
	3330	3801	Hire Of Leased Car	8,590
	3510		Casual Car Allowance	1,180
				606,380
			NET CONTROLLABLE	606,380
COMMERCIAL				
24401			Commercial	
	0100		Salary With Oncost	121,630
	9108		External Income	(10,000)
				111,630
			NET CONTROLLABLE	111,630

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT

61601			<u>Economic Development</u>	
	0100		Salary With Oncost	205,610
	0940		Training Fees - Incl.Reg.	1,100
	2010		New Equip. & Furniture	250
	2020		Hired Equipment	4,500
	2320		Stationery	140
	2500		Other Professional Fees	20,000
	2502		Consultants Fees	1,300
	2702		Computer Equip.& Software	6,000
	2734		Mobile Phones	240
	2820		Subsistence	30
	2940		Publicity/Promotion Exp.	8,000
	2950		Membership Subscriptions	5,100
	3510		Casual Car Allowance	2,000
	5320		Essex County Council	12,900
	7020		Payments	15,000
	7030		Other Expenses	90,010
	9806	R824	Transfer To/From Reserve	(15,000)
	9806	R828	Transfer To/From Reserve	(50,000)
	9806	R860	Transfer To/From Reserve	(129,000)
				178,180

NET CONTROLLABLE

178,180

BUSINESS SUPPORT & ENGAGEMENT

61605			<u>Business Support & Engagement</u>	
	7020		Payments	20,000
				20,000

NET CONTROLLABLE

20,000

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
ENVIRONMENT & LEISURE				
BUILDING CONTROL				
60102			<u>Building Control</u>	
	0100		Salary With Oncost	379,170
	0130		Overtime - Monthly Pay	150
	0520		Staff Professional Fees	1,050
	0940		Training Fees - Incl.Reg.	500
	2010		New Equip. & Furniture	200
	2030		Maint.Equipment/Furniture	100
	2210		Protective Clothing	300
	2320		Stationery	750
	2703		Computer Maintenance	3,570
	2734		Mobile Phones	550
	2950		Membership Subscriptions	3,840
	3510		Casual Car Allowance	16,680
				406,860
61501			<u>Building Regs Fee Earning Acc</u>	
	0200		Other Staffing (Bought In)	6,850
	2500		Other Professional Fees	2,000
	7040		Refunds	2,000
	9401		Fees/Charges For Services	(336,000)
				(325,150)
61502			<u>Building Regs Non-Fee Earning</u>	
	5220		Sub-Contractors:General	1,000
	9401		Fees/Charges For Services	(2,000)
				(1,000)
				80,710
NET CONTROLLABLE				
CARBON - MANAGEMENT & ADMIN				
35201			<u>Energy Conservation</u>	
	2035		Maint Of Pv Panels	3,140
	2530		Utility Management Fees	3,750
	9716	PV01	Feed In Tariff - Causeway House PV Panels	(6,310)
	9716	PV02	Feed In Tariff - Witham Leis Ctr PV Panels	(2,300)
	9716	PV03	Feed In Tariff - Halstead Leis Ctr PV Panels	(20,210)
	9716	PV04	Feed In Tariff - Braintree Leis Ctr PV Panels	(17,220)
	9716	PV05	Feed In Tariff - Unit 9 Lakes Road	(2,370)
	9716	PV06	Feed In Tariff - Discovery Centre	(1,940)
	9717	PV01	Export Tariff - Causeway House PV Panels	(310)
	9717	PV02	Export Tariff - Witham Leis Ctr PV Panels	(450)
	9717	PV05	Export Tariff - Unit 9 Lakes Road	(980)
	9717	PV06	Export Tariff - Discovery Centre	(820)
	9718	PV03	Electricity Consumed Recharge - Halstead Leis Ctr PV Panels	(19,540)
	9718	PV04	Electricity Consumed Recharge - Braintree Leis Ctr PV Panels	(20,000)
				(85,560)
35210			<u>Carbon Management</u>	
	0100		Salary With Oncost	98,740
	0520		Staff Professional Fees	450
	2611		Proff Negligence Ins	140
	3510		Casual Car Allowance	1,500
	9700		Miscellaneous Income	(25,000)
				75,830
				(9,730)
NET CONTROLLABLE				

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
ELECTRIC CAR CHARGING				
35208			Electric Car Charging	
	2030		Maintenance Of Equipment	1,500
	9447		Electric Charging Point	(1,500)
				0
NET CONTROLLABLE				0
PUBLIC LIGHTING				
35301			Public Lighting	
	1010		General Repair & Maint.	2,030
	1040		Electrical Works	1,000
	1280		Lights/Fittings/Electrics	1,000
	1420		Electricity	7,530
				11,560
NET CONTROLLABLE				11,560
ENVIRONMENTAL PROTECTION				
30801			Environmental Protection	
	0100		Salary With Oncost	340,400
	0110		Standby	22,790
	0520		Staff Professional Fees	900
	0940		Staff Professional Fees	100
	2010		New Equip. & Furniture	200
	2030		Maint.Equipment/Furniture	500
	2504		Legal Fees	1,000
	2734		Mobile Phones	450
	2950		Membership Subscriptions	100
	3330	3801	Hire Of Leased Car	3,250
	3510		Casual Car Allowance	5,400
	5602		Air/Water Quality/Contam Land	1,000
	7030		Other Expenses	350
	9401		Fees/Charges For Services	(15,000)
	9409		Other Recoverable Charges	(600)
	9700			(200)
	9803		Tfr To Capital Funds	(97,880)
				262,760
NET CONTROLLABLE				262,760

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
HEALTH PROTECTION				
30701			Health Protection	
	0100		Salary With Oncost	211,010
	0520		Staff Professional Fees	900
	0940		Training Fees - Incl.Reg.	500
	2010		New Equip. & Furniture	500
	2090		Other Tools & Materials	250
	2210		Protective Clothing	200
	2500		Other Professional Fees	3,500
	2501		Analysts Fees	2,000
	2734		Mobile Phones	300
	2950		Membership Subscriptions	430
	3330	3801	Hire Of Leased Car	3,090
	3510		Casual Car Allowance	3,000
	7020		Payments	730
	9400		Tuition Fees	(2,000)
	9401		Fees/Charges For Services	(8,500)
	9408		Licences	(1,500)
				214,410
			NET CONTROLLABLE	214,410
PUBLIC HEALTH & HOUSING				
30102			Public Health & Housing	
	2950		Membership Subscriptions	8,540
	7030		Other Expenses	800
	9408		Licences	(2,000)
				7,340
40208			Stock Condition Survey	
	7805	R864	Transfer To Reserve	3,000
				3,000
			NET CONTROLLABLE	10,340
PEST CONTROL				
36401			Pest Control	
	0100		Salary With Oncost	39,750
	2010		New Equip. & Furniture	200
	2060		Chemicals,Fertilisers,Poisons	3,000
	2210		Protective Clothing	100
	2734		Mobile Phones	100
	3210	3801	Transport Costs-Vehicles	4,190
	9401		Fees/Charges For Services	(14,500)
	9700		Miscellaneous Income	(21,000)
	9801		Recharge To Other Rev.A/C	(3,000)
				8,840
			NET CONTROLLABLE	8,840

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
EMERGENCY PLANNING				
25201			Emergency Planning	
	0100		Salary With Oncost	38,280
	0520		Staff Professional Fees	130
	0940		Training Fees - Incl.Reg.	6,820
	2010		New Equip. & Furniture	1,000
	2734		Mobile Phones	110
	3510		Casual Car Allowance	100
	5380		Essex County Fire & Rescue	900
	7030		Other Expenses	1,000
	7052		Emergency Planning Contingency	3,000
				51,340
NET CONTROLLABLE				51,340
LICENSING				
62001			Licensing	
	0100		Salary With Oncost	245,820
	0520		Staff Professional Fees	240
	0940		Training Fees - Incl.Reg.	1,000
	2210		Protective Clothing	100
	2310		Newspapers & Publications	200
	2703		Computer Maintenance	3,700
	2734		Mobile Phones	150
	2950		Membership Subscriptions	630
	3510		Casual Car Allowance	2,760
				254,600
66501			Taxi Licences	
	0940		Training Fees - Incl.Reg.	480
	2010		New Equip. & Furniture	500
	2090		Other Tools & Materials	5,500
	2320		Stationery	80
	2504		Legal Fees	1,500
	2522		Criminal Records Bureau	4,000
	2527		Dvla Checks	1,000
	2703		Computer Maintenance	360
	2960		Statutory Advertising	800
	7805	R866	Transfer To Reserve	2,500
	9206		Costs Recovered	(5,000)
	9408		Licences	(115,000)
				(103,280)
66520			Animal Welfare Licensing	
	0940		Training Fees - Incl.Reg.	1,500
	2508		Vets Fees	1,500
	9408		Licences	(7,500)
				(4,500)
66550			Scrap Metal Licences	
	9408		Licences	(2,000)
				(2,000)
66599			Other Licences	
	0940		Training Fees - Incl.Reg.	720
	2950		Membership Subscriptions	700
	9408		Licences	(125,000)
				(123,580)
NET CONTROLLABLE				21,240

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
MUSEUM				
12401			Museum-General	
	2602		All Risks Insurance	140
	2609		General Insurance	300
	2909		Grant - Museum Trust	185,330
				185,770
12403			Bocking Windmill	
	1010		General Repair & Maint.	1,000
	1250		Fire Alarm/Extinguisher Maint.	100
	1420		Electricity	190
	2609		General Insurance	210
				1,500
NET CONTROLLABLE				187,270

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

TOWN HALL CENTRE

10901

Town Hall Centre

0100	Salary With Oncost	79,610
0103	Staffing Costs Profile	13,220
0130	Overtime - Monthly Pay	11,390
1010	General Repair & Maint.	5,210
1040	Electrical Works	500
1050	Plumbing/W.C. Repairs/Maint	200
1210	Lift Repairs & Maint.	1,500
1250	Fire Alarm/Extinguisher Maint.	2,000
1270	Security Alarm Payments	1,000
1280	Lights/Fittings/Electrics	500
1284	Health & Safety	500
1287	CCTV Maintenance	6,200
1302	Floral Decs.-Internal	200
1318	Hanging Baskets/Containers	200
1410	Gas	3,300
1420	Electricity	4,200
1500	Combined Water/Sewer Chge	2,070
1630	Hirers Liability	3,480
1720	Window Cleaning	1,100
1730	Cleaning Materials	200
1740	Contract Cleaning	3,200
1750	Trade Waste Collection	1,390
1770	Toilets-Hygiene	800
1820	Unified Business Rate-Ndr	20,210
2010	New Equip. & Furniture	1,400
2030	Maint.Equipment/Furniture	950
2050	TV Sound/Rental Licences	750
2090	Other Tools & Materials	300
2092	Consumable Materials	500
2110	Provisions,Foods & Snacks	1,000
2120	Vending Machine Supplies	1,500
2121	Water Coolers Expenditure	750
2130	Vending Machine Rental	1,000
2210	Protective Clothing	200
2220	Uniforms & Name Badges	800
2230	Laundry	200
2320	Stationery	380
2390	Photocopy Mach.Rent/Meter Chge	1,200
2430	Licences(Miscellaneous)	850
2500	Other Professional Fees	800
2601	Engineering Insurance	410
2602	All Risks Insurance	90
2609	General Insurance	1,880
2701	Computer Paper & Materials	100
2704	System Development	4,000
2730	Telephone Charges	700
2734	Mobile Phones	150
2940	Publicity/Promotion Exp.	200
2950	Membership Subscriptions	200
2970	Advertising General	200
3510	Casual Car Allowance	40
7030	Other Expenses	500
9302	Sale Of Provisions	(2,500)
9306	Sale Of Meals/Drinks	(1,000)
9402	Lettings-Facility/Casual Users	(52,700)
9404	Admission Charges	(1,000)
9439	Community Priced Weddings	(5,000)
9440	Wedding Hire	(3,000)
9700	Miscellaneous Income	(200)
9801	Recharge To Other Rev.A/C	(2,000)

115,830

NET CONTROLLABLE

115,830

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
HEALTH DEVELOPMENT				
12901			Health Development	
	0100		Salary With Oncost	49,760
	0711		Well Being Programme	600
	3510		Casual Car Allowance	500
	7020		Payments	3,310
				54,170
12903			Public Health Agenda	
	0100		Salary With Oncost	18,230
	7805	R863	Transfer To Reserve	7,850
	9101		Ecc Joint Financing Conts	(26,080)
				0
12904			Livewell Website	
	0100		Salary With Oncost	10,970
	7805	R863	Transfer To Reserve	16,630
	9101		Ecc Joint Financing Conts	(27,600)
				0
12905			Livewell Child	
	0100		Salary With Oncost	18,230
	9101		Ecc Joint Financing Conts	(10,000)
	9806	R863	Transfer To/From Reserve	(8,230)
				0
12907			Health & Leis Develop Chip Fund	
	0103		Staffing Costs Profile	37,370
	7020		Payments	10,000
	9806	R824	Transfer To/From Reserve	(47,370)
				0
NET CONTROLLABLE				54,170
LEISURE MANAGEMENT				
13001			Leisure Contract	
	0100		Salary With Oncost	68,680
	0520		Staff Professional Fees	140
	1610		Building Insurance	20,050
	1860		Service Charges	15,440
	2734		Mobile Phones	120
	2820		Subsistence	70
	3510		Casual Car Allowance	1,300
	3551		Rail Travel	100
	5291		Leisure Contract - Variations	42,000
	7020		Payments	55,000
	7030		Other Expenses	500
	9117		School Joint Financing	(90,000)
	9445		Leisure Contract Fees	(193,780)
				(80,380)
NET CONTROLLABLE				(80,380)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

HEALTH, SAFETY & EMERGENCY PLANNING UNIT

25109			<u>Health,Safety & Emerg Plg Unit</u>	
	0100		Salary With Oncost	43,060
	0540		First Aid	1,000
	0550		Fire Marshall	2,200
	0940		Training Fees - Incl.Reg.	200
	2210		Protective Clothing	150
	2320		Stationery	100
	2611		Proff Negligence Ins	10
	2734		Mobile Phones	400
	2950		Membership Subscriptions	3,000
	3510		Casual Car Allowance	1,200
	7051		Health & Safety Contingency	2,120
				53,440
			NET CONTROLLABLE	53,440

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

FINANCIAL SERVICES

BENEFITS - ADMINISTRATION

26109		<u>Housing Benefits Unit</u>	
	0100	Salary With Oncost	521,870
	0520	Staff Professional Fees	190
	0940	Training Fees - Incl.Reg.	3,770
	2010	New Equip. & Furniture	500
	2450	Land Registry Fees	1,700
	2500	Other Professional Fees	3,500
	2700	Computer Bureaux Chge/Lic	8,500
	2702	Computer Equip.& Software	2,000
	2734	Mobile Phones	510
	2820	Subsistence	150
	2950	Membership Subscriptions	390
	3330	3801 Hire Of Leased Car	2,560
	3510	Casual Car Allowance	1,350
	3550	Public Transport	400
	9003	Dwp	(38,070)
	9007	Dwp - Benefit Admin Grant	(344,650)
			164,670

28605		<u>Benefit Fraud</u>	
	0100	Salary With Oncost	43,060
	0940	Training Fees - Incl.Reg.	680
	2010	New Equip. & Furniture	500
	2450	Land Registry Fees	100
	2504	Legal Fees	5,200
	2820	Subsistence	50
	2821	Appeals/Witness Expenses	250
	2950	Membership Subscriptions	4,450
	3510	Casual Car Allowance	400
	9212	Revenues Costs Recovered	(1,000)
	9215	Administrative Penalties	(18,250)
			35,440

NET CONTROLLABLE **200,110**

BENEFITS - NET PAID/SUBSIDY

28604		<u>Rent Allowances</u>	
	4410	Rent Allowances Paid	23,506,000
	9003	Dwp	(236,370)
	9005	Dwp - Rent Allowance Subsidy	(23,018,560)
	9210	Benefit Overpayment Recoveries	(400,000)
			(148,930)

NET CONTROLLABLE **(148,930)**

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
LOCAL TAX COLLECTION				
26110			<u>Billing & Recovery Team</u>	
	0100		Salary With Oncost	566,240
	0103		Staffing Costs Profile	13,940
	0940		Training Fees - Incl.Reg.	3,000
	2010		New Equip. & Furniture	500
	2300		Printing-Outwork	32,560
	2450		Land Registry Fees	1,000
	2512		Debt Collection Agencies	9,200
	2702		Computer Equip.& Software	1,830
	2734		Mobile Phones	350
	2820		Subsistence	100
	3510		Casual Car Allowance	1,850
	3550		Public Transport	150
				630,720
28801			<u>Council Tax</u>	
	0100		Salary With Oncost	61,530
	0103		Staffing Costs Profile	39,890
	2410		Court Fees & Charges	12,440
	2505		Bailiffs Fees	2,000
	2750		Postages	3,770
	2900		Grants-Welfare	25,000
	9026		Dclg - Localising Suppt C Tax	(147,140)
	9115		Collection Investment	(51,320)
	9119		Fraud & Compliance Investment	(47,740)
	9212		Revenues Costs Recovered	(296,000)
	9709		Adjustments	26,030
				(371,540)
28901			<u>Non-Domestic Rates</u>	
	2410		Court Fees & Charges	700
	2504		Legal Fees	10,000
	2505		Bailiffs Fees	550
	9212		Revenues Costs Recovered	(9,700)
	9222		Cost Of Collection Allowance	(186,950)
				(185,400)
NET CONTROLLABLE				73,780
TREASURY MANAGEMENT				
20811			<u>Investment & Other Income</u>	
	7805	R823	Transfer To Reserve	1,600
	9630		Interest - Deposits	(196,000)
	9636		Interest - Other	(1,600)
	9637		Interest - Pooled Funds	(890,000)
				(1,086,000)
20812			<u>Debt Management Expenses</u>	
	2510		Bank Charges	570
	2529		Treasury Mgt Advisors	19,500
				20,070
20821			<u>Capital Financing</u>	
	6020		Interest Payments	282,000
				282,000
NET CONTROLLABLE				(783,930)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

INSURANCE

26106

Insurance Unit

0100	Salary With Oncost	35,170
0520	Staff Professional Fees	400
0620	Employers Liability Ins.	101,680
0650	Officials Indemnity Ins.	9,080
0660	Pa(All Duties) Insurance	3,130
0670	Fidelity Insurance	7,470
2500	Other Professional Fees	6,000
2602	All Risks Insurance	630
2604	Cash In Transit Insurance	430
2605	Libel & Slander Insurance	2,540
2610	Public Liability	126,820

293,350

NET CONTROLLABLE

293,350

INTERNAL AUDIT

26103

Internal Audit

0100	Salary With Oncost	148,150
0520	Staff Professional Fees	260
2010	New Equip. & Furniture	100
2320	Stationery	130
2500	Other Professional Fees	16,000
2511	Security Services	2,080
2734	Mobile Phones	150
3510	Casual Car Allowance	240

167,110

NET CONTROLLABLE

167,110

CASHIERING SERVICES

26108

Cashiering Services

0100	Salary With Oncost	70,300
0103	Staffing Costs Profile	2,440
2010	New Equip. & Furniture	700
2030	Maint.Equipment/Furniture	890
2510	Bank Charges	75,260
2511	Security Services	4,140
2703	Computer Maintenance	15,490
2704	System Development	4,000

173,220

NET CONTROLLABLE

173,220

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
REVENUES & BENEFITS SYSTEM & SUPPORT				
26119			<u>Revenues & Benefits System</u>	
	0940		Training Fees - Incl.Reg.	4,000
	2703		Computer Maintenance	149,190
	2704		System Development	4,200
				157,390
26120			<u>Revenues & Benefits Support</u>	
	0100		Salary With Oncost	175,320
	2320		Stationery	200
	3510		Casual Car Allowance	210
				175,730
NET CONTROLLABLE				333,120
FINANCIAL SERVICES				
26102			<u>Financial Services Unit</u>	
	0100		Salary With Oncost	434,800
	0520		Staff Professional Fees	1,380
	0940		Training Fees - Incl.Reg.	6,200
	2310		Newspapers & Publications	3,800
	2320		Stationery	300
	2500		Other Professional Fees	3,710
	2700		Computer Bureaux Chge/Lic	5,010
	2701		Computer Paper & Materials	400
	2950		Membership Subscriptions	1,050
	3510		Casual Car Allowance	1,460
	3551		Rail Travel	1,000
	9806	R809	Transfer To/From Reserve	(18,230)
				440,880
26121			<u>Efinancials</u>	
	2700		Computer Bureaux Chge/Lic	15,500
	2702		Computer Equip. & Software	2,710
	2703		Computer Maintenance	28,760
				46,970
NET CONTROLLABLE				487,850
CORPORATE MANAGEMENT (FINANCE)				
20801			<u>Corporate Management (Finance)</u>	
	2500		Other Professional Fees	700
	2507		Valuers/Estate Agent Fees	6,900
	2509		Audit Fees	60,120
	2510		Bank Charges	11,820
	5322		Ecc Pension Fund	1,000
				80,540
NET CONTROLLABLE				80,540

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
HR & PAYROLL SYSTEM				
26124			Hr & Payroll System	
	2703		Computer Maintenance	16,060
	7801		Transfer From Service Areas	18,940
				35,000
NET CONTROLLABLE				35,000
PAYROLL SHARED SERVICE				
26125			Payroll Shared Service	
	0100		Salary With Oncost	86,320
	0940		Training Fees - Incl.Reg.	3,000
	2611		Proff Negligence Ins	550
	3510		Casual Car Allowance	3,000
	7801		Transfer From Service Areas	(17,690)
	9102		Colchester Bc Jt Finance	(48,640)
	9108		External Income	(26,540)
				0
NET CONTROLLABLE				0
PROCUREMENT				
22102			Central Purchasing	
	2702		Computer Equip.& Software	14,000
	7220		Transfers Within Procurement	77,910
	9806	R869	Transfer To/From Reserve	(18,370)
	9820		Transfers Within Procurement	(32,020)
				41,520
22501			Essex Procurement Hub	
	0100		Salary With Oncost	250,350
	0103		Staffing Costs Profile	2,200
	0520		Staff Professional Fees	900
	0940		Training Fees - Incl.Reg.	1,000
	2010		New Equip. & Furniture	500
	2320		Stationery	100
	2502		Consultants Fees	750
	2611		Proff Negligence Ins	5,270
	2702		Computer Equip.& Software	7,000
	2734		Mobile Phones	500
	2880		Office Hospitality Exp.	100
	2950		Membership Subscriptions	200
	3330	3801	Hire Of Leased Car	3,760
	3510		Casual Car Allowance	1,730
	3550		Public Transport	400
	7040		Refunds	(29,670)
	7220		Transfers Within Procurement	32,020
	9111		Hub Subscriptions - Other La'S	(95,000)
	9205		Commissions	(100,000)
	9806	R834	Transfer To/From Reserve	(4,400)
	9820		Transfers Within Procurement	(77,910)
	X920		Printing(Reprographics)	200
				0
NET CONTROLLABLE				41,520

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

PERFORMANCE & IMPROVEMENT

24301

Business Improvement Team

0100	Salary With Oncost	92,550
0940	Training Fees - Incl.Reg.	500
2320	Stationery	200
2500	Other Professional Fees	3,000
2700	Computer Bureaux Chge/Lic	5,700
2703	Computer Maintenance	5,140
2820	Subsistence	150
3510	Casual Car Allowance	200
3551	Rail Travel	100
3554	Car Parking	50
7030	Other Expenses	1,590
		109,180

NET CONTROLLABLE

109,180

CUSTOMER CONTACT CENTRE

26122

Customer Contact Centre

0100	Salary With Oncost	349,110
0710	Staff Health Checks	500
0940	Training Fees - Incl.Reg.	1,000
2010	New Equip. & Furniture	600
2220	Uniforms & Name Badges	1,500
2320	Stationery	250
2701	Computer Paper & Materials	70
2730	Telephone Charges	500
2734	Mobile Phones	100
2735	Purchase Hand/ Head Sets	500
3510	Casual Car Allowance	160
5320	Essex County Council	28,300
9106	Ecc Agency Reimbursements	(13,250)
		369,340

NET CONTROLLABLE

369,340

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
GOVERNANCE				
DEMOCRATIC REPRESENTATION & MGT				
20901			<u>Cdc - Corporate Policy Making</u>	
	1840		Hire Of Premises	1,350
	2700		Computer Bureaux Chge/Lic	5,620
	2810		Conference Expenses	1,500
				8,470
20902			<u>Cdc-Represent Local Interests</u>	
	2310		Newspapers & Publications	180
	2602		All Risks Insurance	10
	2732		Fax Machine	150
	2810		Conference Expenses	2,350
	2840		Chairmans Allowance	3,020
	2850		Vice Chairmans Allowance	820
	2870		Civic Hospitality	4,500
	2950		Membership Subscriptions	26,910
	3580		Civic Travel	4,000
				41,940
20903			<u>Cdc -Support To Elected Bodies</u>	
	0100		Salary With Oncost	12,610
	2734		Mobile Phones	2,630
	2820		Subsistence	200
	2830		Members Allowances	465,050
	2831		Independent Sra'S	3,000
	2860		Members Training Expenses	6,000
	2862		Members Broadband	7,800
	3570		Members Travel	11,320
				508,610
NET CONTROLLABLE				559,020

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
ELECTORAL SERVICES				
22103			<u>Electoral Services Unit</u>	
	0100		Salary With Oncost	114,320
	0520		Staff Professional Fees	150
	0940		Training Fees - Incl.Reg.	400
	3510		Casual Car Allowance	720
				115,590
22201			<u>District Elections</u>	
	2010		New Equip. & Furniture	300
	2020		Hired Equipment	700
	7020		Payments	0
	7805	R822	Transfer To Reserve	30,000
				31,000
22401			<u>Electoral Registration</u>	
	2300		Printing-Outwork	7,600
	2320		Stationery	2,400
	2390		Photocopy Mach.Rent/Meter Chge	900
	2513		Elections Canvassing Fees	8,740
	2700		Computer Bureaux Chge/Lic	10,270
	2750		Postages	48,870
	9016		Home Office Funding	(21,100)
	9304		Sale Of Publications/Maps	(500)
				57,180
NET CONTROLLABLE				203,770
LAND CHARGES				
22301			<u>Local Land Charges</u>	
	0100		Salary With Oncost	100,640
	0940		Training Fees - Incl.Reg.	500
	2010		New Equip. & Furniture	200
	2030		Maint.Equipment/Furniture	580
	2606		Land Charges Insurance	3,260
	2704		System Development	3,280
	2950		Membership Subscriptions	120
	3551		Rail Travel	230
	5320		Essex County Council	30,210
	9401		Fees/Charges For Services	(194,000)
				(54,980)
NET CONTROLLABLE				(54,980)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

