

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20**

	2017/18	2018/19		2019/20		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Other Activities	1,781	858	750	(61)	(30)	(92)
Grand Total	1,781	858	750	(61)	(30)	(92)
Accommodation	1,362	1,949	1,764	1,977	(7)	1,970
Business Support	3,332	3,387	2,902	2,951	(162)	2,788
Finance Support Services	2,094	2,084	1,091	1,131	(18)	1,113
ICT & Reprographics	3,353	4,033	3,974	3,987	(2)	3,985
Other Support Services	1,049	1,093	1,467	1,184	(2)	1,182
Internally Recharged	(11,189)	(12,546)	(7,349)	(7,470)		(7,470)
Grand Total	-	-	3,848	3,759	(191)	3,568
Directorate Total	1,781	858	4,599	3,698	(222)	3,476
Continuing Services Budget	1,252	(442)	3,825			3,619
Continuing Services Budget - Growth	135	418	445			8
Continuing Services Budget - Savings	(9)	(445)	(162)			(801)
Total Continuing Services Budget	1,378	(469)	4,108			2,826
District Development Fund - Expenditure	447	1,327	533			650
District Development Fund - Savings	(44)	-	(42)			-
Invest to Save	-	-	-			-
Total District Development Fund / Invest to Save	403	1,327	491			650
Directorate Total	1,781	858	4,599			3,476

Business Support

CSB Growth & Development Fund Items

		Original Estimate 2017/18 £000's	Probable Outturn 2017/18 £000's	Original Estimate 2018/19 £000's
CSB Growth Items				
Apprenticeships	Apprentices	15	15	
Apprenticeships	Apprenticeship Levy (Net)		4	
Bank and Audit charges	Reduction in Fees	(5)	(18)	(5)
Civic Offices	Cleaning Contract		6	
Civic Offices	Security		10	
Development Management	Additional Temporary Staffing - Systems Technical Officer	15	15	
Development Management	Planning Validation Officer	15	15	
Finance Miscellaneous	Salary Savings from People strategy	(437)		(688)
ICT	Printer Migration	(3)		
ICT	Technology Strategy	373	373	
Payroll	Shared Service (GF element)			(35)
Procurement	Essex Procurement Hub		7	8
Various Headings	Salary Savings from People strategy		(144)	(73)
		<u>(27)</u>	<u>283</u>	<u>(793)</u>
Development Fund Items				
Apprenticeships	Apprentices		(27)	
Apprenticeships	Other Contributions - Harlow College		(5)	
Debt & Insurance Services	Consultants Fees Re New Corporate Debtor System			25
Development Management	Administrative Assistant	17	17	
Development Management	Document Scanning	113	142	
Development Management	Casual Staff Re Scanning / Indexing Building Control Files	5	10	
Finance Miscellaneous	Implementation of People Strategy	1,040		549
ICT	Technology Strategy	133	137	47
Local Land Charges	Local Land Charges Officer	14	15	
Local Land Charges	Agency Staff		7	
Local Land Charges	Document Scanning / Electronic Working			24
Local Land Charges	Reduction Re Fees & Charges		4	
People Team	Additional Staffing		36	
Sundry Non Distributable Costs	Emergency Premises Works	5		5
Sundry Non Distributable Costs	Rents		(10)	
Various Headings	Salary Savings from People strategy		165	
		<u>1,327</u>	<u>491</u>	<u>650</u>

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
OTHER ACTIVITIES**

	2017/18	2018/19		2019/20			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Burials (National Assist Act)	24	27	2	-	-	-	It is the duty of the Council to bury or cremate the body of any person who has died in the Epping Forest District area, where no other suitable arrangements for the disposal of the body have been made. Direct costs are recovered where possible from the estate of the deceased person.
Concessionary Fares	5	6	5	6	-	6	The ongoing budget relates to rail passes and London Transport blind passes where the Council has a responsibility for the costs until the pass holders retire or move out of the District.
Finance Miscellaneous	564	887	554	(94)	-	(94)	The 2019/20 budgets include costs (£0.55m) and savings (£0.69m) relative to the people strategy under the transformation programme. The reason for the other changes in the 2018/19 probable outturn and 2019/20 estimate relate to additions arising on Cost Centre holding accounts. The recharges to services are ascertained based on an initial estimate of costs quite early in the budget process. As the budget progresses figures are confirmed and various changes occur, with the overhead account totals invariably changing, therefore it is impractical to re-run the allocations so any differences that occur are shown here.
Prov Bad And Doubt Debts	117	100	100	100	-	100	This budget accounts for officer estimations of the amount to be set aside for the non payment of sums due to the Council.
Sundry Non-Distributable Costs	1,071	97	89	199	(30)	168	Non distributed costs comprise the elements of cost which are excluded from the definition of total cost of a service. The budget in this case relates to charges for unused shares of depot and office accommodation space, which cannot be identified to a service. The costs vary from year to year depending upon the unallocated revenue element of those fixed assets.
Vacancy Allowance	-	(260)	-	(272)	-	(272)	A vacancy allowance of 1.5% (1.5% in 2018/19) of general fund original salaries is set aside to account for staff movements throughout the year.
Grand Total	1,781	858	750	(61)	(30)	(92)	