LEGAL SERVICES

22105		<u>Legal Services</u>		
	0100		Salary With Oncost	214,990
	0103		Staffing Costs Profile	14,850
	0520		Staff Professional Fees	1,600
	0940		Training Fees - Incl.Reg.	200
	2030		Maint.Equipment/Furniture	100
	2310		Newspapers & Publications	12,510
	2450		Land Registry Fees	1,000
	2611		Proff Negligence Ins	80
	2702		Computer Equip.& Software	2,100
	2704		System Development	8,000
	2950		Membership Subscriptions	1,630
	3510		Casual Car Allowance	240
	3560		Mileage Allow.-Occasional	100
	9206		Costs Recovered	(3,000)
	9806	R860	Transfer To/From Reserve	(45,000)
				209,400

NET CONTROLLABLE

209,400

MEMBER RESOURCES

22106		<u>Member Resources</u>		
	0100		Salary With Oncost	254,400
	0103		Staffing Costs Profile	4,960
	0520		Staff Professional Fees	380
	0940		Training Fees - Incl.Reg.	1,350
	2030		Maint.Equipment/Furniture	50
	2310		Newspapers & Publications	240
	2320		Stationery	1,000
	2330		Books	50
	2701		Computer Paper & Materials	330
	2950		Membership Subscriptions	3,240
	2990		Data Protection Act	2,900
	3510		Casual Car Allowance	380
	9806	R809	Transfer To/From Reserve	(1,590)
	9806	R817	Transfer To/From Reserve	(14,210)
				253,480

NET CONTROLLABLE

253,480

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
HOUSING SERVICES				
CHOICE BASED LETTINGS				
40212			Choice Based Lettings	
	2703		Computer Maintenance	4,830
	9409		Other Recoverable Charges	(4,330)
				500
			NET CONTROLLABLE	500
EMPTY HOMES				
40102			Empty Homes	
	0100		Salary With Oncost	18,090
	2950		Membership Subscriptions	100
				18,190
			NET CONTROLLABLE	18,190
GRANTS				
40203			Grants	
	2903		Miscellaneous Grants	1,000
	2950		Membership Subscriptions	530
				1,530
			NET CONTROLLABLE	1,530
HOMELESSNESS & TEMPORARY ACCOMMODATION				
40211			Housing The Homeless	
	0110		Standby	6,000
	2504		Legal Fees	4,000
	2523		Doctors / Medical Fees	300
	2703		Computer Maintenance	4,830
	2822		Bed & Breakfast	8,000
	2823		Swep- Sev W Accom	3,400
	5700		Landlord Incentives	500
	7030		Other Expenses	1,000
	7110		Write-Offs	18,000
	7805	R816	Transfer To Reserve	320,040
	9002		Dclg - Other	(320,040)
	9409		Other Recoverable Charges	(6,000)
				40,030
40229			Leahurst	
	1810		Rent	15,500
	9501		General Rent	(15,500)
				0

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
40232			<u>Digby Court</u>	
	7020		Payments	5,000
				5,000
40233			<u>Great Eastern Close</u>	
	7020		Payments	1,210
				1,210
40225			<u>Temporary Accommodation</u>	
	0100		Salary With Oncost	43,060
	1850		Council Tax	1,000
	2010		New Equip. & Furniture	2,000
	2504		Legal Fees	1,000
	2734		Mobile Phones	100
	3510		Casual Car Allowance	200
	5280		Greenfields Ch	35,000
				82,360
40226			<u>Bradford Street</u>	
	0100		Salary With Oncost	4,340
	1010		General Repair & Maint.	7,500
	1250		Fire Alarm/Extinguisher Maint.	350
	1420		Electricity	3,700
	1510		Metered Water Charge	700
	1610		Building Insurance	20
	1740		Contract Cleaning	520
	1850		Council Tax	1,500
	7051		Health & Safety Contingency	150
	9501		General Rent	(7,150)
	9506		Service Charges	(2,650)
				8,980
NET CONTROLLABLE				137,580

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
HOUSING ADVICE				
40105			<u>Housing Advisory</u>	
	0100		Salary With Oncost	587,170
	0103		Staffing Costs Profile	5,700
	0810		Recruitment Advertising	1,000
	0940		Training Fees - Incl.Reg.	1,500
	2010		New Equip. & Furniture	800
	2320		Stationery	300
	2450		Land Registry Fees	250
	2518		Language Line	600
	2734		Mobile Phones	500
	2810		Conference Expenses	100
	2820		Subsistence	50
	3510		Casual Car Allowance	250
	7030		Other Expenses	500
	9806	R816	Transfer To/From Reserve	(155,370)
				443,350
NET CONTROLLABLE				443,350
SUPPORTING PEOPLE				
40703			<u>Supporting People Carecall</u>	
	5410		Central Essex Community Servs	1,000
				1,000
NET CONTROLLABLE				1,000
HOUSING ASSESSMENT				
40106			<u>Housing Assessment</u>	
	0100		Salary With Oncost	201,170
	0130		Overtime - Monthly Pay	1,680
	0940		Training Fees - Incl.Reg.	1,230
	2010		New Equip. & Furniture	400
	2320		Stationery	100
	2523		Doctors / Medical Fees	100
	3510		Casual Car Allowance	350
	9806	R816	Transfer To/From Reserve	(52,720)
				152,310
NET CONTROLLABLE				152,310
RESEARCH & DEVELOPMENT				
40104			<u>Research & Development</u>	
	0100		Salary With Oncost	164,520
	0130		Overtime - Monthly Pay	450
	0520		Staff Professional Fees	500
	0940		Training Fees - Incl.Reg.	960
	2010		New Equip. & Furniture	500
	2320		Stationery	100
	2810		Conference Expenses	300
	2820		Subsistence	100
	3510		Casual Car Allowance	200
	7030		Other Expenses	2,000
				169,630
NET CONTROLLABLE				169,630

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

HUMAN RESOURCES

HUMAN RESOURCES

25106			Human Resources	
	0100		Salary With Oncost	234,700
	0103		Staffing Costs Profile	4,810
	0520		Staff Professional Fees	450
	0710		Staff Health Checks	3,300
	0712		Employee Support	5,320
	0785		Staff Awards	1,300
	2320		Stationery	350
	2531		Childcare Voucher Scheme	900
	2734		Mobile Phones	120
	2950		Membership Subscriptions	6,250
	3330	3801	Hire Of Leased Car	2,730
	3510		Casual Car Allowance	540
	7805	R817	Transfer To Reserve	15,170
	9806	R821	Transfer To/From Reserve	(5,280)
				270,660

NET CONTROLLABLE

270,660

MODERN APPRENTICES

25701			Modern Apprentices	
	0100		Salary With Oncost	40,500
				40,500
			NET CONTROLLABLE	40,500

ORGANISATIONAL DEVELOPMENT

25401			P.E.T.-General	
	0940		Training Fees - Incl.Reg.	7,200
				7,200
25501			In Service Training	
	0940		Training Fees - Incl.Reg.	27,120
	0941		Health & Safety Training	250
				27,370
25601			E.S.C.-General	
	0940		Training Fees - Incl.Reg.	14,280
				14,280
			NET CONTROLLABLE	48,850

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

ICT & FACILITIES

CLOSED CIRCUIT TELEVISION

28301		<u>Closed Circuit Television</u>	
	2030	Maint.Equipment/Furniture	4,300
	2602	All Risks Insurance	190
	2731	Telephone Line Rentals	10,000
			14,490

NET CONTROLLABLE

14,490

CUSTOMER SERVICE DUTY OFFICERS

26112		<u>Customer Servs Duty Officers</u>	
	0100	Salary With Oncost	140,550
	0110	Standby	5,950
	0130	Overtime - Monthly Pay	9,230
	2220	Uniforms & Name Badges	360
	2511	Security Services	460
	2734	Mobile Phones	250
	9106	Ecc Agency Reimbursements	(1,980)
			154,820

NET CONTROLLABLE

154,820

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
CORPORATE BUSINESS SYSTEMS				
24103			Desktops	
	2702		Computer Equip.& Software	9,350
				9,350
24104			Hardware/Software	
	2703		Computer Maintenance	93,930
				93,930
24105			Data Network	
	2700		Computer Bureaux Chge/Lic	56,910
	2703		Computer Maintenance	37,410
				94,320
24106			Research / Development	
	2704		System Development	14,000
	2950		Membership Subscriptions	8,220
				22,220
24109			IT Infrastructure	
	2500		Other Professional Fees	14,950
	2703		Computer Maintenance	86,220
	2734		Mobile Phones	600
	5350		Payments To Other La'S	10,000
				111,770
24202			Voice Network	
	2703		Computer Maintenance	30,270
	2730		Telephone Charges	26,500
	2734		Mobile Phones	300
				57,070
NET CONTROLLABLE				388,660
BUSINESS SYSTEMS TEAM				
24101			Business Systems Team	
	0100		Salary With Oncost	495,290
	0110		Standby	13,380
	0130		Overtime - Monthly Pay	11,670
	0940		Training Fees - Incl.Reg.	6,000
	1840		Hire Of Premises	1,100
	2320		Stationery	300
	2609		General Insurance	3,880
	2734		Mobile Phones	750
	3510		Casual Car Allowance	1,840
	3550		Public Transport	50
	3551		Rail Travel	180
	3554		Car Parking	120
				534,560
NET CONTROLLABLE				534,560

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

COUNCIL OFFICES

28104

Causeway House

0100		Salary With Oncost	43,060
1010		General Repair & Maint.	37,610
1050		Plumbing/W.C. Repairs/Maint	2,500
1210		Lift Repairs & Maint.	2,500
1220		Heat/Ventil'N Rep/Maint.	5,000
1240		Generator Maintenance	1,500
1250		Fire Alarm/Extinguisher Maint.	5,000
1260		Automatic Door Maint.	1,500
1270		Security Alarm Payments	1,000
1280		Lights/Fittings/Electrics	500
1290		Air Conditioning Maint.	4,000
1306	3801	Sweeping & Scavenging	980
1312		Road Repairs	500
1410		Gas	11,390
1420		Electricity	82,640
1500		Combined Water/Sewer Chge	6,480
1610		Building Insurance	10,040
1720		Window Cleaning	1,200
1730		Cleaning Materials	500
1740		Contract Cleaning	66,860
1750		Trade Waste Collection	6,860
1770		Toilets-Hygiene	2,300
1781		Confidential Waste Disposal	3,000
1810		Rent	20,500
1820		Unified Business Rate-Ndr	208,730
2010		New Equip. & Furniture	1,000
2015		Signs	500
2020		Hired Equipment	2,000
2030		Maint.Equipment/Furniture	1,000
2050		Tv/Sound Rentals/Licence	410
2120		Vending Machine Supplies	2,000
2121		Water Coolers Expenditure	2,000
2601		Engineering Insurance	900
2602		All Risks Insurance	600
5540		Pest Control	610
7010		Adjustments	(166,990)
X920		Printing(Reprographics)	500
			370,680

NET CONTROLLABLE

370,680

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
CORPORATE PROJECTS & WEB				
24107			<u>Website/Intranet</u>	
	0560		Webcasting	3,640
	2703		Computer Maintenance	67,420
				71,060
24303			<u>Corporate Projects & Web</u>	
	0100		Salary With Oncost	119,650
	0940		Training Fees - Incl.Reg.	500
	2320		Stationery	200
	2820		Subsistence	150
	3510		Casual Car Allowance	200
	3551		Rail Travel	100
	3554		Car Parking	50
	9806	R809	Transfer To/From Reserve	(10,080)
				110,770
NET CONTROLLABLE				181,830

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

MARKETING & COMMUNICATIONS

REPROGRAPHICS

24002		Reprographics	
	0100	Salary With Oncost	63,190
	2030	Maint.Equipment/Furniture	6,300
	2360	Printing Paper/Materials	14,620
	2370	Printing-Machine Rentals	28,380
	2390	Photocopy Mach.Rent/Meter Chge	21,690
	2430	Licences(Miscellaneous)	620
	2702	Computer Equip. & Software	1,400
	9401	Fees/Charges For Services	(25,800)
			110,400

NET CONTROLLABLE

110,400

MARKETING & COMMUNICATIONS

21302		Marketing & Communications	
	0100	Salary With Oncost	270,000
	0520	Staff Professional Fees	250
	0940	Training Fees - Incl.Reg.	1,000
	2010	New Equip. & Furniture	1,000
	2310	Newspapers & Publications	790
	2320	Stationery	180
	2528	Best Value Surveys	3,000
	2702	Computer Equip. & Software	9,500
	2734	Mobile Phones	1,200
	2940	Publicity/Promotion Exp.	38,750
	2950	Membership Subscriptions	280
	2970	Advertising General	20,540
	3510	Casual Car Allowance	660
	3551	Rail Travel	200
	9806	R860 Transfer To/From Reserve	(25,000)
	9806	R872 Transfer To/From Reserve	(8,000)
			314,350

21304		Sponsorship	
	2015	Signs	8,590
	7080	Payments To Ecc	2,740
	9200	Sponsorship	(66,750)
	9405	Advertising	(20,000)
			(75,420)

NET CONTROLLABLE

238,930

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
GRAPHIC DESIGN				
24001			Graphic Design & Printing	
	0100		Salary With Oncost	82,970
	2300		Printing-Outwork	28,200
	9401		Fees/Charges For Services	(26,250)
				84,920
NET CONTROLLABLE				84,920
MAIL SERVICES				
22109			Mail Services	
	0100		Salary With Oncost	23,970
	0103		Staffing Costs Profile	5,000
	2020		Hired Equipment	3,730
	2030		Maint.Equipment/Furniture	640
	2602		All Risks Insurance	20
	2732		Fax Machine	900
	2750		Postages	81,040
	2950		Membership Subscriptions	610
	3090		Misc.Transport Costs	6,720
				122,630
NET CONTROLLABLE				122,630

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

OPERATIONS

CAR PARKS

10601			<u>Car Parks-General</u>	
	1010		General Repair & Maint.	9,000
	1280		Lights/Fittings/Electrics	1,500
	1313		Weed Control	900
	1420		Electricity	300
	2510		Bank Charges	5,000
	2521		Management Fees (TEC)	2,500
	2602		All Risks Insurance	40
	5370		Colchester Bc	178,700
	7028		Parkmark Accreditation	2,250
	7030		Other Expenses	1,000
	7300		Insurance Excess	1,000
	9401		Fees/Charges For Services	(70,800)
	9423		Pcn Off Street	(65,000)
				66,390
10602			<u>George Yard Car Park</u>	
	1010		General Repair & Maint.	5,190
	1210		Lift Repairs & Maint.	8,000
	1287		Cctv Maintenance	1,800
	1420		Electricity	30,950
	1500		Combined Water/Sewer Chge	330
	1820		Unified Business Rate-Ndr	72,650
	2121		Water Coolers Expenditure	250
	2601		Engineering Insurance	590
	2602		All Risks Insurance	660
	2609		General Insurance	5,630
	2730		Telephone Charges	400
	2950		Membership Subscriptions	970
	9401		Fees/Charges For Services	(345,000)
	9410		Season Tickets/Permits	(64,700)
				(282,280)
10609			<u>Station Approach Car Park</u>	
	1306	3801	Sweeping & Scavenging	980
	1500		Combined Water/Sewer Chge	60
	1820		Unified Business Rate-Ndr	4,340
	9401		Fees/Charges For Services	(32,500)
	9410		Season Tickets/Permits	(6,000)
				(33,120)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
10610			<u>Newlands Drive Car Park</u>	
	1306		Sweeping & Scavenging	490
	1420		Electricity	480
	1500		Combined Water/Sewer Chge	60
	1820		Unified Business Rate-Ndr	24,950
	9401		Fees/Charges For Services	(201,000)
	9410		Season Tickets/Permits	(9,800)
				(184,820)
10611			<u>White Horse Lane Car Park</u>	
	1306	3801	Sweeping & Scavenging	1,470
	1820		Unified Business Rate-Ndr	15,720
	9401		Fees/Charges For Services	(87,000)
				(69,810)
10612			<u>Lockrams Lane Car Park</u>	
	1306	3801	Sweeping & Scavenging	490
	1820		Unified Business Rate-Ndr	6,090
	9410		Season Tickets/Permits	(10,300)
				(3,720)
10613			<u>Mill Lane Car Park</u>	
	1306	3801	Sweeping & Scavenging	490
	1820		Unified Business Rate-Ndr	6,860
	9401		Fees/Charges For Services	(53,000)
	9410		Season Tickets/Permits	(4,500)
				(50,150)
10614			<u>Mayland Drive Car Park</u>	
	1820		Unified Business Rate-Ndr	2,690
	9401		Fees/Charges For Services	(1,500)
	9410		Season Tickets/Permits	(10,700)
	9505		Right Of Way/Access	(1,750)
				(11,260)
10621			<u>Causeway House Car Park</u>	
	9401		Fees/Charges For Services	(2,500)
				(2,500)
10622			<u>Easton Road Car Park</u>	
	1306		Sweeping & Scavenging	490
	1420		Electricity	700
	1820		Unified Business Rate-Ndr	14,850
	9401		Fees/Charges For Services	(80,000)
				(63,960)
10623			<u>Braintree Road Car Park</u>	
	1306		Sweeping & Scavenging	490
	9410		Season Tickets/Permits	(500)
				(10)
			NET CONTROLLABLE	(635,240)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
CEMETERIES				
65001			<u>Cemeteries-General</u>	
	0100		Salary With Oncost	103,320
	0520		Staff Professional Fees	100
	1740		Contract Cleaning	5,080
	2210		Protective Clothing	100
	2220		Uniforms & Name Badges	400
	2703		Computer Maintenance	3,960
	2734		Mobile Phones	150
	2950		Membership Subscriptions	220
	3510		Casual Car Allowance	500
	9416		Exclusive Rights Of Burial	(6,250)
	9418		Interment Fees	(8,750)
				98,830
65002			<u>Braintree Cemetery</u>	
	1010		General Repair & Maint.	4,850
	1250		Fire Alarm/Extinguisher Maint.	60
	1307		Tree Maintenance	800
	1310		Landscaping	500
	1314		Grave Digging	19,540
	1410		Gas	770
	1420		Electricity	330
	1500		Combined Water/Sewer Chge	330
	1740		Contract Cleaning	2,670
	1750		Trade Waste Collection	2,900
	1820		Unified Business Rate-Ndr	5,610
	2601		Engineering Insurance	110
	2609		General Insurance	360
	7051		Health & Safety Contingency	500
	9416		Exclusive Rights Of Burial	(23,000)
	9417		Memorials	(6,000)
	9418		Interment Fees	(30,000)
	9419		Maintenance Of Graves	(6,000)
	9433		Memorial Bench Or Tree	(250)
	9501		General Rent	(8,030)
				(33,950)
65003			<u>Bocking Cemetery</u>	
	1010		General Repair & Maint.	6,160
	1250		Fire Alarm/Extinguisher Maint.	40
	1307		Tree Maintenance	280
	1310		Landscaping	200
	1314		Grave Digging	7,410
	1420		Electricity	1,370
	1500		Combined Water/Sewer Chge	90
	1820		Unified Business Rate-Ndr	2,890
	2609		General Insurance	150
	7051		Health & Safety Contingency	500
	9416		Exclusive Rights Of Burial	(14,000)
	9417		Memorials	(2,500)
	9418		Interment Fees	(14,000)
	9419		Maintenance Of Graves	(3,480)
	9433		Memorial Bench Or Tree	(250)
				(15,140)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
65004			<u>Halstead Cemetery</u>	
	1010		General Repair & Maint.	1,780
	1307		Tree Maintenance	250
	1310		Landscaping	300
	1314		Grave Digging	9,980
	1420		Electricity	720
	1500		Combined Water/Sewer Chge	650
	1820		Unified Business Rate-Ndr	1,510
	2609		General Insurance	220
	5220		Sub-Contractors:General	1,000
	7051		Health & Safety Contingency	500
	9416		Exclusive Rights Of Burial	(12,000)
	9417		Memorials	(3,400)
	9418		Interment Fees	(11,700)
	9419		Maintenance Of Graves	(1,440)
	9433		Memorial Bench Or Tree	(250)
	9501		General Rent	(8,030)
				(19,910)
65005			<u>Witham Cemetery</u>	
	1010		General Repair & Maint.	1,130
	1250		Fire Alarm/Extinguisher Maint.	40
	1307		Tree Maintenance	100
	1310		Landscaping	310
	1314		Grave Digging	12,430
	1420		Electricity	420
	1500		Combined Water/Sewer Chge	520
	1750		Trade Waste Collection	2,000
	1820		Unified Business Rate-Ndr	2,020
	2609		General Insurance	100
	5262		Waste Disposal & Transport	300
	7051		Health & Safety Contingency	500
	9416		Exclusive Rights Of Burial	(16,000)
	9417		Memorials	(6,000)
	9418		Interment Fees	(20,500)
	9419		Maintenance Of Graves	(1,900)
	9433		Memorial Bench Or Tree	(250)
				(24,780)
NET CONTROLLABLE				5,050

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
DISCOVERY CENTRE				
66211			Discovery Centre	
	2010		New Equip. & Furniture	1,000
	2030		Maint.Equipment/Furniture	3,000
	2500		Other Professional Fees	12,000
	2511		Security Services	390
	2602		All Risks Insurance	80
	2609		General Insurance	230
	5320		Essex County Council	39,500
	7030		Other Expenses	1,000
	9442		Sports Pitch Income	(42,000)
				15,200
			NET CONTROLLABLE	15,200
MARKETS				
11102			Markets	
	0100		Salary With Oncost	14,610
	0130		Overtime - Monthly Pay	200
	1040		Electrical Works	300
	1306	3801	Sweeping & Scavenging	6,210
	1420		Electricity	1,260
	1820		Unified Business Rate-Ndr	15,590
	2734		Mobile Phones	100
	2970		Advertising General	400
	5321		Ecc Disposal Costs	3,500
	7030		Other Expenses	500
	9501		General Rent	(80,000)
				(37,330)
			NET CONTROLLABLE	(37,330)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
PARKS				
33201			<u>Parks & Open Spaces</u>	
	1010		General Repair & Maint.	27,000
	1308		Bedding	11,000
	1309		Fencing/Walls	9,000
	1310		Landscaping	2,740
	1318		Hanging Baskets/Containers	9,000
	2011		New Litter Bins/ New Dog Bins	1,500
	2015		Signs	1,000
	2602		All Risks Insurance	520
	7300		Insurance Excess	300
	9501		General Rent	(8,500)
	9700		Miscellaneous Income	(1,500)
	9806	R836	Transfer To/From Reserve	(98,110)
				(46,050)
33205			<u>Play Areas</u>	
	1310		Landscaping	1,500
	2030		Maint.Equipment/Furniture	48,540
	2602		All Risks Insurance	20
	7051		Health & Safety Contingency	200
				50,260
33209			<u>Allotments</u>	
	1010		General Repair & Maint.	10,000
	1500		Combined Water/Sewer Chge	850
	2950		Membership Subscriptions	60
	7051		Health & Safety Contingency	2,000
	9431		Allotments Income	(14,500)
				(1,590)
33213			<u>Highway Verges</u>	
	9101		Ecc Joint Financing Conts	(28,670)
				(28,670)
33217			<u>Sports Grounds</u>	
	1010		General Repair & Maint.	5,000
	1410		Gas	1,220
	1420		Electricity	1,920
	1500		Combined Water/Sewer Chge	5,670
	1610		Building Insurance	220
	1740		Contract Cleaning	12,780
	1820		Unified Business Rate-Ndr	3,040
	2010		New Equip. & Furniture	500
	7300		Insurance Excess	2,330
	7051		Health & Safety Contingency	1,000
	9402		Lettings-Facility/Casual Users	(9,000)
	9501		General Rent	(5,600)
				19,080
33221			<u>Closed Churchyards</u>	
	1010		General Repair & Maint.	1,000
	2602		All Risks Insurance	30
				1,030

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
33225			<u>Parks Other</u>	
	1010		General Repair & Maint.	1,000
	2609		General Insurance	250
	7051		Health & Safety Contingency	400
				1,650
33229			<u>Silver End Memorial Gardens</u>	
	1420		Electricity	200
	1820		Unified Business Rate-Ndr	670
	2602		All Risks Insurance	100
	2609		General Insurance	30
	5360		Payments To Parish Councils	4,540
	7051		Health & Safety Contingency	400
				5,940
33233			<u>Halstead Public Gardens</u>	
	0130		Overtime - Monthly Pay	4,080
	1010		General Repair & Maint.	6,270
	1308		Bedding	2,630
	1500		Combined Water/Sewer Chge	250
	2602		All Risks Insurance	90
	2609		General Insurance	20
	7051		Health & Safety Contingency	400
				13,740
NET CONTROLLABLE				15,390

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
PUBLIC CONVENIENCES				
31101			<u>Public Conveniences-General</u>	
	0130		Overtime - Monthly Pay	2,040
	1730		Cleaning Materials	3,500
	2210		Protective Clothing	200
				5,740
31102			<u>B&B Public Gardens Toilets</u>	
	1780		Clinical Waste	120
				120
31103			<u>Btree Bus Park Toilets</u>	
	7020		Payments	20,500
				20,500
31109			<u>Lockrams Lane Toilets</u>	
	0100		Salary With Oncost	9,190
	1010		General Repair & Maint.	2,220
	1410		Gas	190
	1420		Electricity	880
	1500		Combined Water/Sewer Chge	1,160
	1610		Building Insurance	40
	1780		Clinical Waste	420
	1820		Unified Business Rate-Ndr	3,390
	7051		Health & Safety Contingency	500
				17,990
31110			<u>Maldon Road Park Toilets</u>	
	0100		Salary With Oncost	5,520
	1010		General Repair & Maint.	1,000
	9105		Witham Town Council	(5,680)
				840
NET CONTROLLABLE				45,190

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
ROADSIDE FEATURES				
63001			<u>Roadside Features-General</u>	
	2015		Signs	200
	5220		Sub-Contractors:General	200
				400
63002			<u>War Memorials</u>	
	1010		General Repair & Maint.	200
	1280		Lights/Fittings/Electrics	100
	2602		All Risks Insurance	50
				350
63004			<u>Bus Shelters</u>	
	1010		General Repair & Maint.	250
				250
63006			<u>Roundabouts</u>	
	5220		Sub-Contractors:General	22,000
				22,000
63007			<u>Other Fountains</u>	
	2602		All Risks Insurance	140
				140
NET CONTROLLABLE				23,140

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
STREET CLEANSING & RAPID RESPONSE				
33801			Street Cleansing	
	0100		Salary With Oncost	643,360
	0110		Standby	2,000
	0130		Overtime - Monthly Pay	40,800
	0300		Agency/Sep Staff	82,440
	0710		Staff Health Checks	500
	0940		Training Fees - Incl.Reg.	5,500
	1250		Fire Alarm/Extinguisher Maint.	30
	1306	3801	Sweeping & Scavenging	(17,480)
	1313		Weed Control	2,200
	1750		Trade Waste Collection	6,740
	2010		New Equip. & Furniture	10,000
	2011		New Litter Bins/ New Dog Bins	12,000
	2030		Maint.Equipment/Furniture	1,000
	2086		Purchase Of Sacks (Street)	14,000
	2090		Other Tools & Materials	9,000
	2092		Consumable Materials	8,000
	2210		Protective Clothing	12,000
	2703		Computer Maintenance	15,420
	2734		Mobile Phones	2,100
	2950		Membership Subscriptions	4,800
	3022		Petrol	200
	3210	3801	Transport Costs-Vehicles	170,680
	3220		Transport Costs-Plant	4,320
	3310		Hire Of Vehicles	4,000
	5220		Sub-Contractors:General	73,480
	5330		Community Associations	3,000
	5360		Payments To Parish Councils	84,560
	7300		Insurance Excess	500
	9230		Greenfields Ch Sla	(16,000)
	9452		Temporary Traffic Reg Orders	(1,000)
	9700		Miscellaneous Income	(2,000)
				1,176,150
33809			Street Nameplates	
	2090		Other Tools & Materials	500
	2095		Street Nameplates	3,500
				4,000
33813			Highway Ranger	
	0100		Salary With Oncost	54,990
	0130		Overtime - Monthly Pay	1,050
	0300		Agency/Sep Staff	1,100
	0940		Training Fees - Incl.Reg.	580
	2010		New Equip. & Furniture	1,000
	2015		Signs	200
	2090		Other Tools & Materials	1,000
	2092		Consumable Materials	200
	2210		Protective Clothing	150
	3210	3801	Transport Costs-Vehicles	9,380
	7030		Other Expenses	3,000
	9101		Ecc Joint Financing Conts	(75,000)
				(2,350)
34201			Abandoned Vehicles	
	5261		Abandoned Vehicles Removal	2,000
				2,000
34301			Radio Control	
	1420		Electricity	420
				420
NET CONTROLLABLE				1,180,220

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

CORDONS FARM

33706

<u>Cordons Farm</u>			
0100		Salary With Oncost	52,720
0130		Overtime - Monthly Pay	3,060
0300		Agency/Sep Staff	3,680
1010		General Repair & Maint.	15,000
1420		Electricity	780
1610		Building Insurance	330
1770		Toilets-Hire	1,200
1810		Rent	17,750
1820		Unified Business Rate-Ndr	11,600
2010		New Equip. & Furniture	1,000
2020		Hired Equipment	3,000
2030		Maint.Equipment/Furniture	300
2060		Chemicals,Fertilisers,Poisons	3,000
2210		Protective Clothing	200
2430		Licences(Miscellaneous)	2,900
2601		Engineering Insurance	230
2701		Computer Paper & Materials	500
2734		Mobile Phones	100
3210	3801	Transport Costs-Vehicles	23,390
3220		Transport Costs-Plant	3,000
3320		Plant Hire	2,900
5262	3011	Waste Disposal & Transp (Stre)	51,180
5262	3017	Waste Disposal & Transp (Hort)	12,730
5262	3019	Waste Disposal & Transp (GenB)	7,140
5264		Emptying Of X Tanks	30,000
5540		Pest Control	800
7030		Other Expenses	21,490
7051		Health & Safety Contingency	1,000
9217	3011	Ecc Disposal Credits (Stre)	(1,090)
9219	3011	Ecc Recycling Credits (Stre)	(79,720)
			190,170

NET CONTROLLABLE

190,170

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
REFUSE & RECYCLING				
33504			<u>Collection Costs</u>	
	0100		Salary With Oncost	1,590,170
	0103		Salary Costs Profiled	20,000
	0130		Overtime - Monthly Pay	94,170
	0300		Agency/Sep Staff	237,720
	3021		Diesel Fuel	12,250
	3210	3801	Transport Costs-Vehicles	880,620
	3310		Hire Of Vehicles	60,000
				2,894,930
33512			<u>Bring Banks</u>	
	0100		Salary With Oncost	46,670
	0130		Overtime - Monthly Pay	2,650
	0300		Agency/Sep Staff	6,910
	2034		Maint Of Bring Banks	20,000
	3210	3801	Transport Costs-Vehicles	47,450
				123,680
33514			<u>Clinical Waste Collections</u>	
	5220		Sub-Contractors:General	11,000
				11,000
33516			<u>Sack & Wheelie Bin Procurement</u>	
	2013		New Wheelie Bins	70,000
	2033		Maint Of Wheelie Bins	1,000
	2090		Black Sacks	14,270
	2093		Recycling Sacks	208,560
	2730		Telephone Charges	100
				293,930
33520			<u>Sack & Wheelie Bin Delivery</u>	
	0100		Salary With Oncost	95,740
	0130		Overtime - Monthly Pay	4,430
	0300		Agency/Sep Staff	11,490
	3210	3801	Transport Costs-Vehicles	16,410
	3310		Hire Of Vehicles	4,000
				132,070
33524			<u>Special Collections</u>	
	5220		Sub-Contractors:General	71,000
	9224		Ecc Re-Use Credits	(140)
	9409		Other Recoverable Charges	(55,000)
				15,860
33528			<u>Trade Waste</u>	
	0100		Salary With Oncost	144,820
	0130		Overtime - Monthly Pay	8,240
	0300		Agency/Sep Staff	21,380
	2012		New Trade Waste Bins	25,000
	2032		Maint Of Trade Waste Bins	1,000
	2085		Purchase Of Trade Waste Sacks	1,050
	2521		Management Fees/Charges	300
	3090	3026	External Transportation	5,250
	3210	3801	Transport Costs-Vehicles	2,270
	5220		Sub-Contractors:General	6,000
	5260	3026	Payments To External Mrfs	24,360
	5321		Ecc Disposal Costs	504,260
	9309	3026	Sale Of Mixed Dry Materials	(10,220)
	9322		Sales Of Sacks (Blue)	(15,000)
	9323		Sale Of Sacks (Trade Recy)	(8,000)
	9401		Fees/Charges For Services	(985,000)
	9801		Recharge To Other Rev.A/C	(22,290)
				(296,580)

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
33552			<u>General Operational O/Heads</u>	
	0710		Staff Health Checks	2,500
	0940		Training Fees - Incl.Reg.	14,150
	2092		Consumable Materials	2,000
	2210		Protective Clothing	20,000
	2734		Mobile Phones	1,500
	3120		Repairs	5,230
	7030		Other Expenses	5,440
	7051		Health & Safety Contingency	1,000
	7300		Insurance Excess	10,000
				61,820
33556			<u>Promotional Costs</u>	
	2750		Postages	15,540
	2905		Recycling Donations	4,000
				19,540
33560			<u>Management Depot & Admin</u>	
	3210	3801	Transport Costs-Vehicles	5,640
				5,640
33564			<u>General Administrative O/Heads</u>	
	0810		Advertising	1,000
	2320		Stationery	500
	2500		Other Professional Fees	60,000
	2703		Computer Maintenance	75,000
	2950		Membership Subscriptions	1,250
	7030		Other Expenses	5,440
	9806	R817	Transfer To/From Reserve	(50,000)
				93,190
33568			<u>Income Account</u>	
	9217	3009	Disposal Credits	(42,830)
	9219		Ecc Recycling Credits (Dry)	(867,760)
	9219	3008	Ecc Recycling Credits (Green)	(318,340)
	9220	3008	Ecc Tipping Away (Green)	(53,860)
	9309	3001	Sale Of Materials - Glass	(42,780)
	9309	3002	Sale Of Materials - Newspaper	(3,000)
	9309	3004	Sale Of Materials - Textiles	(6,000)
	9309	3009	Sals Of Materials - Mixed Dry	(323,760)
	9453		Second Green Bin	(10,000)
	9700		Miscellaneous Income	(2,000)
				(1,670,330)
33506			<u>Food Waste Service</u>	
	0100		Salary With Oncost	383,640
	0130		Overtime - Monthly Pay	21,740
	0300		Agency/Sep Staff	59,770
	3210	3801	Transport Costs-Vehicles	107,040
	3310		Hire Of Vehicles	6,000
	9101		Ecc Joint Financing Conts	(650,000)
				(71,810)
33548			<u>External Mrfs</u>	
	2521		Management Fees/Charges	9,500
	3090		External Transportation	5,000
	3090	3008	External Transportation	68,200
	3090	3009	External Transportation	166,250
	5260	3009	Payments To External Mrfs	771,400
				1,020,350
			NET CONTROLLABLE	2,633,290

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

FLEET MANAGEMENT UNIT

30109		<u>Fleet Management Unit</u>	
	0100	Salary With Oncost	105,620
	0940	Training Fees - Incl.Reg.	1,000
	2010	New Equip. & Furniture	10,500
	2030	Maint.Equipment/Furniture	3,500
	2090	Other Tools & Materials	4,000
	2210	Protective Clothing	500
	2230	Laundry	2,000
	2320	Stationery	1,000
	2430	Licences(Miscellaneous)	400
	2602	All Risks Insurance	220
	2703	Computer Maintenance	6,170
	2734	Mobile Phones	500
	2950	Membership Subscriptions	1,060
	3210	3801 Transport Costs-Vehicles	13,010
	3310	Hire Of Vehicles	2,000
	5220	Sub-Contractors:General	29,000
	7030	Other Expenses	8,500
			188,980

NET CONTROLLABLE

188,980

FLEET - OPERATING COSTS

30112		<u>Fleet Mgt - Operational</u>	
	0100	Salary With Oncost	95,050
	0130	Overtime - Monthly Pay	15,300
	0300	Agency/Sep Staff	31,030
	3021	Diesel Fuel	541,930
	3060	Road Fund Licence	28,550
	3110	Parts & Materials	296,860
	3120	Repairs	11,660
	3210	3801 Transport Costs-Vehicles	(1,449,700)
	3340	Leasing	282,720
	3350	Contract Hire	250,390
	3610	General Veh./Plant Ins.	146,600
			250,390

30116		<u>Fleet Parts Stock</u>	
	3023	Oil	7,000
	3025	Adblue	2,500
	3110	Parts	4,590
			14,090

NET CONTROLLABLE

264,480

FLEET - LEASE CAR SCHEME

30115		<u>Fleet - Lease Car Scheme</u>	
	3140	Leased Car Maintenance	8,960
	3330	3801 Hire Of Leased Car	(56,290)
	3331	Lease Car N.I.Contributions	9,490
	3332	Leased Car Irrecoverable Vat	4,260
	3350	Contract Hire	42,520
	3530	Leased Car Mileage Allowance	4,050
	3650	Leased Car Insurance	8,950
	7050	Contingency	6,000
	9204	Contributions	(27,940)
			0

NET CONTROLLABLE

0

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

OPERATIONS MGT & ADMIN

30120			<u>Operations Mgt & Admin</u>	
	0100		Salary With Oncost	877,960
	0103		Staffing Costs Profile	31,610
	0130		Overtime - Monthly Pay	4,080
	0710		Staff Health Checks	300
	0810		Advertising	1,000
	0940		Training Fees - Incl.Reg.	500
	2010		New Equip. & Furniture	1,000
	2030		Maint.Equipment/Furniture	150
	2110		Provisions,Foods & Snacks	130
	2210		Protective Clothing	250
	2320		Stationery	1,500
	2734		Mobile Phones	1,600
	2810		Conference Expenses	250
	3210	3801	Transport Costs-Vehicles	16,760
	3330	3801	Hire Of Leased Car	9,560
	3510		Casual Car Allowance	1,000
				947,650
			NET CONTROLLABLE	947,650

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

LAKES ROAD DEPOT & OFFICES

30135			<u>Lakes Road Depot & Offices</u>	
	1010		General Repair & Maint.	7,000
	1040		Electrical Works	1,000
	1050		Plumbing/W.C. Repairs/Maint	500
	1220		Heat/Ventil'N Rep/Maint.	500
	1250		Fire Alarm/Extinguisher Maint.	500
	1270		Security Alarm Payments	1,400
	1280		Lights/Fittings/Electrics	1,000
	1287		Cctv Maintenance	1,200
	1410		Gas	890
	1420		Electricity	17,680
	1500		Combined Water/Sewer Chge	4,910
	1610		Building Insurance	1,680
	1730		Cleaning Materials	400
	1740		Contract Cleaning	7,480
	1750		Trade Waste Collection	2,400
	1780		Clinical Waste	900
	1810		Rent	66,780
	1820		Unified Business Rate-Ndr	57,070
	1860		Service Charges	10,500
	2010		New Equip. & Furniture	1,150
	2020		Hired Equipment	750
	2030		Maint.Equipment/Furniture	100
	2050		Tv/Sound Rentals/Licence	300
	2092		Consumable Materials	100
	2120		Vending Machine Supplies	100
	2121		Water Coolers Expenditure	1,600
	2609		General Insurance	260
	2730		Telephone Charges	3,360
	5264		Emptying Of X Tanks	1,000
	5540		Pest Control	500
	7030		Other Expenses	200
	7051		Health & Safety Contingency	2,000
				195,210
30140			<u>Unit 9 Workshop</u>	
	1010		General Repair & Maint.	2,000
	1250		Fire Alarm/Extinguisher Maint.	100
	1270		Security Alarm Payments	1,000
	1420		Electricity	5,080
	1500		Combined Water/Sewer Chge	310
	1610		Building Insurance	100
	1820		Unified Business Rate-Ndr	17,590
	1860		Service Charges	1,750
	2609		General Insurance	560
	7030		Other Expenses	1,000
	7051		Health & Safety Contingency	400
				29,890
			NET CONTROLLABLE	225,100

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
HORTICULTURAL SERVICES				
33901			<u>Horticultural - Central Costs</u>	
	0100		Salary With Oncost	749,110
	0130		Overtime - Monthly Pay	3,240
	0300		Agency/Sep Staff	31,570
	0710		Staff Health Checks	500
	0940		Training Fees - Incl.Reg.	10,000
	2010		New Equip. & Furniture	7,000
	2090		Other Tools & Materials	25,500
	2092		Consumable Materials	1,500
	2210		Protective Clothing	6,000
	2734		Mobile Phones	800
	3210	3801	Transport Costs-Vehicles	78,440
	3310		Hire Of Vehicles	4,000
	5220		Sub-Contractors:General	115,200
	7051		Health & Safety Contingency	4,000
	7300		Insurance Excess	2,750
	9101		Ecc Joint Financing Conts	(130,200)
	9221		Ecc Contract Income	(34,670)
	9401		Fees/Charges For Services	(138,100)
	9700		Miscellaneous Income	(5,880)
				730,760
33902			<u>Horticultural - Plant Shop</u>	
	0100		Salary With Oncost	58,100
	2010		New Equip. & Furniture	2,600
	2030		Maint.Equipment/Furniture	650
	2210		Protective Clothing	350
	2734		Mobile Phones	100
	3021		Diesel Fuel	28,190
	3022		Petrol	4,000
	3050		Tyres	3,130
	3120		Repairs	4,400
	3150		Plant Materials	27,740
	3210	3801	Transport Costs-Vehicles	8,820
	3340		Operating Lease Payments	84,520
	3610		General Veh./Plant Ins.	2,550
	5220		Sub-Contractors:General	1,350
				226,500
NET CONTROLLABLE				957,260

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

STREET SCENE PROTECTION

33401			<u>Street Scene Protection</u>	
	0100		Salary With Oncost	213,800
	0110		Standby	2,400
	0130		Overtime - Monthly Pay	230
	0940		Training Fees - Incl.Reg.	3,000
	2010		New Equip. & Furniture	1,700
	2090		Other Tools & Materials	390
	2210		Protective Clothing	1,050
	2320		Stationery	200
	2504		Legal Fees	3,000
	2508		Vets Fees	3,600
	2734		Mobile Phones	1,700
	2950		Membership Subscriptions	1,040
	3210	3801	Transport Costs-Vehicles	28,390
	3510		Casual Car Allowance	2,800
	7030		Other Expenses	900
	9406		Fines	(6,400)
	9408		Licences	(2,000)
	9451		Stray Dogs Income	(2,000)
				253,800
			NET CONTROLLABLE	253,800

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

STRATEGIC INVESTMENT

STRATEGIC INVESTMENT TEAM

61620

Strategic Investment Team

0100		Salary With Oncost	281,530
0200		Other Staffing (Bought In)	147,550
3330	3801	Hire Of Leased Car	2,470
7020		Payments	1,000
9803		Tfr To Capital Funds	(300,000)
9806	R860	Transfer To/From Reserve	(111,810)
			20,740

NET CONTROLLABLE

20,740

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

SUSTAINABLE DEVELOPMENT

DEVELOPMENT MANAGEMENT

60103			<u>Development Management Unit</u>	
	0100		Salary With Oncost	1,645,850
	0520		Staff Professional Fees	2,200
	0940		Training Fees - Incl.Reg.	7,950
	2010		New Equip. & Furniture	1,280
	2310		Newspapers & Publications	50
	2320		Stationery	4,380
	2611		Proff Negligence Ins	1,770
	2702		Computer Equip.& Software	15,000
	2734		Mobile Phones	200
	2950		Membership Subscriptions	3,200
	3330	3801	Hire Of Leased Car	11,790
	3510		Casual Car Allowance	6,060
	3551		Rail Travel	1,000
	5320		Essex County Council	98,400
	9309		Other Sales	(500)
				1,798,630
60201			<u>Development Mgt Fee Based</u>	
	2502		Consultants Fees	95,000
	2960		Statutory Advertising	1,120
	5320		Essex County Council	26,730
	9401		Fees/Charges For Services	(1,449,900)
	9806	R892	Transfer To/From Reserve	(86,000)
				(1,413,050)
60204			<u>Pre-Application Advice</u>	
	9401		Fees/Charges For Services	(139,500)
				(139,500)
60205			<u>Planning Performance Agreement</u>	
	9235		Plan Perform. Agreements	(85,000)
				(85,000)
60901			<u>Street Naming & Numbering</u>	
	0100		Salary With Oncost	16,000
	9401		Fees/Charges For Services	(20,140)
				(4,140)
			NET CONTROLLABLE	156,940
			LANDSCAPE & COUNTRYSIDE	
60801			<u>Tree Maintenance</u>	
	1307		Tree Maintenance	71,060
	2702		Computer Equip.& Software	2,000
	4340		Tree Planting Grants	2,500
	9700		Miscellaneous Income	(580)
				74,980
61101			<u>Countryside Management Project</u>	
	5350		Payments To Other La'S	12,000
				12,000
			NET CONTROLLABLE	86,980

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		
LOCAL PLAN				
60701			Local Plan	
	2500		Other Professional Fees	100,580
	2502		Consultants Fees	25,000
	7030		Other Expenses	100,000
	9806	R814	Transfer To/From Reserve	(100,000)
				125,580
NET CONTROLLABLE				125,580
PUBLIC TRANSPORT/TRAFFIC MANAGEMENT				
61001			Public Transport/Traffic Mgmt	
	5320		Essex County Council	3,000
				3,000
NET CONTROLLABLE				3,000
PARKS & LANDSCAPE SERVICES				
60108			Landscape Services	
	0100		Salary With Oncost	241,700
	0520		Staff Professional Fees	450
	0940		Training Fees - Incl.Reg.	1,800
	2210		Protective Clothing	200
	2320		Stationery	100
	2502		Consultants Fees	3,970
	2734		Mobile Phones	270
	2950		Membership Subscriptions	770
	3330	3801	Hire Of Leased Car	3,540
	3510		Casual Car Allowance	3,000
	9700		Miscellaneous Income	(200)
				255,600
NET CONTROLLABLE				255,600
PLANNING POLICY				
60104			Planning Policy Unit	
	0100		Salary With Oncost	377,930
	0520		Staff Professional Fees	1,050
	2010		New Equip. & Furniture	300
	2320		Stationery	320
	2700		Computer Bureaux Chge/Lic	600
	2880		Office Hospitality Exp.	250
	2950		Membership Subscriptions	1,140
	3510		Casual Car Allowance	1,210
	3551		Rail Travel	500
	3554		Car Parking	50
	5320		Essex County Council	7,200
	7805	R814	Transfer To Reserve	13,720
	9002		Dclg - Other	(30,000)
	9806	R893	Transfer To/From Reserve	(47,000)
				327,270
NET CONTROLLABLE				327,270

Efin Code			Description	Budget 2020/21
Cost Centre	Account Code	Activity Code ****		

CORPORATE FINANCING & OTHER ITEMS

CORPORATE FINANCING - OTHER

20834		<u>Corporate Financing - Other</u>	
	2609	General Insurance	9,860
	6042	Minimum Revenue Provision	379,340
	6820	Revenue Contributions	7,158,320
	7030	Other Expenses	50,000
	7805	R860 Transfer To Reserve	907,204
	7805	R890 Transfer To Reserve	748,955
	7805	R893 Transfer To Reserve	600,000
	9022	New Homes Bonus Grant	(907,204)
	9108	Essex Pool	(560,000)
	9114	Repay Technical Agreement	(460,000)
	9803	Tfr To Capital Funds	(100,000)
	9806	R800 Transfer To/From Reserve	(7,208,320)
	9806	R801 Transfer To/From Reserve	(9,860)
	9806	R860 Transfer To/From Reserve	(600,000)
	9B00	Balance Sheet Contra	(1,559,271)
			<u>(1,550,976)</u>

NET CONTROLLABLE **(1,550,976)**

EFFICIENCY SAVINGS TARGET

20832		<u>Efficiency Savings Target</u>	
	0100	Salary With Oncost	(300,000)
	0103	Staffing Costs profiled	10,160
	0104	Annual Leave Purchase	(20,000)
	7010	Adjustments	52,010
			<u>(257,830)</u>

NET CONTROLLABLE **(257,830)**

PARISH & TOWN COUNCIL GRANTS

10203		<u>Parish & Town Council Grants</u>	
	2903	Miscellaneous Grants	29,450
			<u>29,450</u>

NET CONTROLLABLE **29,450**

UNAPPORTIONABLE OVERHEADS

20831		<u>Unapportionable Central Overhd</u>	
	0201	Pension Fund - Added Years	641,950
	0202	Pension Fund - Deficit	2,468,310
	0750	Annuity	6,920
			<u>3,117,180</u>

NET CONTROLLABLE **3,117,180**

Capital Programme Resources Summary - 2020/21 to 2024/25

	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	Provisions £
Resources						
Resources - Balance B/fwd	18,478,000	10,596,000	15,690,000	14,587,000	14,880,000	15,173,000
Capital Receipts	14,170,000	8,520,000	6,196,000	4,711,000	4,711,000	1,070,000
Grants & Contributions	2,387,000	931,000	931,000	931,000	931,000	0
Reserves	7,169,000	50,000	50,000	50,000	50,000	0
Borrowing (internal / external)	11,056,000	5,457,000	-3,070,000	-1,589,000	-2,256,000	0
	53,260,000	25,554,000	19,797,000	18,690,000	18,316,000	16,243,000
Expenditure						
Approved Programme						
- Housing Services - B/fwd	1,036,000	0	0	0	0	0
- Housing Services Approved	931,000	0	0	0	0	0
- Other Services - B/fwd	1,028,000	50,000	0	0	0	0
- Other Services Approved	1,816,000	80,000	0	0	0	636,000
- Strategic Investment	33,373,000	6,332,000	0	0	0	0
Capital Salaries						
- Capital Salaries	400,000	228,000	207,000	207,000	207,000	0
Anticipated Requirements						
- Housing Services	0	1,031,000	1,031,000	1,031,000	1,031,000	0
- Other Services	0	950,000	950,000	950,000	950,000	0
- Strategic Investments	2,492,000	610,000	2,881,000	0	0	4,471,000
- Vehicle Replacement Programme	1,588,000	583,000	141,000	1,622,000	955,000	0
	42,664,000	9,864,000	5,210,000	3,810,000	3,143,000	5,107,000
Resources - Balance c/fwd	10,596,000	15,690,000	14,587,000	14,880,000	15,173,000	11,136,000

Project Name	Cost Centre	Account Code (see list below)	Activity Code	Approved Budget (£)
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Capital Programme Approved Projects 2020/21

General Fund Programme

Technology Replacement Programme	81170	xxxx	8331	40,000
Server Room Review	81170	xxxx	89HB	10,000
Digital Services Upgrade	81170	xxxx	89HC	60,000
CCTV Camera Upgrade	81170	xxxx	89HD	30,000
Business Solutions Total				140,000

Youth Facilities and Play Area Refurbishment Programme	81170	xxxx	8905	80,000
Rivenhall Village Hall Footpath	81200	xxxx	89HE	30,000
Open Spaces Infrastructure	81200	xxxx	89C0	50,000
Waste Transfer Station Resurfacing and Drainage Works	81140	xxxx	89HF	17,000
Operations Depot Refurbishment	81140	xxxx	89HG	50,000
Cemeteries Gardens of Remembrance	81220	xxxx	89HH	50,000
Operations Total				277,000

Planned Maintenance of Council Owned Assets	81160	xxxx	8914	578,750
Asset Management Total				578,750

Pedestrianisation of Braintree Town Centre	81200	xxxx	89H6	500,000
Economic Development Total				500,000

Planning Software Purchase and Installation	81170	xxxx	89HJ	10,000
Sustainable Development Total				10,000

Resurfacing Artificial Grass Pitch at Braintree Sports & Health Club	81170	xxxx	89HK	260,000
Hammer & Discus Cage Adaptations at Braintree Sports & Health Club	81170	xxxx	89HL	15,000
Athletics Track Surface Refurbishment at Braintree Sports & Health Club	81110	xxxx	89HM	35,000
Enterprise, Culture & Leisure Total				310,000

General Fund Total				1,815,750
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Housing Investment Programme

Disabled Facility Grants (Council)	84101	4310	8A01	931,000
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Housing Investment Total				931,000
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Capital Salaries

- Internal Recharges				100,000
- Strategic Investment				300,000

GRAND TOTAL*				3,146,750
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*Excludes projects approved in earlier years which are still ongoing

Capital Account Codes List (indicated by xxxx above)

1100	Major Repairs & Refurbishment
1110	Major Alterations
2010	New Equipment
2400	Planning Application Fees
2440	Stamp Duties
2450	Land Registry
2460	Building Control Fees
2500	Other Professional Fees
2502	Consultants Fees
2503	Architects Fees (External)
2504	Legal Fees
2506	QS Fees (External)
2702	Computer Equipment & Software
4310	Hsg Improvement Grants
4810	Housing Association Grant
5210	Main Contractor
5220	Sub Contractors : General

For details of Account Codes not listed please contact Accountancy.