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
ACCOMMODATION**

	2017/18	2018/19		2019/20			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Central Services - Catering	22	22	8	8	-	8	This budget relates to the cost of vending machine provision.
Civic Offices	1,214	1,793	1,653	1,801	(6)	1,795	This budget makes up the total cost of running the Civic Offices site in Epping. Included in the 2018/19 probable outturn is CSB growth of £16,140 for the cleaning of the building and security costs.
Debden Broadway Offices	41	39	34	35	-	35	This budget comprises the total cost of the Council office at the Broadway in Debden. The proposed budgets are in line with the 2018/19 original estimate.
Hemnal Street Offices	85	96	69	134	(1)	133	This budget comprises the total cost of running the Offices at Hemnal Street, where Community and Partnership Services operate from. The variances in the estimated budgets relate to the timing of works attributed to the Building Maintenance 5 year rolling programme.
Grand Total	1,362	1,949	1,764	1,977	(7)	1,970	

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
BUSINESS SUPPORT**

	2017/18	2018/19		2019/20			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Accounts Payable	177	191	132	138	-	138	The Accounts Payable section ensure that all payments due by the council are processed accurately. The fluctuations in estimates are due to assistance being obtained from the Business Process Unit during busy periods.
Civic Offices Superintendents	169	157	151	136	-	136	All of the costs for the day to day running of the Building Superintendents are gathered under this heading. The decrease in the 2019/20 estimated outturn can be attributed to the flexible working arrangements of one of the superintendents.
Local Land Charges	137	160	47	174	(160)	14	Local Land Charges provide official search data to the public in return for a fee. The estimates include the costs relating to a statutory requirement to transfer the councils Local Land Charges register to the HM Land in terms of the Infrastructure Act 2015 including the conversion of all paper based records, maps and plans to digital electronic format. This is expected to occur in the early part 2019/20 which coincides with the implementation of the new fee schedule for Land Charges.
Procurement	173	173	163	175	-	175	The section deals with various procurement issues and the subscriptions to the Essex Marketplace system and Procurement Hub.
Community & Culture Admin	234	237	179	189	-	189	These budgets incorporate the cost of maintaining all the administrative support functions relating to the former directorates. This includes costs for training, stationery, books & publications, new furniture & equipment, postal services and scanning of old files.
Development Management	816	855	762	617	(0)	617	
Governance Admin	113	124	73	73	-	73	As part of the corporate restructure a review of all the administrative tasks within the council is under progress which will result in a centralised Business Support Team. This is because office administration is one of the key elements associated with a high level of workplace productivity and efficiency.
Housing Services Admin	464	486	331	294	-	294	
Neighbourhoods Business Unit	528	446	329	350	-	350	A Corporate Business Support Team will become the backbone of the council linking all the various services ensuring the smooth flow of information, better meeting the needs of customers, and promoting more flexible working. The outcome will improve service delivery and also achieve cost efficiencies.
Resources Administration	522	559	735	805	(2)	802	
Grand Total	3,332	3,387	2,902	2,951	(162)	2,788	

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
FINANCE SUPPORT SERVICES**

	2017/18	2018/19		2019/20			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Accountancy	824	811	833	824	-	824	This budget comprises of the cost of the Accountancy section who are responsible for producing the Statutory Statement of Accounts, compilation of budgets and monitoring the council's financial performance.
Bank & Audit Charges	109	128	100	100	-	100	The costs here relate to the charge for the audit of the annual accounts, grant claims and statutory returns by Deloitte and BDO and any charges incurred for maintaining the council's bank accounts. The estimated fee compared to the prior year has reduced by £18,200 in 2018/19 and a further £5,000 in 2019/20. This is due to a change in the appointment of the council's external auditors.
Debt & Insurance Services	186	188	131	180	(18)	162	This service provides on-going support for all debts raised by various departments such as arranging payments, reminder letters etc. also the management of risks to ensure insurance premiums are kept to a minimum. A one off cost of £25,000 is included in the estimated outturn for 2019/20 for consultancy services focused primarily on the purchase of a new corporate debtor system.
Resources Policy Group	898	877	-	-	-	-	The Resources Policy Group no longer exists from September 2018 as part of the new structure.
Treasury Management	76	80	27	27	-	27	This service carries out the cash management duties of the Council in line with its annual strategy statement and CIPFA guidance in the Prudential Code.
Grand Total	2,094	2,084	1,091	1,131	(18)	1,113	