Capital Strategy 2020/21 to 2023/24

1. Introduction

- 1.1. The capital strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activities contribute towards the Council's ability to provide local public services along with an overview of how the associated risks are managed and what the implications are for future financial sustainability.
- 1.2. Capital and treasury management decisions will have financial consequences to the Council over many years and as such are subject to both a national regulatory framework and to a local policy framework, as summarised in this strategy report.

2. Capital Expenditure and Financing

- 2.1. Capital expenditure is where the Council spends money on assets which will give benefits for more than one year, such as land and property, vehicles and plant, computer systems, and other equipment. These may be held for either service delivery; rental to others; or for administrative purposes. Capital expenditure can also include spending by the Council on assets owned by other bodies but used by the Council for services, or by giving loans or grants to third parties enabling them to buy or improve assets, e.g. the Council's disabled facilities grant programme.
- 2.2. The Council has some limited discretion on what counts as capital expenditure, for example, assets costing below £10,000 are not capitalised and are charged to revenue in year. In certain circumstances the Council can capitalise interest costs on major investment projects, which would otherwise be charged to the General Fund revenue account. Details of the Council's policy on capitalisation can be found in the Statement of Accounts.
- 2.3. The Council's capital programme comprises the following programme areas:
 - Housing – which includes projects that assist registered social landlords to provide affordable housing schemes; disabled facilities grants to individuals; and other home improvement schemes.
 - Vehicle replacement programme – a rolling programme of operational vehicle acquisitions and replacements to maintain service delivery.
 - Other Services – which includes capital expenditure on planned maintenance; ICT and other digital investment; waste management and recycling; and leisure and community facilities; etc.

- District Investment Strategy – includes major strategic projects designed to support the Council’s ambition to invest across the district and target four key themes: health, homes, journey and jobs.

2.4. Over the medium-term the Council’s planned capital expenditure is shown in the table below:

Table 1: Estimates of Capital Expenditure

	2018/19 Actual £m	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Housing	0.937	1.348	1.967	1.031	1.031	1.031
Vehicle Replacement Programme	0.631	1.006	1.588	0.583	0.141	1.622
Other Services	2.569	2.711	2.844	1.080	0.950	0.950
District Investment Strategy	7.104	5.645	35.865	6.942	2.881	0.000
Capital Salaries	0.354	0.373	0.400	0.228	0.207	0.207
Total	11.595	11.083	42.664	9.864	5.210	3.810

2.5. The above forecasts includes projects and schemes approved, as well as some ‘pipeline’ schemes within the overall District Investment Strategy programme, and other provisions for recurring items of capital expenditure e.g. planned maintenance, grant schemes, and ICT refresh.

2.6. Commitments made by the Council to support additional capital investment in Witham and Halstead, subject to appropriate schemes being developed, along with cost contingencies on existing programme spend means a further £5.107 million of expenditure could be incurred over the forecast period.

2.7. **Governance:** The Corporate Director (Section 151 Officer) is responsible for preparing the annual capital programme and medium-term forecasts. Service managers will prepare bids, supported by the necessary business case, for projects which they are proposing should be included. Bids are collated by the central finance team who calculate any associated financing costs. The Council’s Management Board will appraise all bids based on a comparison of service priorities and make recommendations to the Cabinet. The final capital programme is presented to Full Council in February each year as part of the overall Budget and Medium Term Financial Strategy.

2.8. Changes may be made to the capital programme in-year following the decision making process set out in the Council’s Financial Procedure Rules and related limits as set out in the Council’s Constitution which is available on the Council’s website.

2.9. All capital projects have a nominated project sponsor and project manager. In-year monitoring of projects is undertaken as part of the Council’s corporate performance monitoring and budgetary control processes, and reported on a quarterly basis to the Cabinet. For major projects, officer and Member reference groups are established to oversee delivery.

2.10. All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves, or capital receipts) or debt (borrowing or leasing). The planned financing of the expenditure set out in Table 1 is as follows:

Table 2: Capital Financing

	2018/19 Actual £m	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
External sources	-1.503	-2.004	-2.387	-0.931	-0.931	-0.931
Own resources	-3.923	-4.846	-29.221	-3.476	-7.349	-4.468
Borrowing (internal/ external)	-6.169	-4.233	-11.056	-5.457	3.070	1.589
Total	-11.595	-11.083	-42.664	-9.864	-5.210	-3.810

2.11. A further £5.107 million is potentially committed (as referred to in paragraph 2.6) to be met from Own resources.

2.12. The Corporate Director (Finance) will consider the most cost effective way to finance each year's capital expenditure in light of the Council's financial circumstances prevailing at the time, adopting as a general strategy the following order in which capital resources will be applied:

- S106 planning contributions and other similar restricted capital grants – these will be applied first whenever the Council is able to fully comply with their associated conditions;
- Capital receipts generated from any source; and
- Revenue (including earmarked reserves and other revenue contributions). To the extent that amounts have been approved for financing capital expenditure, the amount approved will be transferred and held as general capital resources to be used as necessary according to this overall funding strategy.

2.13. The Corporate Director (Finance) may defer any planned external borrowing and instead use the Council's own resources, either on a permanent or temporary basis (internal borrowing), where this approach is deemed to be financially beneficial to the Council and having considered all appropriate risks.

2.14. Borrowing is only a temporary source of finance, since loans (and leases) must be repaid, and this is therefore replaced over time by other financing. A number of the Council's major investment projects are expected to generate capital receipts from the sale of serviced land and dwellings, which it is planned to use to repay related debt. Any other borrowing will need to be financed by an annual charge to the General Fund revenue account, referred to as Minimum Revenue Provision (MRP).

2.15. Planned MRP and use of capital receipts are as follows:

Table 3: Replacement of Debt Finance

	2018/19 Actual £m	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Capital receipts					-3.070	-1.589
Annual MRP	-0.379	-0.379	-0.523	-0.785	-1.118	-1.139
Annual lease payments	-0.363	-0.305	-0.216	-0.062	-0.004	-0.002
Total Own Resources applied	-0.742	-0.684	-0.739	-0.847	-4.192	-2.730

2.16. In accordance with statutory guidance, the Council is required to determine its policy for MRP which it considers meets the requirement to provide for debt on a prudent basis. Where MRP is required, the Council's policy is to set aside a sum based on a period commensurate with that for which the related capital expenditure provides benefit. MRP may not be provided where assets are acquired or developed specifically for sale, as the future capital receipt will finance the related debt. A full policy statement is included as an **Annex** to this strategy report.

2.17. The Council's underlying need to borrow for capital expenditure is measured by the Capital Financing Requirement (CFR), a balance sheet derived indicator. The CFR increases when the Council incurs capital spending which it does not finance from either its own resources or external support (e.g. third party grants and contributions). The CFR reduces as MRP and/ or capital receipts are set aside to replace debt. Based on the above figures for expenditure and financing, the Council's estimated CFR is expected to increase over the medium term as follows:

Table 4: Estimates of Capital Financing Requirement

	31.3.19 Actual £m	31.3.20 Forecast £m	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m
Capital Financing Requirement	12.215	15.764	26.081	30.691	26.499	23.769	20.309

2.18. The table above makes provision for unfinanced elements of the Council's District Investment Strategy to the extent schemes have been formally approved or pipeline schemes have been developed with sufficient detail to provide estimates. However, as some schemes are still evolving and are based on a number of key assumptions, future forecasts could be subject to significant change.

2.19. **Asset Management:** To ensure that capital assets continue to be of long-term use, the Council has in place an Asset Management Strategy which seeks to ensure that the property will support its overall corporate strategy and key priorities, and which has developed into the following property objectives:

- Assets must be fit for purpose meeting the needs of those that use them, whether service providers or users;

- Assets must be affordable, which includes sharing their use with other organisations wherever appropriate;
- Commercial assets should generate revenue income that can be used to support the Council’s wider service delivery;
- Assets must be safe and comply with the law
- Assets must be sustainable, and running costs should be minimised; and
- Assets that are no longer required by the Council should realise capital receipts which can then be re-invested by the Council.

2.20. **Planned Maintenance:** The Council keeps under review the planned maintenance requirements for all its property through commissioning of regular condition surveys. The annual survey provides the focus for the forthcoming capital programme and informs the immediate capital expenditure requirement. However, recognising this as a rolling programme of works, a recurring annual provision is included for future years. Exceptional spending requirements that cannot be met from this annual provision will be subject to a separate business case and needs assessment.

2.21. **Asset Disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds, known as a capital receipt, can be spent on new assets or used to repay debt. Repayments of capital grants, loans and certain investments also generate capital receipts. Since a housing stock transfer in 2007, the Council has had arrangements in place with Greenfields Community Housing for sharing right-to-buy receipts and VAT savings on specified development works. The table below shows anticipated capital receipts over the medium term:

Table 5: Capital Receipts

	2018/19 Actual £m	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Asset sales	2.656	1.317	1.800	0.000	0.000	0.000
Asset sales (District Investment)	0.000	0.000	10.720	6.919	4.646	3.211
Housing transfer further receipts	4.090	2.100	1.650	1.600	1.550	1.500
Grants and loans repaid	0.079	0.000	0.000	0.000	0.000	0.000
Total	6.825	3.417	14.170	8.519	6.196	4.711

2.22. The table above includes a number of potential asset sales which, whilst contracts have been exchanged, are still subject to the purchaser gaining satisfactory planning consents and therefore there remains risks over the exact timing of receipts being received. Assets derived from the District Investment Strategy are based on “develop for sale” assets, which may during the progress of schemes switch to alternative long-term rental opportunities. In these circumstances the Council would not realise a capital receipt, which if being used to repay debt would trigger annual financing charges, including

MRP. These would need to be met from the related rental income to avoid any negative net impact on the General Fund revenue account.

3. Treasury Management

3.1. Treasury Management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing. During any financial year, the Council typically holds higher cash balances in the first half of the year as revenue income (including local taxes collected) is received before it is spent or paid to the major precepting bodies. This increases the core level of cash held in relation to reserves and balances. The Council's investment plans anticipate future new borrowing to provide cash for its longer term capital expenditure. However, by adopting sound and proactive treasury management, short-term cash surpluses can be used to reduce and/ or defer this borrowing requirement, referred to as 'internal borrowing'. This approach also mitigates against the risks associated with investing externally on the money markets.

3.2. The Council currently has £6million of outstanding external borrowing at an average interest rate of 4.70% and is estimating in the current financial year an average investment balance in excess of £59million of treasury investments earning an average rate of circa 2%.

3.3. **Borrowing Strategy:** The Council's main objectives when borrowing will be to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore will need to strike a balance between cheap short-term loans and long-term fixed rate loans where the future cost is known but is higher.

3.4. Projected levels of the Council's total outstanding debt (which comprises borrowing, and leases are shown below, compared with the CFR (see above).

Table 6: Gross Debt and the Capital Financing Requirement

	31.3.19 Actual £m	31.3.20 Forecast £m	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m
Debt (incl. leases)	-9.861	-8.499	-8.194	-11.613	-10.861	-7.912	-7.910
CFR	12.215	15.764	26.081	30.691	26.499	23.769	20.309
Internal (-over) borrowing	2.354	7.265	17.887	19.078	15.639	15.857	12.399

3.5. Statutory guidance states that debt should remain below the capital financing requirement, except in the short-term. As can be seen from Table 6, the Council expects to comply with this requirement over the medium term. Unfinanced capital expenditure (measured by the CFR) is in excess of actual and estimated debt indicating a strategy of internal borrowing.

3.6. Liability Benchmark: To compare the Council's actual borrowing (excluding leases) against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing required. This assumes that cash and investment balances are kept to a minimum level of £10m (rather than £20m) at each year-end, to maintain liquidity:

Table 7: Borrowing and the Liability Benchmark

	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m
Borrowing	9.635	8.944	6.000	6.000	6.000
Liability benchmark	-0.365	-1.056	-4.596	-5.852	-7.584
Difference	10.000	10.000	10.596	11.852	13.584

3.7. The table above shows that under this scenario the Council would still be borrowing above its liability benchmark. However, this approach can be justified at a time when interest rates are low so as to secure cost certainty over any longer-term financing of major investment projects where the Council also expects to generate, similarly, long-term commercial rent streams. However, under this scenario investment balances would fall below the amounts held in long-term pooled funds and which, if funds are withdrawn, would have an overall adverse impact on income to the General Fund Revenue Account as the return on these funds exceeds the current cost of borrowing.

3.8. No strategy is entirely risk free. Internal borrowing runs the risk that cash is required for its original intended purpose and the Council is then forced to borrow when interest rates and other conditions are less favourable. The Corporate Director (Finance) will retain flexibility to adjust the balance between borrowing and investments to respond to changing circumstances.

3.9. Affordable Borrowing Limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set.

Table 8: Authorised Limit and Operational Boundary for External Debt

	2019/20 Limit	2020/21 Limit	2021/22 Limit	2022/23 Limit	2023/24 Limit	2024/25 Limit
Authorised Limit	50.00	50.00	50.00	50.00	50.00	50.00
Operational Boundary	35.00	30.00	30.00	30.00	30.00	30.00

3.10. Under the Council's banking services contract with Lloyds Bank Plc, current account facilities are provided across multiple accounts which operate on a net and gross basis. An overdraft limit has been agreed on a net basis of £100,000, with a maximum gross limit on any one account of £20 million. The limits set out above are based on the Council operating within the net overdraft

limit as typically day-to-day balances across all the Council's current accounts are maintained at/ around £1.5 million for liquidity purposes. The arrangement with Lloyds is subject to a formal set-off agreement authorised by the Corporate Director (Finance) which provides that Lloyds can offset any assets and liabilities of the Council that is held with the bank.

3.11. Further details on borrowing are set out in the Treasury Management Strategy Statement.

3.12. The limits above take into account a number of the Council's major investment projects. No allowance has been made for any future borrowing that might be incurred in relation to supporting development of garden communities as progress on this matter is still dependent upon the Local Plan process.

3.13. **Investment Strategy:** Treasury investments arise from receiving and holding cash before it is required. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

3.14. The Council's policy on treasury investments is to prioritise security and liquidity over yield and to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for the longer-term, for example because it represents the Council's reserves and balances, is invested more widely in a mix of pooled funds (property, equity, diversified) to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 9: Treasury Management Investments

	31.3.19 Actual £m	31.3.20 Forecast £m	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
Near-term investments	28.527	24.177	0.000	0.000	0.596	1.852
Longer-term investments	18.000	20.000	20.000	20.000	20.000	20.000
Total Investments	46.527	44.177	20.000	20.000	20.596	21.852

3.15. Further details on treasury investments are set out in the Treasury Management Strategy Statement.

3.16. **Governance:** All decisions on treasury management policy and the setting of the annual strategy are determined by Full Council. This means that all matters relating to borrowing, investments and debt requirements are

determined by Full Council. The Corporate Governance Group is responsible for scrutinising the treasury management policy and strategies prior to their recommendation to Full Council by the Cabinet.

3.17. Day-to-day decisions on treasury management investment and borrowing activities are delegated to the Corporate Director (Finance) and other officers, who must act in line with the treasury management strategy approved by Full Council. A monthly report is made to Finance Management and the Cabinet Member for Finance and Performance Management. Details of treasury management activities are presented to the Corporate Governance Group as part of a suite of key financial indicators; and activity is also reported in the Council's Quarterly Performance report submitted to Cabinet. A mid-year report and an annual report on treasury management activities are also received by Full Council (after first being considered by the Corporate Governance Group and Cabinet).

3.18. The objective of the treasury management strategy is to establish a framework under which the Corporate Director and other officers can carry out their role; however, the control framework established is supplemented by operational controls set out in treasury management practices. This means that whilst something may be permitted in the strategy, current market conditions may dictate that a certain activity is not undertaken. The Corporate Director (Finance) will at all times act in the best interest of the Council's finances.

4. Investments for Service Purposes

4.1. The Council occasionally lends money to third parties to support particular service objectives and/ or stimulate local economic growth. Such loans are made on terms that require repayment with an agreed interest rate, reflecting the circumstances of the loan and third party involved. Where possible, security for a loan will be sought, e.g. mortgage or charge over assets. The Council may take more risk regarding a loan where such an investment has other non-financial benefits; although even in such circumstances an investment should at least break-even. The Council will also need to be mindful of any state-aid implications regarding the provision of financial support to a third party.

4.2. **Governance:** Proposals on service investments are initially made by the relevant service manager who will also consult with the Corporate Director (Finance) and relevant Cabinet Member(s). Subject to the amounts involved, a proposal may require formal approval by the Cabinet and/ or Full Council. Any proposal must satisfy the Council's overall investment strategy.

4.3. Further details on service investments are detailed in the Investment Strategy.

5. Commercial Activities

- 5.1. The Council has for many years invested in property, but with central government financial support for local public services declining, the Council has sought over recent years to adopt a more commercial approach to protect front line services by maximising the potential to generate income. This has included looking at opportunities to build a stronger commercial property portfolio.
- 5.2. In May 2016, the Cabinet approved a District Investment Strategy to provide the necessary infrastructure and investment across the District to support the level of anticipated growth. Since then the Council has embarked on an ambitious programme exploring a wide range of commercial and housing related projects which has culminated in the Council's investment plan targeted at four key themes: health, homes, journey and jobs. The overriding objective is to bring about significant benefits to residents and businesses, but also where possible generate income to the Council.
- 5.3. At 31 March 2019, the assessed value of the Council's commercial property portfolio was £42.103 million. The portfolio consists of industrial land and units, offices, shops, and health facilities. In addition, the Council generates rental income from other properties, e.g. Braintree Enterprise Centre used for encouraging start-up businesses, and surplus areas within Causeway House which are let to third parties.
- 5.4. With financial return being the main objective, the Council accepts higher risk on its commercial investments than that with treasury investments. Revenue income could be put at risk through breaks in tenancies/ voids, as well as from tenant default through non-payment and/ or bankruptcy or insolvency. It is quite common for businesses to approach landlords in times of financial difficulties to seek changes in rent levels as part of Company Voluntary Arrangement (CVA) or similar. The majority of the Council's investment property portfolio has been financed in the past and therefore currently there is no specific outstanding debt which would need to be financed in the event of a reduction in rental income. However, this income is taken into account by the Council for budget setting and therefore fluctuations will have an impact on the revenue account and ability to set a balanced budget.
- 5.5. In terms of the Council's District Investment Strategy the overriding objectives are to bring about significant benefits to residents and businesses, but also where possible to generate income to the Council. At 31 March 2019, the value of works in progress on projects amounted to £8.109 million, including land acquisition costs. Currently, the two most significant projects within this programme are the regeneration of the Braintree Town Centre; and Horizon 120, a proposed new employment site.

- 5.6. The capital value of the investment portfolio is assessed annually by an external professional valuer as part of the year-end accounting process. Such valuations are also subject to independent review by the external auditor. Capital values can fall as well as rise, and will be influenced by many external factors, although such fluctuations will not have a direct impact on lease rentals. The Council's intention over recent years has been to retain investment assets and therefore a drop in capital value is not an immediate problem. Also, by maintaining a diversified portfolio this helps to manage the inherent risks.
- 5.7. **Governance:** Decisions on commercial investments are made in accordance with the Council's normal financial procedures and limits. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.
- 5.8. Further details on commercial investments and limits on their use are in the Investment Strategy.

6. Liabilities

- 6.1. In addition to the Council's liabilities for debt as detailed above, the Council is also committed to making future payments to meet its pension fund obligations. The position has recently been reviewed (as at March 2019), and whilst this shows the Council having a small surplus, there is still a requirement to make additional payments to the fund over the next three years, as a contingency against any deterioration to this position.
- 6.2. The Council has contingent liabilities relating to guarantees given for pension fund admissions for the leisure management contract and museum service. The risk of these liabilities being called is considered relatively low and therefore the Council has not set aside any specific financial provision.
- 6.3. Provision has been made to cover the risk associated with outstanding business rate appeals. At 31 March 2019 a sum of £3.090 million was set aside, of which £1.236 million represents the Council's share of this risk, with the balance held on behalf of the government and major precepting bodies.
- 6.4. **Governance:** Decisions on incurring new discretionary liabilities are taken as part of any business case approved in accordance with the Council's decision making process. The risk of liabilities crystallising and requiring payment is monitored by the finance team.
- 6.5. Further details on liabilities and guarantees can be found in the Council's Statement of Accounts

7. Revenue Budget Implications

7.1. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment and interest income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 9: Proportion of Financing Costs to Net Revenue Stream

	2018/19 Actual £m	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Financing costs (net)	-0.008	-0.071	0.087	0.271	0.499	0.511
Proportion of net revenue stream	-0.05%	-0.49%	0.58%	1.79%	3.21%	3.20%

7.2. The above table shows the proportion of financing cost is expected to increase over the medium-term, however, this will be offset by additional commercial rental income generated from the underlying assets.

7.3. **Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 40 years into the future.

7.4. All major capital projects are subject to a detailed financial appraisal informed by the Council's in-house Strategic Investment Team and other professional services, supported by external specialists. The Council maintains a rolling Medium Term Financial Strategy, which includes plans to meet future funding shortfalls. Balances and reserves continue to remain significant, and a number of reserves exist specifically to manage risks and provide medium-term financial stability. Capital resources are regularly reviewed with close monitoring undertaken of progress on achieving asset sales against the planned timescales for receipt of proceeds. Where projects anticipate future borrowing the project appraisal will ensure that sufficient resources are generated from sources that have a strong covenant to meet the ongoing revenue financing costs. Sensitivity analysis is undertaken to 'stress test' key project variables, and all major projects include pre-defined trigger points/milestones that require certain conditions to be met before any further progress and financial commitment can be made.

7.5. On the basis of the above, the Corporate Director (Finance) is satisfied that the proposed capital programme is prudent, affordable and sustainable.

8. Knowledge and Skills

- 8.1. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions.
- 8.2. To ensure the Council can deliver its ambitious District Investment Strategy, the Council is introducing a permanent structure to its Strategic Investment Team, including a Head of Strategic Investment.
- 8.3. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers, and will engage appropriate expert advisors for its commercial activities. This approach is more cost effective than employing such staff directly, and ensures that the Council has the necessary access to knowledge and skills commensurate with its risk appetite.
- 8.4. The Council actively promotes training and development of all its staff. This is reinforced by the mandatory requirement for continuing professional development amongst those qualified members of staff involved in the Council's capital, commercial investments, and treasury management activities. The Council actively supports staff studying towards professional qualifications or otherwise undertaking some form of job-related development.
- 8.5. The Corporate Director (Finance) will ensure that elected members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.
- 8.6. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively. The Corporate Governance Group undertake an annual self-assessment which is aimed at measuring their effectiveness and from which any future training needs are identified.
- 8.7. The Council also has a Member Development Group (a sub-committee of the Cabinet), which is responsible for leading, managing and reviewing elected Member development for the organisation, including identifying the appropriate training required as relevant to the various roles undertaken by Members.

Capital Strategy Annex – Minimum Revenue Policy

1. Where the Council has financed capital expenditure by debt, it is required to consider what revenue resources need to be set aside to repay that debt in later years. The amount is charged to the revenue budget (and hence against Council Tax) and is referred to as Minimum Revenue Provision (or MRP). It is this requirement which means borrowing needs to be affordable and sustainable.
2. Statutory guidance issued by the Ministry for Housing, Communities and Local Government (MHCLG) requires that the Council sets an annual policy with regards to the basis on which MRP is to be determined. The broad aim of the Guidance is to ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. There are different methodologies for calculating MRP depending upon the circumstances and it is for the Council, in conjunction with its external auditor, to determine what constitutes prudent provision. Taking into account the MHCLG Guidance the following methods of providing MRP are those that will be applied by this Council:
3. **Regulatory method** – this applies Regulations to any pre 1 April 2008 capital expenditure. As the Council's CFR on this expenditure is negative there is no requirement for MRP to be made on this past expenditure.
4. **Asset Life method** – this is for new unsupported borrowing (i.e. borrowing which does not attract any government financing). MRP will be determined by charging the expenditure over the expected useful life of the relevant assets. This may be on an equal instalment basis or annuity basis starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over a maximum of 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over a maximum of 20 years. The Council may calculate MRP using a period shorter than the expected life of an asset where it considers this to be more prudent and/ or is part of any investment appraisal where the Council is seeking a specified payback period.
5. **Lease Life method** – this is for assets acquired using lease arrangements. MRP will match the portion of the annual lease payment used to write-down the lease liability.
6. **Capital loans** – for loans made to third parties that are repaid in annual or more frequent instalments of principal, the Council will make nil MRP, but will instead apply these repayments to reduce the CFR. In years where there is no principal repayment, MRP will be charged in accordance with the Asset Life method, including where appropriate, delaying MRP until the relevant assets become operational.

7. **Assets developed or acquired specifically for sale (including investment properties)** – where the Council has incurred capital expenditure on the acquisition and/ or development of assets for sale and the capital receipt generated will be used to repay any related debt then no MRP will be charged. In the event that there is a significant delay in realising the capital receipt compared to the original plan, MRP will be charged in accordance with the Asset Life method.

The Council may make voluntary MRP and/ or set aside capital receipts to reduce the CFR as part of an overall strategy to reduce future revenue costs.

Treasury Management Strategy Statement 2020/21

1. Introduction

- 1.1. Treasury Management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has substantial sums of money invested, and holds legacy borrowing, meaning it is exposed to a range of financial risks, including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 1.2. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.
- 1.3. Investments held for service purposes or for commercial profit are considered in the Council's Investment Strategy (which will form part of the Council's overall budget report for 2020/21).

2. Treasury Management Policy and Practices

- 2.1. The CIPFA Code recommends that all public service organisations maintains a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities. The following statements set out the Council's policy:
 - The Council defines its treasury management activities as the management of its investments and cash flows, its banking, money market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
 - The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
 - The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury

management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

- 2.2. The manner in which the Council will seek to achieve its policies and objectives for treasury management are set out in a number of Treasury Management Practices (TMPs), along with supporting schedules – see **Appendix A** for a list of TMPs that are currently maintained by the In-house treasury management team.
- 2.3. Arlingclose Ltd have been re-appointed as treasury management advisors to the Council for a three-year period commencing on 10 November 2019.

3. External Context

- 3.1. **Economic background:** The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Council's treasury management strategy for 2020/21. The General Election has removed some uncertainty within financial markets, however, following the expected Withdrawal Bill, uncertainties around the future trading relationship with the EU remain.
- 3.2. Gross Domestic Product (GDP) growth rose by 0.4% in the third quarter of 2019 from -0.2% in the previous three months with the annual rate falling further below its historical trend rate to 1.1% from 1.2%. Services, construction and production added positively to growth, by 0.5%, 1.2% and 0.1% respectively, while agriculture recorded a fall of 0.1%. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate and provide a boost to business investment helping GDP reach 1.6% in Q4 2020, 1.8% in Q4 2021 and 2.1% in Q4 2022.
- 3.3. The headline rate of UK Consumer Price Inflation (CPI) remained the same in November 2019 at 1.5% year-on-year, the same as October, however still continuing to fall from earlier highs of 2.1% as accommodation services and transport continued to contribute to a level of inflation below the Bank of England's target of 2%. Labour market data continues to be positive. The unemployment rate continues to hold at historic lows at 3.8%, its lowest level since 1975. The 3-month average annual growth rate for pay excluding bonuses rose to 3.5% in November providing some evidence that a shortage of labour is supporting wages. However, adjusting for inflation real wage growth is only likely to have a moderate impact on household spending.
- 3.4. Domestic inflationary pressures have abated, as gas and electricity price freezes have taken effect until 2020. The price of oil has fallen through the year, despite a rise in prices in December. The limited inflationary pressure from real wages will keep inflation below the Bank of England's target. The Bank Rate was

maintained at 0.75% in November following a 7-2 vote by the Monetary Policy Committee (MPC). Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal.

- 3.5. The US economy has continued to perform relatively well compared to other developed nations; however, the Federal Reserve has started to unwind its monetary policy tightening through 2019. The Federal Reserve has cut rates three times to 1.50-1.75% to stimulate growth as GDP growth has started to fall (to 2.1%).
- 3.6. The fallout from the US-China trade war continues, which risks contributing to a slowdown in global economic activity 2019. There have been recent suggestions of an initial compromise and potential unwinding of tariffs; however, the position is one that could change quickly. Slow growth in Europe, combined with changes in leadership at the European Central Bank and International Monetary Fund has led to a change of stance in 2019. Quantitative easing has continued and been extended.
- 3.7. **Credit outlook:** The recent Bank of England stress test assessed all seven UK banking groups. The test scenarios included deep simultaneous recessions in the UK and global economies more severe overall than the previous global financial crisis, combined with large falls in asset prices and a separate stress of misconduct costs. All seven banks passed the test on both a common equity tier (CET1) ratio and a leverage ratio basis as the banks have steadily increased their capital for many years now. However, there are a number of shortcomings in the Bank's approach, namely: timeliness as the results are over 11 months out of date when published and based on end-2018 balance sheets; impact of ringfencing, as the tests ignore the restrictions on transferring capital between ringfenced "retail" banks and non-ringfenced "investment" banks within the larger groups; and coverage – the tests should be expanded to cover a wider range of UK banks and building societies.
- 3.8. The Bank of England will seek to address some of these issues in 2020, when Virgin Money/ Clydesdale will be added to the testing group and separate tests will be included of ringfenced banks.
- 3.9. Challenger banks hit the news headlines in 2019 with Metro Bank and TSB Bank both suffering negative publicity and falling customer numbers.
- 3.10. Looking forward, the potential for a "no-deal" Brexit and/ or global recession remain the major risks facing banks and building societies in 2020/21, and therefore a cautious approach to bank deposits is being maintained.

3.11. **Interest rate forecast:** The Council’s treasury management adviser, Arlingclose, is forecasting that Bank Rate will remain at 0.75% until end of 2022 with the risks to this forecast deemed to be weighted towards the downside. The Bank of England, having previously indicated interest rates may need to rise if a Brexit agreement was reached, stated in its November Monetary Policy Report and through its Bank Rate decision that the MPC now believe this is less likely even with a deal being agreed.

3.12. Gilt yields have risen but remain at low levels and only some very modest upward movement from current levels are expected based on Arlingclose’s interest rate projections. The central case is for 10-year and 20-year gilt yields to rise to around 1.00% and 1.40% respectively over the time horizon, with broadly balanced risks to both the upside and downside. However, short-term volatility arising from both economic and political events over the period is a near certainty.

3.13. A more detailed economic and interest rate forecast provided by Arlingclose is attached at **Appendix B**

3.14. For the purpose of setting the budget, it has been assumed that new short-term investments will be made at an average rate of 0.75%. The Council is currently using a project rate of 2.9% where new external borrowing is implied.

4. Local Context

4.1. The following table shows the actual and forecast balances derived from the Council’s Balance Sheet that relate to its treasury management activities:

Table 1: Balance sheet summary and forecast

	31.3.19 Actual £m	31.3.20 Forecast £m	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
Capital Financing Requirement (CFR)	12.22	15.76	26.08	30.69	26.50	23.77
Less: Other debt liabilities	-2.50	-2.19	-1.98	-1.92	-1.91	-1.91
Loan CFR	9.72	13.57	24.10	28.78	24.59	21.86
Less: External borrowing	-6.00	-6.00	-9.64	-8.95	-6.00	-6.00
Internal Borrowing	3.72	7.57	14.47	19.83	18.59	15.86
Less: Usable reserves	-47.48	-47.62	-31.80	-36.84	-35.87	-34.06
Less: Working capital	-2.76	-4.65	-2.67	-2.99	-3.31	-3.65
Investments	46.53	44.70	20.00	20.00	20.59	21.85

4.2. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources that support investment balances. The Council has an increasing CFR due to its capital programme suggesting a need to borrow for the purposes of capital expenditure. However, in line with a strategy of keeping external borrowing and investments below their underlying levels this increased need to borrow is projected to be met largely by using internal borrowing. This strategy is based on the assumption that significant capital receipts will be

generated from a number of the Council's strategic projects with the main risk being that should these receipts not be realised or are delayed, the Council could be forced to borrow at a time which is less favourable to current market conditions.

4.3. CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 confirms that the Council expects to comply with this recommendation.

4.4. **Liability benchmark:** To compare actual borrowing against an alternative strategy, a 'liability benchmark' has been calculated showing the lowest risk level of future borrowing. This assumes the same forecasts as Table 1 above, but that cash and investment balances are kept to a minimum level of £10 million at each year-end to maintain sufficient liquidity but minimise credit risk.

Table 2: Liability benchmark

	31.3.21 Forecast £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
Loan CFR	24.10	28.77	24.59	21.86
Less: Usable reserves	-31.80	-36.84	-35.88	-34.06
Less: Working capital	-2.67	-2.99	-3.31	-3.65
Plus: minimum investments	10.00	10.00	10.00	10.00
Liability Benchmark	-0.37	-1.06	-4.60	-5.85

4.5. As the table above shows, this approach would eliminate the need for any additional external borrowing over the medium-term (reflected by a negative liability benchmark), although this also implies a level of investments at year-end below the Council's current long-term pooled fund holdings, which would result in a net reduction in income to the General Fund Revenue Account as the return on pooled funds exceeds current borrowing costs.

4.6. The Corporate Director (Finance) will, within the limits approved by Council, have flexibility to adjust this balance between borrowing and investments to respond to changing circumstances.

5. **Borrowing Strategy**

5.1. The Council currently has £6 million of debt, which it incurred in March 2002, and has a maturity date of March 2042, subject to lender options (see below). The balance sheet forecasts show that borrowing is expected to increase in the near term during 2020/21 and 2021/22, subject to the progress made on delivering a number of the Council's strategic investment projects. Additional sums may be borrowed in any year to pre-fund future years' financing requirements, providing this does not exceed the authorised limit for borrowing.

- 5.2. **Objectives:** The main objective when borrowing is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the plans change is a secondary objective.
- 5.3. **Strategy:** The borrowing strategy will address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term.
- 5.4. By adopting this strategy both net borrowing costs and overall treasury risk can be reduced. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and break-even analysis, the output from which may determine whether additional sums are borrowed at long-term fixed rates sooner than expected if this demonstrates longer-term benefit, even if there are some short-term additional costs.
- 5.5. Alternatively, forward starting loans might be used during 2020/21, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
- 5.6. **Sources of borrowing:** The approved sources of long-term and short-term borrowing are:
- Public Works Loan Board (PWLB) and any successor body
 - any institution approved for investments (see below)
 - any other bank or building society authorised to operate in the UK
 - any other UK public sector body
- 5.7. Whilst the PWLB would normally have been the main source of any new borrowing, since October 2019 the cost of borrowing from the Board has increased by 1% (i.e. borrowing rates are now set at gilt yield +1.8% margin), making it a relatively more expensive source of finance. Consequently, at the point there is need to arrange new borrowing full consideration will be given to the alternative sources available at the time.
- 5.8. Other sources of debt finance: In addition, capital finance may be raised by leasing (or other similar credit arrangement) which is technically not classed as borrowing but treated as other debt liabilities.
- 5.9. **LOBOs:** Current external borrowing is in the form of two loans of £3 million each on LOBO (Lender's Option, Borrower's Option) terms, where the lender

has six-monthly options to propose an increase in the interest rate, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. Whilst the Council understands that the lender is unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so. Currently it is not anticipated that any future new borrowing will be on LOBO terms.

5.10. **Short-term and variable rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to interest exposure limits. Financial derivatives may be used to manage this interest rate risk (see Section 8).

5.11. **Debt rescheduling:** The lender of the LOBOs may be prepared to negotiate premature redemption terms. The Council may take advantage of this where this is expected to lead to an overall cost saving and/ or a reduction in risk.

6. Investment Strategy

6.1. The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. Working capital requirements during the year also increase the amount of cash available for investment purposes. The following table shows the average investment balance including forecasts over the medium-term:

Table 3: Average investment balances

	2018/19 Actual £m	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Pooled Funds (long-term)	16.54	18.50	20.00	20.00	20.00	20.00
Short-term investments	41.81	40.90	26.14	13.79	14.08	15.01
Total Average Investment balance	58.34	59.40	46.14	33.79	34.08	35.01

6.2. **Objectives:** The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

6.3. **Negative interest rates:** If the UK enters into a recession, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term

investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

6.4. **Strategy:** Given the risk and very low returns from short-term unsecured bank investments, the Council will maintain its diversification towards higher yielding asset classes through longer-term investments. A portion of surplus cash will continue to be invested in short-term unsecured bank deposits, money market funds (MMFs), loans to other local authorities, and the UK Government via the Debt Management Office.

6.5. **Investment business model:** the accounting arrangements for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed short-term treasury investments by collecting contractual cash flows and so these investments are accounted for at amortised cost, i.e. principal and interest, the latter based on the effective interest rate method.

6.6. For investments in long-term pooled funds, the accounting rules require the Council to account for changes in fair value (or market value) as well as any dividend income. However, currently regulations provide a statutory override mitigating the impact this would normally have on the General Fund revenue account. These regulations apply for a period of five years ending on 31st March 2023. Without any further extension to the regulations, after this time the Council will have to take into account changes in fair value when setting budgets and council tax.

6.7. **Criteria for selecting approved investment counterparties:** The Council may invest its surplus funds with any of the counterparty types in table 4 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 4: Approved investment counterparties and limits

Counterparty or Credit Rating	Banks Unsecured	Banks Secured	Government	Registered Providers (Housing)
UK Government			£ unlimited 50 years	
UK Local Authorities			£5m/ 5 years per authority	
Supranational bodies with rating of at least AA+			£5m per body 25 years	
AA+ or AAA	£3m 5 years	£5m 10 years		
AA- or AA	£3m 3 years	£5m 4 years		

Counterparty or Credit Rating	Banks Unsecured	Banks Secured	Government	Registered Providers (Housing)
A+	£3m 2 years	£5m 3 years		£5m 5 years
A	£3m 13 months	£4m 2 years		
A-	£3m 6 months	£3m 2 years		
Unrated Building Societies	£1m 6 months			
MMFs, Pooled Funds, and REITs	£5m per fund			

This table should be read in conjunction with the notes below

- 6.8. **Credit rating:** Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.
- 6.9. **Banks unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- 6.10. **Banks secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
- 6.11. **Government:** Loans, bonds and bills issued or guaranteed by the UK Government, multilateral development banks, and UK local authorities. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
- 6.12. **Registered providers:** Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are tightly

regulated and as providers of public services, they retain the likelihood of receiving government support if needed.

- 6.13. **Money Market Funds/ Pooled funds:** Shares or units in diversified investment vehicles consisting of any of the above investment types, plus for some funds, equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
- 6.14. **Bond, equity and property funds** offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
- 6.15. **Real estate investment trusts (REITs):** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. Investments in REIT shares cannot be withdrawn but can be sold on the stock market to another investor.
- 6.16. **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services. These are not classed as investments, but are still subject to the risk of a bank bail-in or counterparty default. Normally balances will be kept at/ around £1.5 million (net); although for specific cash flow purposes it may be necessary to hold higher balances for short periods. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.
- 6.17. **Risk assessment and credit ratings:** Credit ratings are obtained and monitored by Arlingclose, who will notify the Council of changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made;

- any existing investments that can be recalled or sold at no cost will be; and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

6.18. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as “rating watch negative” or “credit watch negative”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn at short notice will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

6.19. **Other information on the security of investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from Arlingclose. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

6.20. In the event of deteriorating financial market conditions which is affecting the creditworthiness of all organisations that is not reflected in credit ratings, investments will be restricted to those organisations of higher credit quality along with a reduction in duration limits. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council’s cash balances, then the surplus will be deposited with the UK Government or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

6.21. **Investment limits:** The Council’s revenue balances and reserves available to cover investment losses are forecast to be around £28 million at 31st March 2020, but reduce to around £20 million over the medium-term. To protect the impact on these reserves in the case of default, the maximum that will be lent to any one organisation (other than the UK Government) will be £5 million (£3 million where the investment is unsecured and held with a single bank). A group of banks under the same ownership will be treated as a single organisation. Limits will also be placed on fund managers, foreign countries and industry sectors as shown in the table below.

Table 5: Investment limits

	Cash limit
Any single organisation/ fund, except the UK Central Government	£5m each
UK Central Government	Unlimited
Foreign countries (if not via pooled/ money market fund)	£5m per country
Registered providers and registered social landlords	£5m in total
Unsecured investments with building societies	£3m in total
Any group of pooled funds under the same management organisation*	£10m per manager
Pooled funds (held for the long-term)*	£25m in total
Money market funds (low volatility, cash+ funds)*	£25m in total
Real estate investment trusts*	£5m in total

* Based on the initial principal amounts invested

6.22. When investing in **Non-UK banking counterparties** the Council will only make investments based on advice from Arlingclose which takes into account the creditworthiness of the sovereign in which the counterparties are principally based. The creditworthiness assessment is through sovereign credit ratings and credit default swaps and the banking regulations and resolution regimes (bail-in) operative in those jurisdictions.

6.23. **Liquidity management:** The Council prepares a medium-term cash flow forecast to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of being forced to borrow on unfavourable terms to meet financial commitments. Limits on long-term investments are set by reference to medium-term financial plans and cash flow forecasts. A detailed in-year cash flow statement is maintained to manage short-term liquidity.

7. Treasury Management Indicators

7.1. Exposure to treasury management risks is measured and managed using the following indicators.

7.2. **Security:** Exposure to credit risk is measured by monitoring the value-weighted average credit rating of the investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score by Arlingclose based on their perceived risk. The target average credit rating adopted is to aim to maintain the Council's portfolio at an overall rating of at least A.

- 7.3. **Interest rate exposures:** Whilst the Council has an anticipated increase in borrowing requirement, it still has a significant investment portfolio meaning that at present a 1% increase in rates would have a net beneficial impact on the Council.
- 7.4. Conversely, a 1% reduction in interest rates would have an overall negative impact due to a reduction in investment income.
- 7.5. **Maturity structure of borrowing:** This indicator is set to control exposure to refinancing risk. At present the only borrowing the Council has is its LOBO debt which means that there is exposure to refinancing risk of £6 million at a frequency of 6 months. Liquid funds are normally held which mitigate this along with ready access to refinancing if necessary via the PWLB, LA to LA lending, or financial markets. Any new external borrowing incurred will be arranged so as to manage the future refinancing risk.
- 7.6. **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments (excluding pooled funds). The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Table 6: Investment beyond one year limits

Price risk indicator	2020/21	2021/22	2022/23
Limit on principal invested beyond year end	£10m	£8m	£5m

8. Related Matters

- 8.1. The CIPFA Code requires the Council to include the following in its treasury management strategy.
- 8.2. **Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income by adjusting risk exposure (e.g. LOBO loans and callable deposits).
- 8.3. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

- 8.4. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 8.5. In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
- 8.6. **Markets in Financial Instruments Directive (MiFID):** The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers where requested to confirm status, allowing access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Corporate Director (Finance) believes this to be the most appropriate status.

9. Financial Implications

- 9.1. The following table sets out the actual and forecast investment income over the medium-term:

Table 6: Investment Income

	2018/19 Actual £m	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Dividend and Interest income:						
Pooled Funds (long-term)	0.866	0.841	0.890	0.890	0.890	0.890
Short-term investments	0.292	0.306	0.196	0.103	0.106	0.113
Total	1.158	1.147	1.086	0.993	0.996	1.003
Income return %:						
Pooled Funds (long-term)	5.24%	4.55%	4.45%	4.45%	4.45%	4.45%
Short-term investments	0.70%	0.75%	0.75%	0.75%	0.75%	0.75%
Total	1.98%	1.93%	2.35%	2.94%	2.92%	2.86%

- 9.2. Annual interest payable on current borrowing is £282,000 (equivalent to an average interest rate of 4.7%). Whilst a number of strategic investment projects in the capital programme include provision for additional capitalised interest, the strategy is to mitigate this by using internal resources where this is shown to be most beneficial. The Corporate Director (Finance) will keep this position under review in conjunction with Arlingclose. Estimated interest of £99,000 per annum is also payable on assets acquired through lease type arrangements, the cost of which is budgeted within the relevant service.
- 9.3. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

10. Other Options Considered

10.1. The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Corporate Director (Finance), having consulted the Cabinet Member for Finance and Performance Management, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Table 8: Alternative Strategies and Impact

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of new borrowing by increasing internal borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Annex A – Treasury Management Practices (TMPs)

TMP1	Risk management
TMP2	Performance measurement
TMP3	Decision making and analysis
TMP4	Approved instruments, methods and techniques
TMP5	Organisation, clarity and segregation of responsibilities, and dealing arrangements
TMP6	Reporting requirements and management information arrangements
TMP7	Budgeting, accounting and audit arrangements
TMP8	Cash and cash flow management
TMP9	Money laundering
TMP10	Training and qualifications
TMP11	Use of external service providers
TMP12	Corporate governance

Annex B – Arlingclose Economic & Interest Rate Forecast December 2019

Underlying assumptions:

- The global economy is entering a period of slower growth in response to political issues, primarily the trade policy stance of the US. The UK economy has displayed a marked slowdown in growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased.
- Some positivity on the trade negotiations between China and the US has prompted worst case economic scenarios to be pared back. However, information is limited, and upbeat expectations have been wrong before.
- The General Election has removed some uncertainty within financial markets, however, following the expected Withdrawal Bill, uncertainties around the future trading relationship with the EU remain.
- UK economic growth has stalled despite Q3 2019 GDP of 0.4%. Monthly figures indicate growth waned as the quarter progressed and survey data suggest falling household and business confidence. Election promises suggest substantial fiscal easing, which should help support growth.
- The weaker external environment severely limits potential upside movement in Bank Rate, while the slowing UK economy will place pressure on the MPC to loosen monetary policy. Indeed, two MPC members voted for an immediate cut in November 2019.
- Inflation is running below target at 1.5%. While the tight labour market risks medium-term domestically-driven inflationary pressure, slower global growth should reduce the prospect of externally driven pressure, although political turmoil could push up oil prices.
- Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- Although we have maintained our Bank Rate forecast at 0.75% for the foreseeable future, there remains substantial risks to this forecast.
- Arlingclose judges that the risks are weighted to the downside.
- Gilt yields have risen but remain low due to the soft UK and global economic outlooks. US monetary policy and UK government spending will be key influences alongside UK monetary policy.
- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.21
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
3-month money market rate														
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
1yr money market rate														
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.30	0.30	0.30	0.30	0.23
Arlingclose Central Case	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Downside risk	-0.30	-0.50	-0.55	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.60
5yr gilt yield														
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.45	0.45	0.45	0.37
Arlingclose Central Case	0.50	0.50	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57
Downside risk	-0.35	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.56
10yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.85	0.85	0.90	0.90	0.95	0.95	1.00	1.00	1.00	0.88
Downside risk	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.45
20yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45
50yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 1.80%

PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Investment Strategy

1. Introduction

1.1. The Council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services principally by lending to third parties (**service investments**); and
- to earn investment income (known as **commercial investments** where this is the main purpose).

1.2. This investment strategy meets the requirements of statutory guidance and focuses on the second and third of these categories.

2. Treasury Management Investments

2.1. The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA). The amount of treasury management investments fluctuates during the year but is estimated to average around £46 million across the 2020/21 financial year.

2.2. **Contribution:** The contribution that these investments make to the objectives of the Council is to support effective treasury management activities, including generating a return which helps to support the overall budget.

2.3. **Further details:** Full details of the Council's policies and strategy for its treasury management investments are covered in a separate document, the Treasury Management Strategy Statement, included within the suite of appendices that accompany the annual budget report approved by Full Council in February.

3. Service Investments: Loans

3.1. **Contribution:** The Council occasionally lends money to third parties to support particular service objectives and/ or stimulate local economic growth.

3.2. At 31 March 2019, the amount outstanding on all service loans was £325,507. This amount will reduce significantly by 31 March 2020 as loans

amounting to £246,660 have been repaid.

- 3.3. **Security:** The main risk to the Council when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. The Corporate Director (Finance) will advise on whether the aggregate financial exposure of existing and any proposed new loan(s) is proportionate to the size of the Council, after taking into account any expected loss allowance required to be charged to the General Fund revenue account.
- 3.4. Wherever possible the Council will seek to secure loans on the assets of the borrower or seek some form of guarantee. In the event of non-payment the Council has credit control arrangements in place to seek recovery using all appropriate means.
- 3.5. **Risk assessment:** The Council assesses the risk of loss before entering into a loan and keeps this under review during the term of the loan. Lending criteria approved by the Cabinet will be applied to any applications under the Council's Business Growth Loan Fund scheme. Applications seeking loans of up to £50,000, will be assessed by officers and approved by the Corporate Director (Finance). Applications for funding above £50,000 are to be approved by the Cabinet Member for Economic Development and Infrastructure, in consultation with the Corporate Director and Cabinet Member for Finance and Performance Management.
- 3.6. For all other loans appropriate due diligence will be undertaken by officers with decisions taken in accordance with the Council's formal decision-making rules. The Council may also seek advice and support from third party experts where significant financial support is being requested or proposed by a service in furtherance of corporate priorities.
- 3.7. As the provision of service loans is an infrequent activity of the Council it is not considered appropriate to set limits for different loan types, rather an individual assessment will be made on a case by case basis, which will take into account the overall aggregate exposure at any point in time and the financial resources available to manage the inherent risks.

4. Service Investments: Shares

- 4.1. **Contribution:** Another form of potential support by the Council is the purchase of shares in a corporate body which has been established or exists to pursue activities which supports the Council's corporate strategy and priorities. Currently, the only company in which the Council holds shares is the North Essex Garden Communities Ltd, a joint strategic entity owned in equal shares by the Council along with Essex County Council, Colchester

Borough Council and Tendring District Council. These shares were acquired at nominal value. The purpose of NEGC Ltd is to support the authorities in the development and delivery of three potential garden communities in North Essex. As a shareholder the Council has representation on the NEGC Ltd Board, and certain reserved matters can only be progressed by NEGC Ltd with the approval of shareholders obtained through each council's own formal decision making process.

4.2. The Council may consider other opportunities to invest in the share capital of a corporate entity. Such opportunities would be subject to a business case and due diligence, including an assessment of risks, for the consideration and agreement of Full Council.

4.3. As the acquisition of share capital is an infrequent activity of the Council it is not considered appropriate to set limits for different categories of companies, rather an individual assessment will be made on a case by case basis, which will take into account the Council's overall aggregate exposure and financial resources available to manage the inherent risks.

5. Commercial Investments: Property

5.1. The Council has accumulated significant land and property asset holdings from its activities over many years. More recently, with reductions in central government financial support and the need to maintain a balanced budget and sustainable medium-term financial plan, the Council has actively pursued further commercial opportunities, particularly where these are aligned with its wider corporate strategy.

5.2. **Contribution:** The Council has a mixed commercial property portfolio from which it seeks to generate income, although historically the original purpose for acquiring assets supported the Council's wider economic development role. In recent years the Council has sought to increase property utilisation, for example, by letting parts of its administrative offices at Causeway House to other third parties, generating rental income and sharing running costs.

5.3. At 31 March 2019, the assessed value of the Council's commercial property portfolio was £42.103 million as analysed in the following table:

Table 1: Commercial Property Market Value

	No. of Assets*	Actual 31.3.19 £m
Industrial Land and Buildings	42	18.215
Shops	8	2.082
Offices	4	14.655
Health Facilities	1	1.904
Council offices let space	1	1.503
Other Property	15	3.745
Commercial Property	71	42.104

* Nb. some asset held for accounting purposes comprise multiple properties/ leases

5.4. The Council is currently embarking on an ambitious strategic investment programme comprising a wide range of projects targeted at four key themes: health, homes, journey and jobs. The overriding objective is to bring about significant benefits to residents and businesses, but also where possible to generate income to the Council. At 31 March 2019, the value of works in progress on these projects amounted to £8.109 million, including where relevant land acquisition costs. The two most significant projects within this programme are currently:

- **Braintree Town Centre Regeneration:** a project which contributes to a wider vision of improvement to the town centre utilising an area which represents the Council's most significant land holding in the town. By taking a longer-term view, the Council is better able to invest where so far the private sector has failed. The development will create an asset with multiple use providing a mix of commercial, residential, health, transport, and public realm assets which will generate economic, social and environmental improvements to the town as well as an income stream for the Council.
- **Horizon 120** – Includes land that has been purchased in order to develop what will be the largest new employment site in the District. Whilst the site had been allocated in the 2011 Core Strategy, no proposals were being brought forward from the private sector for its development despite an obvious need for employment land. The Council has developed a vision for the site and will provide the key infrastructure required in order to create serviced land which can then be sold on to private developers.

5.5. With the exception of one office block, all property in the portfolio are contained within the boundary of the district.

- 5.6. **Security:** In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.
- 5.7. A fair value assessment of the Council's investment property portfolio is made annually at the end of each financial year which enables the Council to assess whether the underlying asset continues to provide security for the capital investment. Where the fair value of any asset is no longer sufficient to provide security against a loss, mitigating actions will be considered, to ensure that appropriate action is taken to protect the capital sum invested. However, the Council's main strategic objective for its core commercial property portfolio is to retain assets for income generation, rather than looking to realise capital appreciation, although this may be considered in certain circumstances. Consequently, holding property (even if fair values fall below purchase cost due to fluctuating property market conditions) is still likely to be most appropriate course of action taken by the Council.
- 5.8. **Risk assessment:** The Council assesses the risk of loss before entering into property investments by carrying out due diligence as part of a full business case, including an assessment of the risks both in terms of the immediate acquisition or development, and over an assets longer-term operation (e.g. lifecycle costs, prospective tenant covenants etc.). Each proposed investment will have a financial appraisal which considers all costs and income over an appropriate period of time using a range of assumptions that will be tested through sensitivity analysis. Investments are subject to the Council's Investment Toolkit appraisal methodology (see below). Once an investment has been made, risks associated with holding an asset will be monitored as part of the on-going asset management role.
- 5.9. The Council will fund commercial investments by utilising the most appropriate and efficient funding strategy available at the time of purchase or development. Options include prudential borrowing, capital receipts, reserves and other third party grants and contributions. Financing decisions will link to the Medium Term Financial Strategy and Treasury Management Strategy Statement. Capital receipts may be obtained through portfolio rationalisation and/ or from assets developed/ acquired for sale.
- 5.10. Where investments are funded from borrowing, the cost of servicing the related debt will fall on the General Fund revenue account and is included in any investment appraisal. Unless wider service objectives are met, a prerequisite for a project to proceed will be its ability to service any related debt and also make a positive contribution towards the Council's wider financial position. However, it is recognised that commercial activities carry risks, particularly where any related increase in debt is being financed over

the long-term and beyond the period over which any third party lease arrangements are contracted. The Corporate Director (Finance) will keep under review the quantum of debt which is subject to financing from rental income to ensure that it is proportionate in the context of the Council's overall revenue resources.

5.11. The Council employs the expertise of an in-house Strategic Investment Team and Asset Management Service, who are also supported by relevant external specialists experienced in the relevant market for which the Council is seeking to invest. Where external advice is sought this will be procured through the Council's normal contract procedure rules.

5.12. **Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. However, as referred to above, the Council's strategic objective will usually be to hold assets for their long-term rental income.

6. Loan Commitments and Financial Guarantees

6.1. Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council.

6.2. Currently the Council has not entered into any loan commitments, and the only guarantees relate to pension fund admission agreements for the leisure management contract and museum service where the Council would be called upon to meet any unpaid liabilities owed to the Pension Fund as result of default.

6.3. The Council is a Scheme Creditor in an arrangement for the administration of the former Municipal Mutual Insurance Ltd, which became insolvent in the early 1990's. Under the arrangement, and subject to the assets and liabilities of the company, the Council is liable for clawback of insurance claims previously settled amounting to £198,712, less a protected sum of £50,000.

6.4. The Council will approach any request for loan commitment or financial guarantee in the same way it does all investment decisions, carrying out the appropriate due diligence and full risk assessment.

7. Proportionality of the Council's Investments

7.1. Income from the Council's investment activities contributes towards achieving a balanced revenue budget. Table 2 below shows the extent to which the

Council is reliant on achieving this income to fund services over the period of the current Medium Term Financial Strategy, as expressed as a proportion of the Budget (i.e. the amount required by the Council to be met from Council Tax and business rates).

Table 2: Proportionality of Investments

	2018/19 Actual £m	2019/20 Latest £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Commercial Property Net Income*	2.309	2.444	2.513	2.515	2.531	2.523
Treasury Investments Net Income*	1.106	1.099	1.029	0.935	0.937	0.942
Total Net Investment Income	3.416	3.542	3.542	3.450	3.468	3.465
As % of Budget	23%	24%	24%	23%	22%	22%

* After deduction of direct costs and share of apportioned overheads

7.2. Commercial property income is largely derived from lease rentals and is therefore easier to predict, subject to assumptions regarding future lease renewals, allowances for void periods, and the solvency of tenants.

7.3. Treasury management investment income is more susceptible to economic and market conditions, which will influence interest rates. A significant proportion of treasury income is derived from pooled fund investments in a mix of property, equity and diversified (multi-asset) funds. Income from these funds are dependent upon corporate dividends paid, and fair values will increase or decrease based on fluctuating market conditions.

7.4. Failure to achieve the above income targets will mean the Council will either have to drawdown on its unallocated General Fund balances and/ or achieve savings in other areas of its activities.

7.5. The Corporate Director (Finance) will continue to monitor the proportionality of all investments to ensure that the budget does not become exposed to an excessive level of risk when compared to overall financial resources. As part of the annual budget setting process the Corporate Director (Finance) will report on the robustness of the budget and medium-term plans taking into account the level of investment income assumed and any related financing costs.

8. Borrowing in Advance of Need

8.1. Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The Council's current and anticipated borrowing is maintained below its CFR which is defined in the Prudential Code as the authority's underlying need to borrow. Any external investments are the result

of normal in year cash flows and maintenance of balances, provisions and reserves underpinning prudent financial management.

9. Capacity & Skills

Officers

- 9.1. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions.
- 9.2. Treasury management investments are undertaken by the Council's Finance team, supported with expert advice from Arlingclose Ltd, a firm of treasury management advisors to the public sector.
- 9.3. The Strategic Investment Team is responsible for the delivery of the Council's major development programme of commercial and residential projects. At present the team is largely resourced by a number of interim / short-term appointments drawing in the necessary capacity and experience to ensure progress on a number of scheme is maintained. In the meantime, the Council is also seeking to recruit to a number of permanent roles. The expectation is that these positions will be recruited from the development sector (private and public). The team is also supported by both in-house and external specialists in areas such as finance, legal, design, development, etc. Where necessary, interim consultants will be used to manage fluctuating workloads and priorities as the team responds to emerging opportunities.
- 9.4. The Council's Asset Management Team is responsible for the day-to-day management of the Council's investment and other commercial property portfolio. This includes ensuring that the property portfolio is maintained through responsive and planned maintenance, and that assets remain fit-for purpose, including meeting all regulatory requirements. The Team will keep under review both opportunities for further property investment as well recommending where assets no longer contribute to the Council's objectives and disposal can realise greater value.
- 9.5. Strategic leadership at officer level for the Council's investment programme is through the District Growth Officer Group, which includes the Chief Executive, Directors, and other representatives from across the Council's professional and technical services. The aim of this group is to provide strategic leadership over the District Investment Strategy and ensure that all investment opportunities are reviewed and prioritised at an early stage. The group monitors the development and delivery of schemes.

Members

- 9.6. It is imperative that all Members are fully aware of the Council's activities taking place under this strategy and that they are fully informed of, and involved as appropriate, in decision making, performance monitoring, and risk management.
- 9.7. The Council has a number of Cabinet sub-committees that are directly involved in its investment and commercial development activities.
- 9.8. The Strategic Investment Programme Group (SIPG) has overall oversight of the strategic investment programme co-ordinating the range of projects as well as considering and evaluating new and emerging projects, and scoring them against the Corporate Investment Toolkit. The group also supports decision making around the Council's long-term treasury management investments in pooled funds.
- 9.9. Reporting to the SIPG are a number of Project Reference Groups which have been formed to support the relevant Cabinet Portfolio Holder and officers in the management and development of specific projects. The reference groups provide advice and guidance as well as holding projects to account ensuring that they deliver in accordance with the approved scope.
- 9.10. The project groups are supplementary to the Council's on-going Scrutiny functions which are now delivered through four separately focused Groups: the Performance Management Board; the Corporate Governance Group; the Community Development Group; and the Partnership Development Group.

10. Skills Training

- 10.1. The Council actively promotes training and development of all its staff. This is reinforced by the mandatory requirement for continuing professional development amongst those qualified members of staff involved in the Council's capital, commercial investments, and treasury management activities.
- 10.2. The Corporate Director (Finance) will ensure that elected members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.
- 10.3. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their

role effectively. The Corporate Governance Group undertake an annual self-assessment which is aimed at measuring their effectiveness and from which any future training needs are identified.

10.4. The Council also has a Member Development Group (a sub-committee of the Cabinet), which is responsible for leading, managing and reviewing elected Member development for the organisation, including identifying the appropriate training required as relevant to the various roles undertaken by Members.

10.5. The Council is currently undertaking a self-assessment using the Portfolio, Programme, and Project Management Maturity Model (P3M3), which provides a framework to assess and benchmark current performance for delivery of the Council's strategic investment programme. Using this model the areas where changes and improvements to current organisational arrangements and processes are identified will be considered and implemented where appropriate.

11. Decision Making

11.1. To evaluate investment opportunities the Council has adopted a Corporate Investment Toolkit which seeks to balance the different elements of a potential investment or project. This is illustrated by the following diagram:

<p>Financial Capital/ implementation costs, capital income, on-going revenue impact, return on investment Weighting 35%*</p>	<p>Corporate Strategy Contribution towards the Council's corporate strategy and key priorities, and those of partners Weighting 25%*</p>
<p>Impact Assessment Customers, organisation, environmental, stakeholders, legal etc. Weighting 20%*</p>	<p>Risk Associated risks, risk rating (probability/ impact), mitigation Weighting 20%*</p>

* Typical weightings but can be revised depending on nature of opportunity being assessed

11.2. Each element of the appraisal tool is given a score of between 1 and 10, before an overall weighted score is calculated. The Council has established a benchmark weighted score of 6 as being the 'norm' for acceptable schemes, although in exceptional circumstances a score below this might be accepted where there are other factors not specifically

addressed in the toolkit.

- 11.3. Scoring will be confirmed/ approved by the Strategic Investment Programme Group and which will then form part of the formal decision making report which will be considered by the Cabinet and Full Council in accordance with the Council's normal decision-making process for capital expenditure/ investments.

12. Funding of Investments

- 12.1. Where an investment constitutes capital expenditure then financing can be from a range of capital resources, including: the Council's own resources (capital receipts, reserves and revenue contributions), from third party grants and contributions, or from prudential borrowing.
- 12.2. Government guidance suggests that local authorities should demonstrate how investments are funded. Decision around actual borrowing will be taken as part of the Council's overall treasury management, which will inform when and how it is appropriate to borrow. As such the Council may not associate particular assets with particular liabilities. However, the following investments could be described as being funded by borrowing:
- 12.3. **Investment Property** – In 2014/15 the Council acquired an investment property (Connaught House) and although no new external borrowing was incurred for the purchase, the Council effectively utilised the cash from borrowing incurred in 2002 that is not due to be repaid until 2042, subject to the lender exercising their options. Consequently, annual minimum revenue provision (MRP) is being charged to revenue and as at 31 March 2019 the amount still to be financed was £3.011million.
- 12.4. **Other Commercial Property** – a number of projects contained within the Council's District Investment Strategy are to be funded either in part or wholly from future new borrowing. These projects include the Braintree Town Centre regeneration scheme, and the proposed development of a health centre in Sible Hedingham, both of which will generate commercial rental income that will be used to meet the associated financing costs (interest and MRP). As yet neither scheme has progressed to the stage where actual borrowing has been necessary. The Council recently acquired land to be developed for employment, branded as Horizon 120. This scheme is currently being financed entirely from internal borrowing which the Council expects to repay from the sale of serviced land plots. The requirement for new external borrowing in respect of these projects will be subject to ongoing

review by the Corporate Director (Finance) of the Council's available capital resources that can be used to optimise the overall financial position of the Authority.

12.5. Other than as explained above, the remainder of the Council's investments are derived from balances and reserves and income received in advance of expenditure being incurred.

13. Rate of return received

13.1. The rate of return achieved and anticipated on commercial property and treasury management investments is shown in the table below:

Table 3: Rate of Return

	2018/19 Actual £m	2019/20 Latest £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Commercial Property	5.76%	5.80%	5.97%	5.97%	6.01%	5.99%
Treasury Investments	1.90%	1.85%	2.23%	2.77%	2.75%	2.69%
Total Income Return	3.47%	3.49%	4.01%	4.55%	4.55%	4.49%

Minimum Revenue Provision (MRP) Policy Statement

1. Where a local authority has financed capital expenditure by debt, it is required to consider what revenue resources need to be set aside to repay that debt in later years. The amount charged to the revenue budget (and hence against Council Tax) is referred to as Minimum Revenue Provision (or MRP) and it is this requirement that means local authorities must ensure borrowing is affordable and sustainable.
2. Statutory guidance issued by the Ministry for Housing, Communities and Local Government (MHCLG) requires that the Council sets an annual policy with regards to the basis on which MRP is to be determined. The broad aim of the Guidance is to ensure that debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits (or where borrowing is supported by Government funding, MRP is aligned with the period over which grant will be received). There are different methodologies for calculating MRP depending upon the circumstances and it is for each Council, in conjunction with its external auditor, to determine what MRP is prudent to make. **Taking into account the MHCLG Guidance the following methods of providing MRP are those that will be applied by this Council:**
3. **Regulatory method** – this applies Regulations to any pre-2008 capital expenditure. As the Council's CFR on pre-2008 expenditure is negative there is no requirement for MRP to be made on this past expenditure (i.e. effectively the Council has over provided for past debt).
4. **Asset life method** – this is for new unsupported borrowing (i.e. borrowing which does not attract any government financing). MRP will be determined by charging the expenditure over the expected useful life of the relevant assets. This may be on an equal instalment basis or annuity basis. MRP on purchases of freehold land will be charged over a maximum of 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over a maximum of 20 years. The Council may calculate MRP on a period shorter than the expected life of an asset where it considers this to be more prudent and/ or is part of an investment appraisal where the Council is seeking a specified payback period.
5. **Lease life method** – this is for assets acquired using lease arrangements. MRP will match the portion of the annual lease payment used to write-down the lease liability.
6. **Capital loans and advances** – where capital loans/ advances are made to other bodies and there remains an expectation that the sums advanced are to be repaid through either a formal loan repayment agreement or a planned future sale of an asset then no MRP will be charged. Such arrangements will be kept under review

and MRP may be charged where doubt is raised over repayment of all or part of the sum advanced.

7. **Assets developed or acquired for sale (including investment properties)** – where the Council has borrowed to fund the acquisition and/ or development of assets and there is a plan for a future sale from which the capital receipt is intended to reduce/ repay this borrowing, then no MRP will be charged. In the event that it is expected that there will be a significant delay in realising the capital receipt, in line with the plan, an appropriate level of MRP will be charged (e.g. with reference to asset life).
8. MRP will normally be charged in the financial year following the one in which the capital expenditure is incurred. However, MRP may be deferred beyond this period whilst an asset is under development and has not yet become operational (or available for sale if relevant).
9. The Council may make voluntary MRP and/ or apply capital receipts in lieu of MRP as part of a strategy to reduce future revenue costs.

FINANCIAL LIMITS

The following Authority wide limits were originally approved by Council on 6th December 2010. These have been reviewed annually and still considered appropriate.

Revenue Virement

The levels of authorisation for budget head revenue virements are:

Financial Limits	Virement to be approved by:				
	Chief Officer (notification to Head of Finance)	Corporate Director (Finance)	Cabinet Portfolio Member	Cabinet	Council
Up to £10,000	Y	Y	Y	Y	Y
£10,001-£25,000		Y	Y	Y	Y
£25,001-£50,000			Y	Y	Y
£50,001-£100,000				Y	Y
Over £100,001					Y

Note: These limits apply to the budget head (this means CIPFA subjective budget group total e.g. employees, supplies and services, etc.), which is being increased.

In addition, virements are subject to the following requirement:-

If more than one virement action is required on a single budget head in a financial year, then the accrued value of such virement action shall be in line with the level of authorisation as detailed above.

The exceptions to the above framework are that:

- a) Virement is not permitted in relation to capital finance charges on service committees or where a proposal would adversely affect the long term revenue commitments of the Council.
- b) The Cabinet approval is not required when the virement is between an income head and an expenditure head which are directly related and is approved by the Corporate Director (Finance).
- c) These virement rules are not applicable between the General and Housing Revenue Funds or between the revenue accounts and the capital programme.

An approved income/expenditure head will be defined each year as part of the budget approval.

Capital Virement

The levels of authorisation for virement of capital programme provision are:

	Virement to be approved by:			
Current Limits	Corporate Director (Finance)	Cabinet Portfolio Member	Cabinet	Council
Up to £50,000	Y	Y	Y	Y
£50,001 to £100,000		Y	Y	Y
£100,001 to £250,000			Y	Y
Over £250,001				Y

Note: The limits apply to the programme head being increased.

Debts and Stock Write-offs

Chief Officers shall submit a request to write off a debt and materials surplus to a department's requirements, subject to the limits and approvals prescribed below. The Corporate Director (Finance) shall issue procedures for the authorisation and recording of the debts to be written off.

	Write off to be approved by:			
Current Limits	Corporate Director (Finance)	Cabinet Portfolio Member	Cabinet	Council
Up to £25,000	Y	Y	Y	Y
£25,001 to £50,000		Y	Y	Y
£50,001 to £100,000			Y	Y
Over £100,001				Y

The exception to the above framework is that:

The Corporate Director (Finance) has delegated authority to write off debts for reason of bankruptcy, insolvency and ceased trading without limit.

NUMERICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
10102	Community Wellbeing	Community Services
10203	Parish & Town Council Grants	Corporate Financing
10205	External Funding	Community Services
10601	Car Parks-General	Operations
10602	George Yard Car Park	Operations
10609	Station Approach Car Park	Operations
10610	Newlands Drive Car Park	Operations
10611	White Horse Lane Car Park	Operations
10612	Lockrams Lane Car Park	Operations
10613	Mill Lane Car Park	Operations
10614	Mayland Drive Car Park	Operations
10618	Blythes Meadow Car Park	Asset Management
10621	Causeway House Car Park	Operations
10622	Easton Road Car Park	Operations
10623	Braintree Road Car Park	Operations
10701	Public Halls-General	Asset Management
10703	Witham Public Hall	Asset Management
10704	Silver End Village Hall	Asset Management
10705	Rivenhall Village Hall	Asset Management
10706	Goldingham Hall	Asset Management
10708	Dengie Hall	Asset Management
10712	Great Notley Village Hall	Asset Management
10715	Silver Street Pavilion	Asset Management
10716	Rickstones	Asset Management
10901	Town Hall Centre	Environment & Leisure
11102	Markets	Operations
11402	Community Transport	Community Services
12401	Museum-General	Environment & Leisure
12403	Bocking Windmill	Environment & Leisure
12901	Health Development	Environment & Leisure
13001	Leisure Contract	Environment & Leisure
14101	Community Safety & Development	Community Services
14120	Community Projects	Community Services
15200	Community Safety (Csp)	Community Services
15300	Safeguarding	Community Services
20001	Corporate Management Team	Corporate Management Plan
20002	Civic Support	Corporate Management Plan
20003	Senior Managers Group	Corporate Management Plan
20801	Corporate Management (General)	Finance
20811	Investment & Other Income	Finance
20812	Debt Management Expenses	Finance
20821	Capital Financing	Finance
20831	Unapportionable Central Overhd	Corporate Financing
20832	Efficiency Savings Target	Corporate Financing
20834	Corporate Financing - Other	Corporate Financing
20901	Cdc - Corporate Policy Making	Governance
20902	Cdc-Represent Local Interests	Governance
20903	Cdc -Support To Elected Bodies	Governance

NUMERICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
21302	Marketing & Communications	Marketing & Communications
21304	Sponsorship	Marketing & Communications
21404	Equalities & Diversity	Community Services
22102	Central Purchasing	Finance
22103	Electoral Services Unit	Governance
22105	Legal Services	Governance
22106	Member Resources	Governance
22109	Mail Services	Marketing & Communications
22201	District Elections	Governance
22301	Local Land Charges	Governance
22401	Electoral Registration	Governance
24001	Graphic Design & Printing	Marketing & Communications
24002	Reprographics	Marketing & Communications
24101	Business Systems Team	Ict & Facilities
24103	Desktops	Ict & Facilities
24104	Hardware/Software	Ict & Facilities
24105	Data Network	Ict & Facilities
24106	Research / Development	Ict & Facilities
24107	Website/Intranet	Ict & Facilities
24109	It Infrastructure	Ict & Facilities
24202	Voice Network	Ict & Facilities
24301	Business Improvement Team	Finance
24303	Corporate Projects & Web	Ict & Facilities
24401	Commercial	Corporate Management Plan
25106	Human Resources	Human Resources
25109	Health,Safety & Emerg Plg Unit	Environment & Leisure
25201	Emergency Planning	Environment & Leisure
25401	P.E.T.-General	Human Resources
25501	In Service Training	Human Resources
25601	E.S.C.-General	Human Resources
25701	Apprentices	Human Resources
26102	Financial Services Unit	Finance
26103	Internal Audit	Finance
26106	Insurance Unit	Finance
26108	Cashiering Services	Finance
26109	Housing Benefits Unit	Finance
26110	Billing & Recovery Team	Finance
26111	Asset Management Unit	Asset Management
26112	Customer Servs Duty Officers	Ict & Facilities
26119	Revenues & Benefits System	Finance
26120	Revenues & Benefits Support	Finance
26121	Efinancials	Finance
26122	Customer Contact Centre	Finance
26124	Hr & Payroll System	Finance
27101	Industrial Units-General	Asset Management
27104	Warner Drive Braintree	Asset Management
27105	Former Depot Great Yeldham	Asset Management
27106	Everitt Way Sible Hedingham	Asset Management

NUMERICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
27107	Enterprise Hse Rippers Ct,S/H	Asset Management
27108	Enterprise Ct Eastways Witham	Asset Management
27109	Stepfields Witham	Asset Management
27110	Braintree Enterprise Centre	Asset Management
27111	Bec Conference Centre	Asset Management
27112	Springwood Grow On Units	Asset Management
27113	Osier House	Asset Management
27202	Benfield Way Braintree	Asset Management
27204	Springwood Drive Braintree	Asset Management
27205	Freebournes Rd Witham	Asset Management
27206	Perry Rd Enterprise Witham	Asset Management
27301	Property Management-General	Asset Management
27302	Cathcart Hse High St Braintree	Asset Management
27303	Warners Mill B'Tree	Asset Management
27304	Mayland House	Asset Management
27314	Grove House	Asset Management
27315	Corner House	Asset Management
27316	Connaught House	Asset Management
27317	Block B Braintree College	Asset Management
27318	3/4 Century Drive	Asset Management
27320	Silver End Doctors Surgery	Asset Management
27321	Commercial Property (Other)	Asset Management
27331	Feasibility Projects	Asset Management
27501	Shops	Asset Management
28103	1 Freebournes Court	Asset Management
28104	Causeway House (Bdc Office)	Ict & Facilities
28105	Causeway House (Lettings)	Asset Management
28301	Closed Circuit Television	Ict & Facilities
28604	Rent Allowances	Finance
28605	Benefit Fraud	Finance
28801	Council Tax	Finance
28901	Non-Domestic Rates	Finance
30102	Public Health & Housing	Environment & Leisure
30109	Fleet Management Unit	Operations
30112	Fleet Mgt - Operational	Operations
30116	Fleet Parts Stock	Operations
30120	Operations Mgt & Admin	Operations
30135	Lakes Road Depot & Offices	Operations
30140	Unit 9 Workshop	Operations
30701	Health Protection	Environment & Leisure
30801	Environmental Protection	Environment & Leisure
31101	Public Conveniences-General	Operations
31102	B&B Public Gardens Toilets	Operations
31103	Btree Bus Park Toilets	Operations
31109	Lockrams Lane Toilets	Operations
31110	Maldon Road Park Toilets	Operations
33201	Parks & Open Spaces	Operations
33205	Plays Areas	Operations

NUMERICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
33209	Allotments	Operations
33213	Highway Verges	Operations
33217	Sports Grounds	Operations
33221	Closed Churchyards	Operations
33225	Parks Other	Operations
33229	Silver End Memorial Gardens	Operations
33233	Halstead Public Gardens	Operations
33401	Street Scene Protection	Operations
33504	Collection Costs	Operations
33506	Food Waste Service	Operations
33512	Bring Banks	Operations
33514	Clinical Waste Collections	Operations
33516	Sack & Wheelie Bin Procurement	Operations
33520	Sack & Wheelie Bin Delivery	Operations
33524	Special Collections	Operations
33528	Trade Waste	Operations
33548	External Mrfs	Operations
33552	General Operational O/Heads	Operations
33556	Promotional Costs	Operations
33560	Management Depot & Admin	Operations
33564	General Administrative O/Heads	Operations
33568	Income Account	Operations
33706	Cordons Farm	Operations
33801	Street Cleansing	Operations
33809	Street Namplates	Operations
33813	Highway Ranger	Operations
33901	Horticultural - Central Costs	Operations
33902	Horticultural - Plant Shop	Operations
34201	Abandoned Vehicles	Operations
34301	Radio Control	Operations
35201	Energy Conservation	Environment & Leisure
35210	Carbon Management	Environment & Leisure
35301	Public Lighting	Environment & Leisure
36401	Pest Control	Environment & Leisure
40102	Empty Homes	Housing Services
40104	Research & Development	Housing Services
40105	Housing Options	Housing Services
40106	Housing Assessment	Housing Services
40203	Grants	Housing Services
40208	Stock Condition Survey	Environment & Leisure
40211	Housing The Homeless	Housing Services
40212	Choice Based Lettings	Housing Services
40225	Temporary Accommodation	Housing Services
40226	Bradford Street	Housing Services
40232	Digby Court	Housing Services
40233	Great Eastern Close	Housing Services
40703	Supporting People Carecall	Housing Services
60102	Building Control	Environment & Leisure

NUMERICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
60103	Development Management Unit	Sustainable Development
60104	Planning Policy Unit	Sustainable Development
60108	Landscape Services	Sustainable Development
60201	Planning Applications	Sustainable Development
60204	Pre-Application Advice	Sustainable Development
60205	Planning Performance Agreement	Sustainable Development
60701	Local Plan	Sustainable Development
60801	Tree Maintenance	Sustainable Development
60901	Street Naming & Numbering	Sustainable Development
61001	Public Transport/Traffic Mgmt	Sustainable Development
61101	Countryside Management Project	Sustainable Development
61501	Building Regs Fee Earning Acc	Environment & Leisure
61502	Building Regs Non-Fee Earning	Environment & Leisure
61601	Economic Development	Economic Development
61605	Business Support & Engagement	Economic Development
61620	Strategic Investment Team	Strategic Investment
62001	Licensing	Environment & Leisure
63001	Roadside Features-General	Operations
63002	War Memorials	Operations
63004	Bus Shelters	Operations
63006	Roundabouts	Operations
63007	Other Fountains	Operations
65001	Cemeteries-General	Operations
65002	Braintree Cemetery	Operations
65003	Bocking Cemetery	Operations
65004	Halstead Cemetery	Operations
65005	Witham Cemetery	Operations
66211	Discovery Centre	Operations
66501	Taxi Licences	Environment & Leisure
66520	Animal Activities Licensing	Environment & Leisure
66550	Scrap Metal Licences	Environment & Leisure
66599	Other Licences	Environment & Leisure
99900	Corporate Financing	Corporate Financing

ALPHABETICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
28103	1 Freebournes Court	Asset Management
27318	3/4 Century Drive	Asset Management
34201	Abandoned Vehicles	Operations
33209	Allotments	Operations
66520	Animal Activities Licensing	Environment & Leisure
25701	Apprentices	Human Resources
26111	Asset Management Unit	Asset Management
31102	B&B Public Gardens Toilets	Operations
27111	Bec Conference Centre	Asset Management
28605	Benefit Fraud	Finance
27202	Benfield Way Braintree	Asset Management
26110	Billing & Recovery Team	Finance
27317	Block B Braintree College	Asset Management
10618	Blythes Meadow Car Park	Asset Management
65003	Bocking Cemetery	Operations
12403	Bocking Windmill	Environment & Leisure
40226	Bradford Street	Housing Services
65002	Braintree Cemetery	Operations
27110	Braintree Enterprise Centre	Asset Management
10623	Braintree Road Car Park	Operations
33512	Bring Banks	Operations
31103	Btree Bus Park Toilets	Operations
60102	Building Control	Environment & Leisure
61501	Building Regs Fee Earning Acc	Environment & Leisure
61502	Building Regs Non-Fee Earning	Environment & Leisure
63004	Bus Shelters	Operations
24301	Business Improvement Team	Finance
61605	Business Support & Engagement	Economic Development
24101	Business Systems Team	Ict & Facilities
20821	Capital Financing	Finance
10601	Car Parks-General	Operations
35210	Carbon Management	Environment & Leisure
26108	Cashiering Services	Finance
27302	Cathcart Hse High St Braintree	Asset Management
28104	Causeway House (Bdc Office)	Ict & Facilities
28105	Causeway House (Lettings)	Asset Management
10621	Causeway House Car Park	Operations
20901	Cdc - Corporate Policy Making	Governance
20903	Cdc -Support To Elected Bodies	Governance
20902	Cdc-Represent Local Interests	Governance
65001	Cemeteries-General	Operations
22102	Central Purchasing	Finance
40212	Choice Based Lettings	Housing Services
20002	Civic Support	Corporate Management Plan
33514	Clinical Waste Collections	Operations
33221	Closed Churchyards	Operations
28301	Closed Circuit Television	Ict & Facilities
33504	Collection Costs	Operations

ALPHABETICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
24401	Commercial	Corporate Management Plan
27321	Commercial Property (Other)	Asset Management
14120	Community Projects	Community Services
14101	Community Safety & Development	Community Services
15200	Community Safety (Csp)	Community Services
11402	Community Transport	Community Services
10102	Community Wellbeing	Community Services
27316	Connaught House	Asset Management
33706	Cordons Farm	Operations
27315	Corner House	Asset Management
99900	Corporate Financing	Corporate Financing
20834	Corporate Financing - Other	Corporate Financing
20801	Corporate Management (General)	Finance
20001	Corporate Management Team	Corporate Management Plan
24303	Corporate Projects & Web	Ict & Facilities
28801	Council Tax	Finance
61101	Countryside Management Project	Sustainable Development
26122	Customer Contact Centre	Finance
26112	Customer Servs Duty Officers	Ict & Facilities
24105	Data Network	Ict & Facilities
20812	Debt Management Expenses	Finance
10708	Dengie Hall	Asset Management
24103	Desktops	Ict & Facilities
60103	Development Management Unit	Sustainable Development
40232	Digby Court	Housing Services
66211	Discovery Centre	Operations
22201	District Elections	Governance
25601	E.S.C.-General	Human Resources
10622	Easton Road Car Park	Operations
61601	Economic Development	Economic Development
20832	Efficiency Savings Target	Corporate Financing
26121	Efinancials	Finance
22401	Electoral Registration	Governance
22103	Electoral Services Unit	Governance
25201	Emergency Planning	Environment & Leisure
40102	Empty Homes	Housing Services
35201	Energy Conservation	Environment & Leisure
27108	Enterprise Ct Eastways Witham	Asset Management
27107	Enterprise Hse Rippers Ct,S/H	Asset Management
30801	Environmental Protection	Environment & Leisure
21404	Equalities & Diversity	Community Services
27106	Everitt Way Sible Hedingham	Asset Management
10205	External Funding	Community Services
33548	External Mrfs	Operations
27331	Feasibility Projects	Asset Management
26102	Financial Services Unit	Finance
30109	Fleet Management Unit	Operations
30112	Fleet Mgt - Operational	Operations

ALPHABETICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
30116	Fleet Parts Stock	Operations
33506	Food Waste Service	Operations
27105	Former Depot Great Yeldham	Asset Management
27205	Freebournes Rd Witham	Asset Management
33564	General Administrative O/Heads	Operations
33552	General Operational O/Heads	Operations
10602	George Yard Car Park	Operations
10706	Goldingham Hall	Asset Management
40203	Grants	Housing Services
24001	Graphic Design & Printing	Marketing & Communications
40233	Great Eastern Close	Housing Services
10712	Great Notley Village Hall	Asset Management
27314	Grove House	Asset Management
65004	Halstead Cemetery	Operations
33233	Halstead Public Gardens	Operations
24104	Hardware/Software	Ict & Facilities
12901	Health Development	Environment & Leisure
30701	Health Protection	Environment & Leisure
25109	Health,Safety & Emerg Plg Unit	Environment & Leisure
33813	Highway Ranger	Operations
33213	Highway Verges	Operations
33901	Horticultural - Central Costs	Operations
33902	Horticultural - Plant Shop	Operations
40106	Housing Assessment	Housing Services
26109	Housing Benefits Unit	Finance
40105	Housing Options	Housing Services
40211	Housing The Homeless	Housing Services
26124	Hr & Payroll System	Finance
25106	Human Resources	Human Resources
25501	In Service Training	Human Resources
33568	Income Account	Operations
27101	Industrial Units-General	Asset Management
26106	Insurance Unit	Finance
26103	Internal Audit	Finance
20811	Investment & Other Income	Finance
24109	It Infrastructure	Ict & Facilities
30135	Lakes Road Depot & Offices	Operations
60108	Landscape Services	Sustainable Development
22105	Legal Services	Governance
13001	Leisure Contract	Environment & Leisure
62001	Licensing	Environment & Leisure
22301	Local Land Charges	Governance
60701	Local Plan	Sustainable Development
10612	Lockrams Lane Car Park	Operations
31109	Lockrams Lane Toilets	Operations
22109	Mail Services	Marketing & Communications
31110	Maldon Road Park Toilets	Operations
33560	Management Depot & Admin	Operations

ALPHABETICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
21302	Marketing & Communications	Marketing & Communications
11102	Markets	Operations
10614	Mayland Drive Car Park	Operations
27304	Mayland House	Asset Management
22106	Member Resources	Governance
10613	Mill Lane Car Park	Operations
12401	Museum-General	Environment & Leisure
10610	Newlands Drive Car Park	Operations
28901	Non-Domestic Rates	Finance
30120	Operations Mgt & Admin	Operations
27113	Osier House	Asset Management
63007	Other Fountains	Operations
66599	Other Licences	Environment & Leisure
25401	P.E.T.-General	Human Resources
10203	Parish & Town Council Grants	Corporate Financing
33201	Parks & Open Spaces	Operations
33225	Parks Other	Operations
27206	Perry Rd Enterprise Witham	Asset Management
36401	Pest Control	Environment & Leisure
60201	Planning Applications	Sustainable Development
60205	Planning Performance Agreement	Sustainable Development
60104	Planning Policy Unit	Sustainable Development
33205	Play Areas	Operations
60204	Pre-Application Advice	Sustainable Development
33556	Promotional Costs	Operations
27301	Property Management-General	Asset Management
31101	Public Conveniences-General	Operations
10701	Public Halls-General	Asset Management
30102	Public Health & Housing	Environment & Leisure
35301	Public Lighting	Environment & Leisure
61001	Public Transport/Traffic Mgmt	Sustainable Development
34301	Radio Control	Operations
28604	Rent Allowances	Finance
24002	Reprographics	Marketing & Communications
40104	Research & Development	Housing Services
24106	Research / Development	Ict & Facilities
26120	Revenues & Benefits Support	Finance
26119	Revenues & Benefits System	Finance
10716	Rickstones	Asset Management
10705	Rivenhall Village Hall	Asset Management
63001	Roadside Features-General	Operations
63006	Roundabouts	Operations
33520	Sack & Wheelie Bin Delivery	Operations
33516	Sack & Wheelie Bin Procurement	Operations
15300	Safeguarding	Community Services
66550	Scrap Metal Licences	Environment & Leisure
20003	Senior Managers Group	Corporate Management Plan
27501	Shops	Asset Management

ALPHABETICAL COST CENTRE LIST

Cost Centre Code	Cost Centre Name	Business Plan Name
27320	Silver End Doctors Surgery	Asset Management
33229	Silver End Memorial Gardens	Operations
10704	Silver End Village Hall	Asset Management
10715	Silver Street Pavilion	Asset Management
33524	Special Collections	Operations
21304	Sponsorship	Marketing & Communications
33217	Sports Grounds	Operations
27204	Springwood Drive Braintree	Asset Management
27112	Springwood Grow On Units	Asset Management
10609	Station Approach Car Park	Operations
27109	Stepfields Witham	Asset Management
40208	Stock Condition Survey	Environment & Leisure
61620	Strategic Investment Team	Strategic Investment
33801	Street Cleansing	Operations
60901	Street Naming & Numbering	Sustainable Development
33809	Street Namplates	Operations
33401	Street Scene Protection	Operations
40703	Supporting People Carecall	Housing Services
66501	Taxi Licences	Environment & Leisure
40225	Temporary Accomodation	Housing Services
10901	Town Hall Centre	Environment & Leisure
33528	Trade Waste	Operations
60801	Tree Maintenance	Sustainable Development
20831	Unapportionable Central Overhd	Corporate Financing
30140	Unit 9 Workshop	Operations
24202	Voice Network	Ict & Facilities
63002	War Memorials	Operations
27104	Warner Drive Braintree	Asset Management
27303	Warners Mill B'Tree	Asset Management
24107	Website/Intranet	Ict & Facilities
10611	White Horse Lane Car Park	Operations
65005	Witham Cemetery	Operations
10703	Witham Public Hall	Asset Management

General Fund Subjective Summary (All Business Plans)		Direct Controllable Budgets (£)	Internal Charging (£)
<u>GROSS EXPENDITURE</u>			
EXP0	Employee Related Expenses	22,165,420	0
EXP1	Premises Related Expenses	1,730,790	22,290
EXP2	Supplies & Services	4,368,840	0
EXP3	Transport Related Expenses	2,264,020	0
EXP4	Transfer Payments	23,508,500	0
EXP5	Third Party Payments	2,364,740	0
EXP6	Capital Financing Costs	7,819,660	0
EXP7	Miscellaneous Expenditure	90,780	109,930
EXPZ	Gf Revenue Account	(6,393,531)	0
TOTAL - GROSS EXPENDITURE		57,919,219	132,220
<u>GROSS INCOME</u>			
INC0	Government Grants	(25,064,634)	0
INC1	Joint Financing Income	(2,457,100)	0
INC2	Other Grants & Reimbursements	(2,807,780)	0
INC3	Sales	(413,260)	0
INC4	Fees & Charges	(5,257,910)	0
INC5	Rents	(3,408,110)	0
INC6	Interest	(1,087,600)	0
INC7	Miscellaneous Income	(134,980)	0
INC8	Internal Recharges	(502,880)	(132,220)
TOTAL - GROSS INCOME		(41,134,254)	(132,220)
NET CONTROLLABLE EXPENDITURE		16,784,965	

**General Fund Account Codes By Subjective Level
(All Business Plans)**

**Direct
Controllable
Budgets (£)**

**Internal
Charging (£)**

EXP0	Employee Related Expenses	22,165,420	0
0100	Salary With Oncost	17,554,250	
0103	Staffing Costs Profile	264,120	
0104	Annual Leave Purchase	(20,000)	
0110	Standby	56,830	
0130	Overtime - Monthly Pay	240,400	
0200	Other Staffing (Bought In)	154,400	
0201	Pension Fund - Added Years	641,950	
0202	Pension Fund - Deficit	2,468,310	
0300	Agency/Sep Staff	487,090	
0520	Staff Professional Fees	17,390	
0540	First Aid	1,000	
0550	Fire Marshall	2,200	
0560	Webcasting	3,640	
0620	Employers Liability Ins.	101,680	
0650	Officials Indemnity Ins.	9,080	
0660	Pa(All Duties) Insurance	3,130	
0670	Fidelity Insurance	7,470	
0710	Staff Health Checks	7,700	
0711	Well Being Programme	600	
0712	Employee Support	5,320	
0750	Annuity	6,920	
0785	Staff Awards	1,300	
0810	Advertising	3,000	
0850	Crb Checks	100	
0940	Training Fees - Incl.Reg.	147,290	
0941	Health & Safety Training	250	

**General Fund Account Codes By Subjective Level
(All Business Plans)**

**Direct
Controllable
Budgets (£)**

**Internal
Charging (£)**

EXP1	Premises Related Expenses	1,730,790	22,290
1010	General Repair & Maint.	248,530	
1019	Planned Maintenance	25,000	
1040	Electrical Works	2,800	
1050	Plumbing/W.C. Repairs/Maint	3,200	
1210	Lift Repairs & Maint.	12,000	
1220	Heat/Ventil'N Rep/Maint.	5,500	
1240	Generator Maintenance	1,500	
1250	Fire Alarm/Extinguisher Maint.	9,220	
1260	Automatic Door Maint.	1,500	
1270	Security Alarm Payments	5,500	
1280	Lights/Fittings/Electrics	4,600	
1284	Health & Safety	500	
1286	Asbestos Surveys	900	
1287	Cctv Maintenance	9,200	
1290	Air Conditioning Maint.	4,000	
1300	General Maint.Of Grounds	2,710	
1302	Floral Decs.-Internal	200	
1304	Shrubs & Planting	7,500	
1307	Tree Maintenance	72,490	
1308	Bedding	13,630	
1309	Fencing/Walls	9,000	
1310	Landscaping	5,550	
1312	Road Repairs	500	
1313	Weed Control	3,100	
1314	Grave Digging	49,360	
1318	Hanging Baskets/Containers	9,200	
1410	Gas	25,080	
1420	Electricity	193,950	
1500	Combined Water/Sewer Chge	30,150	
1510	Metered Water Charge	700	
1610	Building Insurance	38,290	
1630	Hirers Liability	3,480	
1720	Window Cleaning	2,300	
1730	Cleaning Materials	4,900	
1740	Contract Cleaning	107,460	
1750	Trade Waste Collection	2,080	22,290
1770	Toilets-Hygiene	5,300	
1780	Clinical Waste	1,440	
1781	Confidential Waste Disposal	3,000	
1790	Health & Safety	2,570	
1810	Rent	215,630	
1820	Unified Business Rate-Ndr	547,660	
1840	Hire Of Premises	2,450	
1850	Council Tax	2,500	
1860	Service Charges	34,660	

**General Fund Account Codes By Subjective Level
(All Business Plans)**

**Direct
Controllable
Budgets (£)**

**Internal
Charging (£)**

EXP2	Supplies & Services	4,368,840	0
2010	New Equip. & Furniture	54,690	
2011	New Litter Bins/ New Dog Bins	13,500	
2012	New Trade Waste Bins	25,000	
2013	New Wheelie Bins	70,000	
2015	Signs	10,490	
2020	Hired Equipment	14,680	
2030	Maint.Equipment/Furniture	74,150	
2032	Maint Of Trade Waste Bins	1,000	
2033	Maint Of Wheelie Bins	1,000	
2034	Maint Of Bring Banks	20,000	
2035	Maint Of Pv Panels	3,140	
2045	Social Car Mileage Payments	3,500	
2050	Tv/Sound Rentals/Licence	1,460	
2060	Chemicals,Fertilisers,Poisons	6,000	
2085	Purchase Of Trade Waste Sacks	1,050	
2086	Purchase Of Sacks (Street)	14,000	
2090	Other Tools & Materials	60,710	
2092	Consumable Materials	12,300	
2093	Recycling Sacks	208,560	
2095	Street Nameplates	3,500	
2110	Provisions,Foods & Snacks	1,230	
2120	Vending Machine Supplies	3,600	
2121	Water Coolers Expenditure	4,900	
2130	Vending Machine Rental	1,000	
2210	Protective Clothing	42,050	
2220	Uniforms & Name Badges	3,560	
2230	Laundry	2,200	
2300	Printing-Outwork	68,360	
2310	Newspapers & Publications	18,870	
2320	Stationery	16,750	
2330	Books	50	
2360	Printing Paper/Materials	14,620	
2370	Printing-Machine Rentals	28,380	
2390	Photocopy Mach.Rent/Meter Chge	23,790	
2410	Court Fees & Charges	13,140	
2430	Licences(Miscellaneous)	4,770	
2450	Land Registry Fees	4,050	
2500	Other Professional Fees	254,740	
2501	Analysts Fees	2,000	
2502	Consultants Fees	139,420	
2504	Legal Fees	25,700	
2505	Bailiffs Fees	2,550	
2507	Valuers/Estate Agent Fees	6,900	
2508	Vets Fees	5,100	
2509	Audit Fees	60,120	
2510	Bank Charges	92,650	
2511	Security Services	7,680	
2512	Debt Collection Agencies	9,200	
2513	Elections Canvassing Fees	8,740	
2518	Language Line	600	
2521	Management Fees/Charges	12,300	

General Fund Account Codes By Subjective Level (All Business Plans)		Direct Controllable Budgets (£)	Internal Charging (£)
2522	Criminal Records Bureau	4,000	
2523	Doctors / Medical Fees	400	
2527	Dvla Checks	1,000	
2528	Best Value Surveys	3,000	
2529	Treasury Mgt Advisors	19,500	
2530	Utility Management Fees	4,050	
2531	Childcare Voucher Scheme	900	
2601	Engineering Insurance	2,820	
2602	All Risks Insurance	3,630	
2604	Cash In Transit Insurance	430	
2605	Libel & Slander Insurance	2,540	
2606	Land Charges Insurance	3,260	
2609	General Insurance	30,100	
2610	Public Liability	126,820	
2611	Proff Negligence Ins	7,820	
2700	Computer Bureaux Chge/Lic	108,110	
2701	Computer Paper & Materials	1,650	
2702	Computer Equip.& Software	73,140	
2703	Computer Maintenance	652,250	
2704	System Development	37,480	
2730	Telephone Charges	31,560	
2731	Telephone Line Rentals	10,000	
2732	Fax Machine	1,050	
2734	Mobile Phones	21,550	
2735	Purchase Hand/ Head Sets	500	
2750	Postages	149,220	
2810	Conference Expenses	8,800	
2820	Subsistence	1,470	
2821	Appeals/Witness Expenses	250	
2822	Bed & Breakfast	8,000	
2823	Swep- Sev W Accom	3,400	
2830	Members Allowances	465,050	
2831	Independent Sra'S	3,000	
2840	Chairmans Allowance	3,020	
2850	Vice Chairmans Allowance	820	
2860	Members Training Expenses	6,000	
2862	Members Broadband	7,800	
2870	Civic Hospitality	4,500	
2880	Office Hospitality Exp.	4,550	
2900	Grants-Welfare	166,580	
2903	Miscellaneous Grants	103,950	
2905	Recycling Donations	4,000	
2909	Grant - Museum Trust	185,330	
2940	Publicity/Promotion Exp.	46,950	
2950	Membership Subscriptions	92,790	
2960	Statutory Advertising	1,920	
2970	Advertising General	21,140	
2990	Data Protection Act	2,900	
7020	Payments	142,770	
7030	Other Expenses	308,520	
X920	Printing(Reprographics)	800	

**General Fund Account Codes By Subjective Level
(All Business Plans)**

**Direct
Controllable
Budgets (£)**

**Internal
Charging (£)**

EXP3	Transport Related Expenses	2,264,020	0
3021	Diesel Fuel	582,370	
3022	Petrol	4,200	
3023	Oil	7,000	
3025	Adblue	2,500	
3050	Tyres	3,130	
3060	Road Fund Licence	28,550	
3090	Misc.Transport Costs	260,280	
3110	Parts & Materials	301,450	
3120	Repairs	21,290	
3140	Leased Car Maintenance	8,960	
3150	Plant Materials	27,740	
3220	Transport Costs-Plant	7,320	
3310	Hire Of Vehicles	80,000	
3320	Plant Hire	2,900	
3331	Lease Car N.I.Contributions	9,490	
3332	Leased Car Irrecoverable V.At	4,260	
3340	Operating Lease Payments	367,240	
3350	Contract Hire	292,910	
3510	Casual Car Allowance	69,400	
3530	Leased Car Allowance	4,050	
3550	Public Transport	1,780	
3551	Rail Travel	3,410	
3554	Car Parking	270	
3560	Mileage Allow.-Occasional	100	
3570	Members Travel	11,320	
3580	Civic Travel	4,000	
3610	General Veh./Plant Ins.	149,150	
3650	Leased Car Insurance	8,950	
EXP4	Transfer Payments	23,508,500	0
4340	Tree Planting Grants	2,500	
4410	Rent Allowances Paid	23,506,000	

**General Fund Account Codes By Subjective Level
(All Business Plans)**

**Direct
Controllable
Budgets (£)**

**Internal
Charging (£)**

EXP5	Third Party Payments	2,364,740	0
5220	Sub-Contractors:General	331,230	
5260	Payments To External Mrfs	795,760	
5261	Abandoned Vehicles Removal	2,000	
5262	Waste Disposal & Transport	71,350	
5264	Emptying Of X Tanks	31,000	
5280	Greenfields Ch	35,000	
5291	Leisure Contract - Variations	42,000	
5320	Essex County Council	248,580	
5321	Ecc Disposal Costs	507,760	
5322	Ecc Pension Fund	1,000	
5330	Community Associations	3,000	
5350	Payments To Other La'S	22,000	
5360	Payments To Parish Councils	89,100	
5370	Colchester Bc	178,700	
5380	Essex County Fire & Rescue	900	
5410	Central Essex Community Servs	1,000	
5540	Pest Control	2,860	
5602	Air/Water Quality/Contam Land	1,000	
5700	Landlord Incentives	500	
EXP6	Capital Financing Costs	7,819,660	0
6020	Interest Payments	282,000	
6042	Minimum Revenue Provision	379,340	
6820	Revenue Contributions	7,158,320	
EXP7	Miscellaneous Expenditure	90,780	109,930
7010	Adjustments	52,010	
7028	Parkmark Accreditation	2,250	
7040	Refunds	(27,670)	
7050	Contingency	6,000	
7051	Health & Safety Contingency	17,570	
7052	Emergency Planning Contingency	3,000	
7080	Payments To Ecc	2,740	
7110	Write-Offs	18,000	
7220	Transfers Within Procurement		109,930
7300	Insurance Excess	16,880	
EXPZ	Gf Revenue Account	(6,393,531)	0
7801	Transfer From Service Areas	5,250	
7805	Transfer To Reserve	2,666,669	
9806	Transfer To/From Reserve	(9,065,450)	

**General Fund Account Codes By Subjective Level
(All Business Plans)**

**Direct
Controllable
Budgets (£)**

**Internal
Charging (£)**

INC0	Government Grants	(25,064,634)	0
9002	Dclg - Other	(350,040)	
9003	Dwp	(274,440)	
9005	Dwp - Rent Allowance Subsidy	(23,018,560)	
9007	Dwp - Benefit Admin Grant	(344,650)	
9016	Home Office Funding	(21,100)	
9018	Dept For Transport	(1,500)	
9022	New Homes Bonus Grant	(907,204)	
9026	Dclg - Localising Suppt C Tax	(147,140)	
INC1	Joint Financing Income	(2,457,100)	0
9101	Ecc Joint Financing Conts	(1,037,880)	
9102	Colchester Bc Jt Finance	(48,640)	
9105	Witham Town Council	(5,680)	
9106	Ecc Agency Reimbursements	(15,230)	
9108	External Income	(596,540)	
9109	Essex Police Jt Financing	(9,070)	
9111	Hub Subscriptions - Other La'S	(95,000)	
9114	Repay Technical Agreement	(460,000)	
9115	Collection Investment	(51,320)	
9117	School Joint Financing	(90,000)	
9119	Fraud & Compliance Investment	(47,740)	
INC2	Other Grants & Reimbursements	(2,807,780)	0
9200	Sponsorship	(66,750)	
9204	Contributions	(27,940)	
9205	Commissions	(100,000)	
9206	Costs Recovered	(8,000)	
9210	Benefit Overpayment Recoveries	(400,000)	
9212	Revenues Costs Recovered	(306,700)	
9215	Administrative Penalties	(18,250)	
9217	Disposal Credits	(43,920)	
9219	Ecc Recycling Credits	(1,265,820)	
9220	Ecc Tipping Away	(53,860)	
9221	Ecc Contract Income	(34,670)	
9222	Cost Of Collection Allowance	(186,950)	
9224	Ecc Re-Use Credits	(140)	
9230	Greenfields Ch Sla	(16,000)	
9235	Plan Perform. Agreements	(85,000)	
9445	Leisure Contract Fees	(193,780)	
INC3	Sales	(413,260)	0
9302	Sale Of Provisions	(2,500)	
9304	Sale Of Publications/Maps	(500)	
9306	Sale Of Meals/Drinks	(1,000)	
9309	Other Sales	(386,260)	
9322	Sales Of Sacks (Blue)	(15,000)	
9323	Sale Of Sacks (Trade Recy)	(8,000)	

**General Fund Account Codes By Subjective Level
(All Business Plans)**

**Direct
Controllable
Budgets (£)**

**Internal
Charging (£)**

INC4	Fees & Charges	(5,257,910)	0
9400	Tuition Fees	(2,000)	
9401	Fees/Charges For Services	(4,279,110)	
9402	Lettings-Facility/Casual Users	(61,730)	
9403	Charges-Hire/Use Equip/Rooms	(25,000)	
9404	Admission Charges	(1,000)	
9405	Advertising Charges	(20,000)	
9406	Fines	(6,400)	
9408	Licences	(255,000)	
9409	Other Recoverable Charges	(68,830)	
9410	Season Tickets/Permits	(115,000)	
9416	Exclusive Rights Of Burial	(71,250)	
9417	Memorials	(17,900)	
9418	Interment Fees	(84,950)	
9419	Maintenance Of Graves	(12,820)	
9423	Pcn Off Street	(65,000)	
9428	Day Trips Income	(5,000)	
9429	Dial A Ride Regs/Renewal	(470)	
9431	Allotments Income	(14,500)	
9433	Memorial Bench Or Tree	(1,000)	
9434	Shopper Bus Fares	(3,500)	
9435	Fare Income	(17,580)	
9436	Group Hire Inc Driver Provided	(49,630)	
9437	Social Car Scheme Regs/Renewal	(11,250)	
9438	Group Hire Reg Driver Provided	(2,320)	
9439	Community Priced Weddings	(5,000)	
9440	Wedding Hire	(3,000)	
9442	Sports Pitch Income	(42,000)	
9447	Electric Charging Point	(1,500)	
9448	Group Hire Reg (Self Drive)	(170)	
9449	Group Hire Inc(Self Drive)	(2,000)	
9451	Stray Dogs Income	(2,000)	
9452	Temporary Traffic Reg Orders	(1,000)	
9453	Second Green Bin	(10,000)	
INC5	Rents	(3,408,110)	0
9443	Service Charges	(247,030)	
9501	General Rent	(757,640)	
9502	Commercial/Industrial Rents	(2,396,880)	
9503	Licence To Occupy	(2,160)	
9505	Right Of Way/Access	(1,750)	
9506	Service Charges	(2,650)	

**General Fund Account Codes By Subjective Level
(All Business Plans)**

**Direct
Controllable
Budgets (£)**

**Internal
Charging (£)**

INC6	Interest	(1,087,600)	0
9630	Interest - Deposits	(196,000)	
9636	Interest - Other	(1,600)	
9637	Interest - Pooled Funds	(890,000)	
INC7	Miscellaneous Income	(134,980)	0
9700	Miscellaneous Income	(68,560)	
9709	Adjustments	26,030	
9716	Feed In Tariff	(50,350)	
9717	Export Tariff	(2,560)	
9718	Electricity Consumed Recharge	(39,540)	
INC8	Internal Recharges	(502,880)	(132,220)
9801	Recharge To Other Rev.A/C	(5,000)	(22,290)
9803	Tfr To Capital Funds	(497,880)	
9820	Transfers Within Procurement		(109,930)

General Fund Revenue Profile 2020/21 to 2023/24

	2020/21	2021/22	2022/23	2023/24
	£	£	£	£
Base Budget brought forward from previous year	14,189,390	17,496,240	14,668,148	14,950,598
<u>Inflation:</u>				
Pay - annual award and incremental progression	438,030	458,490	453,190	414,310
Other Expenditure Inflation	120,660	115,700	121,680	122,750
Income Inflation	0	0	0	0
Pension Fund adjustments (added years)	11,970	12,840	13,100	13,360
<u>Pension Fund Deficit - Triennial payment adjustment</u>				
Base Budget provision	1,600,700	-2,468,310		956,580
Increase to allow one-off payment in year to Pension Fund	867,610			
Increase in Employer pension contributions (from 16.5% to 20.3%)	482,110	10,980	11,240	8,910
<u>New Demands:</u>				
Allowance for Reduced Income/Increased costs previously profiled	7,300	61,000	45,000	
Priority Investment - one-off provision	-1,050,000	-188,500	-2,000	
New Budget Pressures - add to base budget	514,000	179,930	0	90,000
New Budget Pressures - one-off provision	870,180	-678,450	-144,730	-47,000
<u>Reductions:</u>				
Savings/Additional Income agreed previously profiled	-32,380	-28,950	-14,000	
New Savings/Additional Income	-523,330	92,140	-27,350	-7,000
Additional Savings Required	0	-394,962	-173,680	-334,165
Updated Base Budget	17,496,240	14,668,148	14,950,598	16,168,343
Addition to Balances - Base budget	222,269			
Use of Balances - Pension Fund Deficit - Triennial payment adjustment	-1,645,540	822,770	822,770	
Contribution from Balances for one-off New Investment	-136,000			
Net contributions from/to Earmarked reserves	-711,275	-191,730	-47,000	
Budget Requirement	15,225,694	15,299,188	15,726,368	16,168,343
Government Grant - Revenue Support Grant				
Retained Business Rates - Baseline amount	-3,486,929	-3,556,668	-3,627,801	-3,700,357
- Growth above baseline	-1,515,639	-1,515,639	-1,515,639	-1,515,639
Transition and Rural Services grants and returned funding	-22,125	-22,125	-22,125	-22,125
Collection Fund Balance - Business Rates (Surplus)/Deficit	-188,955			
Collection Fund Balance - Council Tax (Surplus)/Deficit	-155,120			
BDC Requirement from Council Taxpayers	9,856,926	10,204,756	10,560,803	10,930,222
Tax base (+1.5% for 2021/22 onwards and collection rate of 99%)	53,373	54,174	54,987	55,812
Council Tax (Band D)	£184.68	£188.37	£192.06	£195.84
Council Tax per week	£3.55	£3.62	£3.69	£3.77
Percentage Increase	2.75%	2.00%	1.96%	1.97%
Increase per week	£0.09	£0.07	£0.07	£0.08

New Demands & Budget Pressures 2020-21 onwards (All)

Portfolio	Business Plan	Description	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Comments
Finance & Performance	Finance	Reduction of Council Tax Support and Housing Benefit Administration Subsidy	28,340	45,000	45,000		
Finance & Performance	Corporate Finance	Surplus on Council Tax Collection Fund – provision allocated to Town/Parish councils	-21,040	16,000			
Finance & Performance	Finance	Procurement service - cost of service has been offset by a share of income received through the use of framework agreements over the last 5 years.					Income from Framework Agreements has been in decline in recent years due to increased competition. A reserve built up from surplus rebate income will be fully utilised during 2018/19. A charge will therefore be made for which there is currently no budget. The Procurement team provides services to five other Essex authorities. The arrangement provides a level of resilience for each authority.
Total of Allowance for Reduced Income/Increased costs previously profiled			7,300	61,000	45,000	0	
Planning & Housing	Sustainable Development	Planning Appeals Earmarked Reserve - replenish reserve. Current balance of reserve expected to be fully utilised in 2018/19. To be reviewed annually.	-500,000				As a result of the number of speculative planning applications, arising from the lack of an adopted Local Plan and lack of a 5 year housing land supply, the Development Management Service has seen a sharp increase in the number of planning appeals, specifically public inquiries for major development proposals.
Planning & Housing	Sustainable Development	Housing Development and Local Plan Growth Provision.	-500,000				To meet potential costs associated with the delivery of housing growth in the District as required in the Local Plan. Proposal for funding to be allocated from the unallocated New Homes Bonus.
Corporate Services & Asset Management	Business Solutions	Obtain technical knowledge and skills from experts to develop BDC knowledge and skills whilst implementing new techniques and products for use within BDC. The areas to be covered are: - 1-drive - Share-point - Cloud Services - Cyber security	-50,000				To improve the use of technology across BDC to help the organisation provide a better service to customers and citizens. To ensure the integrity and security of data managed and overseen by BDC is maintained to a high standard. To provide a secure means of collaboration with partners and external suppliers. To be funded from ICT Earmarked Reserve
Health & Communities	Cultural Services	Town Hall Centre - anticipated reduction in income as a consequence of the Manor Street development.		-42,000	-2,000		The business plan for the Manor Street Development makes an allocation of £49,000 per annum during the construction phase to the Town Hall Centre to offset the loss of income caused by the loss of the car park and the impact of the construction works on lifts and potential lifts.
Health & Communities	Community Services	Councillor Community Grant scheme - funding of current scheme ceases at 31st March 2019. Proposed following consultation to continue with scheme for two years, 2019/20 and 2020/21).		-73,500			
Environment & Place	Operations	Car Parks - Loss of Manor Street/ Victoria Street car parks due to Manor Street Development - during construction period and reduced number of spaces available once development complete.		-73,000			During the construction phase the existing car parks at Manor Street and Victoria Road are likely to be non-operational (subject to discussion with the appointed contractor) leading to a potential reduction of net income to the Council of £73,000 per annum. The potential longer term impact will be reviewed as part of the Town Centre parking plan. As per report to Cabinet May 2018.
Total of Priority investment - one-off provision			-1,050,000	-188,500	-2,000	0	

New Demands & Budget Pressures 2020-21 onwards (All)

Portfolio	Business Plan	Description	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Comments
Environment & Place	Community Services	Community Safety Officer post currently funded from earmarked reserve, from Home Office grant, until September 2020. Request to fund from base budget. Full cost of £36k but Partners that are able are prepared to part fund post.	9,130	9,130			The Community Safety Partnership hosted by the Council has been instrumental in bringing together partners across criminal justice, health, housing, enforcement services, education, local businesses and the voluntary/community sector to promote improved community safety and tackle issues. The Community Safety Officer role is essential to work of the partnership and in most Districts is fully funded by the local authority. Our CSP partners have agreed to part fund as they recognise and value the partnership.
Economic Development & Infrastructure	Economic Development Finance	Proposal to add to base part of Economic Development staffing budget which is currently met from earmarked reserve, as this will be exhausted in 2022/23.				90,000	Increase due to a mix of higher asset valuations; claims history and inflation.
Finance & Performance Management	Finance	Insurance premia increase in final year of current contract (Oct 19 to Sep 20). Contract will be re-tendered for Oct 2020.	24,000				Following this year's local elections the balance on the reserve at the end of March 2020 is estimated to be £90k. Funding required for the elections in May 2023 will be circa £180k. Currently an annual contribution of £27k p.a. is made which would leave the reserve short.
Overall Corporate Strategy & Direction	Governance	Increase annual contribution to the Elections Reserve to a total of £30k p.a.	3,000				
Finance & Performance Management	Governance	Governance & Information Lawyer - add post to Base. Currently two-year fixed term post ending September 2020, currently funded from budget carry forward earmarked reserve.	19,110	15,800			We anticipated that there would be an initial increase in work with a prediction of this reducing as it bedded in. Unfortunately we are not seeing the reduction hoped for, if anything the requirements are increasing with time.
Overall Corporate Strategy & Direction	Governance	Democratic Services - Additional staffing needed to support the changed approach to Scrutiny following the introduction of new arrangements.	42,000				Following the Council decision at the AGM to substantially change the Councils Scrutiny arrangements this bid would provide the funding needed to fully support the approach. * The proposal is to recruit a dedicated Scrutiny Officer, they will directly support the three inquiry led scrutiny committees (Performance Management Community and Partnership Development).
Overall Corporate Strategy & Direction	Governance	Members' Allowances. Report of the Independent Remuneration Panel on the Members' Allowance Scheme agreed by Full Council on 25th March, 2019.	72,000				The 2019/20 Budget did not include a provision for a potential increase in Members Allowances ahead of the review which was to be conducted by the Independent Remuneration Panel.
Overall Corporate Strategy & Direction	Marketing & Communications	Advertising Income	10,790				Budget not being achieved in current year although offset partially by a recharge to Basildon for Commercial Sales Officer.
Environment & Place	Operations	Disposal of dry recyclable materials - increase in basket value.	150,000				Have recently entered into a 10-yr contract with Suffolk CC for disposal of our dry recyclable material in order to deliver efficiencies and achieve some certainty around costs over the coming years. However, the recycle market is volatile and costs can go up as well as down.
Environment & Place	Operations	Driver pay 7.5t vehicles	20,000				Operational rates of pay correctly distinguish between drivers (HGV) and loaders. But in recognition of additional responsibilities this needs to also include LGV drivers.
Environment & Place	Operations	Additional waste collection vehicle plus (3) crew to meet increased demand arising from growth in the District.		155,000			Subject to business case and fundamental service review. Capital bid would also be made to acquire vehicle.
Environment & Place	Operations	Increased rental for depot/offices					Outcome of rent review negotiated by Asset Management.
Environment & Place	Sustainable Development	Planning Enforcement - increase service capacity with an additional Senior Enforcement officer - increased rental for depot/offices	16,000				Proposal seeks to ensure that there is sufficient resource within the team to support the delivery of the service at a time of increasing demand and at a time where Member and Customer expectations continue to increase. It will enable the Team to become more pro-active with enforcement activity and monitoring, including the major development sites across the District.
Planning	Sustainable Development	Landscape Services- Review of service requirements proposes increase in service capacity and support. 1. To increase the staffing budget with an additional Tree & Landscape Officer post, upgrade an existing Admin Support post from part time to full time partially offset by a reduction in hours of the Team Leader. 2. Increase the Landscape Service tree management budget by £30,000 to allow for the increased burden of maintenance works and to procure an update of the current tree survey database to satisfy insurance requirements.	80,480				The Councils Landscape Services team is now dealing with a significant increase in its workload largely as a result of the elevated levels of consultee requests for planning applications; running in tandem with this growth - and not disassociated from it - a noticeable rise in requests from householders and Parish Councils - to protect trees and for greater tree management.
Planning	Sustainable Development	Plan X, new Software, will help with the Duty planning service and therefore free up officer time. Capital bid included for system cost this proposal is for the associated annual running costs.	11,000				PlanX have received government backing to challenge the traditional ways of working and to put the customer first allowing for an easy way to establish whether Planning Permission is required. PlanX1 would provide a single point of access on the Council's website for Customers to check whether they require planning permission for a particular proposal.
Total of New Budget Pressures - add to base budget			514,000	179,930	0	90,000	

New Demands & Budget Pressures 2020-21 onwards (All)

Portfolio	Business Plan	Description	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Comments
Communities Culture & Tourism	Health and Communities	Community Engagement Officer	47,360		-47,360		Additional support to help deliver projects including: Mailings Lane Community Facility, Leisure Contract Review, Live Well projects (including Bevel plan), Mental Health Forum and Action Plan, and to develop community engagement activity. Two officers, one to focus on Health and Leisure development and the second to focus on Community Engagement and Facilities. Both posts to be for 2 year fixed-term period. In addition, a project allowance of £20,000 to support delivery of projects, communications and engagement activity. Budget request of £169,460 (propose funding from the Community Projects (formerly part of CHIP Fund) Reserve)
Economic Development & Infrastructure	Economic Development	Education and Skills Board - provision to enable Board to undertake projects.	15,000	-15,000			The Braintree District Education and Skills Board was launched in 2017, with the aim to bring education providers and employers together to better understand the skills picture across the District and match the needs of employers with the education provision. Some successful projects funded through this board include the apprenticeship fair and the careers fair which are proving very popular with employers, students, parents and other prospective employees. Budget request £15,000 (propose funding from the Community Projects (formerly part of CHIP Fund) Reserve).
Economic Development & Infrastructure	Economic Development	Provision to enable the implementation of the North Essex Economic Growth strategy – this is subject to other Councils matching the request and a suitable action plan being approved.	20,000	-20,000			Propose to meet provision from the unallocated New Homes Bonus.
Communities Culture & Tourism	Health and Communities	Health and Leisure Development Officer	47,370		-47,370		Additional support to help deliver projects including: Mailings Lane Community Facility, Leisure Contract Review, Live Well projects (including Bevel plan), Mental Health Forum and Action Plan, and to develop community engagement activity. Two officers, one to focus on Health and Leisure development and the second to focus on Community Engagement and Facilities. Both posts to be for 2 year fixed-term period. In addition, a project allowance of £20,000 to support delivery of projects, communications and engagement activity. Budget request of £169,460 (propose funding from the Community Projects (formerly part of CHIP Fund) Reserve)
Communities Culture & Tourism	Environment & Leisure	Town Hall CCTV Upgrade	6,000	-6,000			The existing Town Hall CCTV system is now well over 10 years old, many of the cameras are broken or signal has been lost and parts are now obsolete. Cameras that operate throughout the night both inside and in outside areas don't benefit from infra-red night vision.
Finance & Performance Management	Corporate	Surplus on Council Tax Collection Fund - proportion allocated to Town/Parish councils	29,450	-29,450			Image capture and storage of the coverage is now very dated and is reliant on DVD recordings which take time to extract if and when required for the Police.
Finance & Performance Management	Governance	Legal Services - Case Management System upgrade	8,000	-8,000			Software is at least 5 years old, and needs updating to meet needs. There are a number of options including a potential to move to a cloud based model. Bid is to facilitate this work and the cost of upgrade. One-off requirement propose meet from balances.
Environment & Place Planning	Operations	Strategic Service Review of Waste Management	50,000		-50,000		Need to bring in external support for a two-year period to undertake this fundamental service review. Propose to fund from the Corporate Improvement earmarked reserve.
Environment & Place Planning	Sustainable Development	Infrastructure Project Officer.	47,000			-47,000	The District is growing and infrastructure provision to go alongside new homes and jobs is the key request from local residents. This role will provide an infrastructure lead for the local authority, working with partners and stakeholders both internally and externally to provide a single liaison point working across a whole of the Growth Directorate. The role would be the lead BDC officer for national highway improvement schemes such as the A120 and A12 as well as smaller community infrastructure schemes with improvements and contributions secured through S106 contributions.
Planning	Sustainable Development	Housing Development and Local Plan Growth reserve. Potential requirement for a top-up for anticipated costs in 2020/21.	600,000	-600,000			Reserve created in 2019/20 with £500k. Propose to meet addition from New Homes Bonus.
Total of New Budget Pressures - one-off provision			870,180	-678,450	-144,730	-47,000	

New Demands 2020/21 onwards (All) - TOTAL **341,480** **-626,020** **-101,730** **43,000**

Savings Proposals 2020-21 onwards (All)

Portfolio	Business Plan	Description	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Comments
Corporate Services & Asset Management	Asset Management	Commercial portfolio - estimated additional income from rent reviews.	-31,100	-15,850	-24,350		
	Asset Management	The new Recreational disturbance Avoidance and Mitigation Strategy (RAMS) Supplementary Planning Document (SPD) being adopted by the Essex Authorities in light of the UK Conservation of Habitats and Species Regulations 2017 will require the Council to secure a financial contribution from all new dwellings to be built within the Zone Of Influence set out in the SPD. To engage additional administration support for three days per week to ensure that the planning obligations are recorded, monitored and post completion work undertaken to enable accurate and detailed information to be extracted for developers, residents and as the Council may be required, by the Government. Estimated income of £28000 per annum. Arrangement to be trialled for one year period from 1st February 2020.	-8,540	8,540			Current capacity is not sufficient to deal with the legal work generated by the Asset Management Service and the Development Management Service, which includes the monitoring of compliance with planning obligations. It will also now need to extend to deal with the financial contributions arising from the RAMS SPD received by direct payment (option for smaller sites) or secured by planning obligation. Income generated based on: 40 additional RAMS obligations @ £550 = £22,000 plus 20 additional schedules to planning obligations @ £300 = £6,000. Grand Total of £28,000.
Sub Total - Asset Management			-39,640	-7,310	-24,350	0	
Health & Communities	Environment	Museum - Transfer of Museum Service to Museum Trust	-13,500	-13,500			
Sub Total - Environment & Leisure			-13,500	-13,500	0	0	
Finance & Performance Management	Finance	Shared Payroll Service with Colchester BC and Epping Forest DC - due to commence 1st June 2019	-3,850				
	Finance	Housing Benefits - net cost of benefits after subsidy	-100,000				
Sub Total - Finance			-103,850	0	0	0	
Finance & Performance Management	Governance	Land Charges - remove provision of £50k per annum agreed in 2018/19 for the cleansing of system data in readiness for transfer of service to the Land Registry.	-50,000				To-date the work has been undertaken by existing staff. The provisions for 2018/19 and 2019/20 are to be held in an earmarked reserve to enable the engagement of additional support to complete the work should this be necessary.
	Sub Total - Governance			-50,000	0	0	0
Corporate Services & Asset Management	Human Resources	Staff restructuring following flexible retirement of Human Resources and Organisational Development Manager in August 2018		-9,000	-14,000		Manager post at 22.5 hours. Saving rises to £28,000 in 2023/24.
	Human Resources	Annual Leave purchased by members of staff	-10,000				
Sub Total - Human Resources			-10,000	-9,000	-14,000	0	

Savings Proposals 2020-21 onwards (All)

Portfolio	Business Plan	Description	2020/21 £	2021/22 £	2022/23 £	2023/24 £	Comments
Overall Strategy & Direction Corporate Transformation	Marketing & Communications	Graphic Design and Print	-5,000				
	Marketing & Communications	Reduced postage costs - continuing change in communication methods with customers.	-20,000				
	Sub Total - Marketing & Communications		-25,000	0	0	0	
Environment & Place	Operations	Fleet Management - Transfer vehicle maintenance from RTR to in-house	-4,000				No adverse impact on customers. This project is about to commence and there will be a level of risk association with this, along with many benefits, as set out in the business case approved by Management Board.
	Operations	Reduced usage of recycling sacks	-10,000				Stock levels high. No impact on customers. NB Cost of sacks is linked to oil prices, so costs may increase.
	Operations	Income from 2nd green bin collections	-10,000				No impact - additional income from existing service.
	Operations	Reduce cost of calendar deliveries/ membership subscriptions	-3,000				No impact. Current budget underspent.
	Operations	Additional income from TREE	-5,000				No impact - additional income from existing service.
	Operations	Reduced cost of maintenance at Cordons Farm	-5,000				No impact. Current budget underspent.
	Operations	Cleaning of cemetery buildings	-7,000				No impact. Current budget underspent.
	Operations	Cemeteries Income. Budget exceeded in 2019/20 and expected to be again in 2019/20.	-15,000				Demand led therefore susceptible to variation.
	Sub Total - Operations		-59,000	0	0	0	
	Planning	Sustainable Development	Planning income - £10k application fees, £10k Street Naming, £10k PPA and £10k Pre-app advice.	-40,000			
Sub Total - Sustainable Development		-40,000	0	0	0		
Finance & Performance Management	Corporate Finance	Capital financing charges – Minimum Revenue Provision not required	-24,720				
	Corporate Finance	Dividends from Pooled Funds investments - additional £2million placed in 2019.	-65,000				
	Corporate Finance	Increase Efficiency Factor from current level of £200,000 to £300,000.	-100,000				
	Corporate Finance	Interest from short term investments - anticipated fluctuations in the level of balances available to invest (faking account of estimated cashflows on Manor Street Development and Horizon 120).	-25,000	93,000	-3,000	-7,000	
	Sub Total - Corporate Finance and efficiencies		-214,720	93,000	-3,000	-7,000	
Savings Proposals 2020/21 onwards - TOTAL - Management Board			-555,710	63,190	-41,350	-7,000	

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