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
ICT AND REPROGRAPHICS**

	2017/18	2018/19		2019/20			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Information & Comms Technology	3,076	3,764	3,717	3,777	-	3,777	<p>The 2018/19 budget is inclusive of CSB growth of £373,000 and DDF of £137,000 for the technology strategy which was approved in November 2017 as part of the transformation programme.</p> <p>The full year budget includes the cost of the councils Multi-Function Devices, Network Telephone & Mobiles, provision of the Service Desk and maintenance for all Systems in use. Expenditure increases are mostly due to the yearly incremental costs relating to the renewal of maintenance contracts for the Councils systems.</p>
Reprographics	277	269	257	210	(2)	208	<p>This budget incorporates the costs and overheads of maintaining the print section which provides a comprehensive reprographics service to all services of the Council.</p>
Grand Total	3,353	4,033	3,974	3,987	(2)	3,985	

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
OTHER SUPPORT SERVICES**

	2017/18	2018/19		2019/20			
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000's	£000's	£000's	£000's	£000's	£000's	
Apprenticeships	144	230	159	186	-	186	This budget comprises of the costs relating to the new apprenticeship scheme which the council has been running since April 2017 for school leavers. Legislative changes to the scheme have imposed a levy into a training fund costing £78,840 per annum. The budget for 2018/19 includes a DDF saving of £26,890 and a £5,000 contribution from Harlow College.
Business Support - Policy	-	-	244	154	-	154	As part of the restructure a policy group has been created for Business Support Services, comprising of costs related to the Service Director.
Human Resources	695	626	510	391	(1)	390	The Human Resources budget includes the expenditure for Corporate improvement within the Council. A DDF item of £36,000 was brought forward from 2017/18 to fund additional resources.
Out Of Hours Service	59	59	18	18	-	18	This budget covers an out of hours telephone service for the whole Council. The contract is carried out by Mears, the Housing Maintenance contractor, as most of the calls are housing orientated.
Payroll	152	178	98	75	(1)	74	The Payroll section is responsible for administration of the payment of officers salaries and members allowances for the Council. The success of the current payroll system arrangements has led to a creation of a shared payroll service between the Council, Braintree District Council and Colchester Borough Council which will come into force from 1st June 2019. The purpose of this is to improve business resilience and to produce efficiency savings which have been reflected in the budgets for 2019/20.
Grand Total	1,049	1,093	1,028	823	(2)	822	

**BUSINESS SUPPORT
SUBJECTIVE ANALYSIS 2019/20**

	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies And Services	Support Services	Asset Charges	Internal Recharges		Fees & Charges	Misc Income	Other Contributions	Government Contributions	Asset Value In	Interest Payable	Asset Value Decrease	
Other Activities																
Burials (National Assist Act)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Concessionary Fares	-	-	-	5,500	-	-	-	5,500	-	-	-	-	-	-	-	5,500
Finance Miscellaneous	(140,000)	-	-	29,910	16,390	-	-	(93,700)	-	-	-	-	-	-	-	(93,700)
Prov Bad And Doubt Debts	-	-	-	100,000	-	-	-	100,000	-	-	-	-	-	-	-	100,000
Sundry Non-Distributable Costs	11,080	86,770	20	210	99,850	680	-	198,610	(30,340)	-	-	-	-	-	(30,340)	168,270
Vacancy Allowance	(271,740)	-	-	-	-	-	-	(271,740)	-	-	-	-	-	-	-	(271,740)
Accommodation																
Central Services - Catering	-	-	-	7,500	-	-	(7,500)	-	-	-	-	-	-	-	-	-
Civic Offices	5,800	1,348,200	210	12,210	64,130	370,550	(1,795,270)	5,830	(1,530)	(4,300)	-	-	-	-	(5,830)	-
Debden Broadway Offices	2,690	23,410	-	2,530	3,400	2,980	(35,010)	-	-	-	-	-	-	-	-	-
Hemnal Street Offices	460	100,710	20	6,490	18,410	7,730	(132,590)	1,230	(1,230)	-	-	-	-	-	(1,230)	-
Finance Support Services																
Accountancy	641,470	-	1,400	6,990	173,690	-	(288,500)	535,050	-	-	-	-	-	-	-	535,050
Bank & Audit Charges	-	-	-	99,800	-	-	(99,800)	-	-	-	-	-	-	-	-	-
Debt & Insurance Services	117,070	-	1,450	25,920	35,840	-	(95,260)	85,020	(18,000)	-	-	-	-	-	(18,000)	67,020
Resources Policy Group	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Treasury Management	-	-	-	27,000	-	-	(21,600)	5,400	-	-	-	-	-	-	-	5,400
Business Support																
Accounts Payable	79,880	-	-	22,050	35,870	-	(63,000)	74,800	-	-	-	-	-	-	-	74,800
Civic Offices Superintendents	116,260	-	-	1,250	18,010	-	(41,140)	94,380	-	-	-	-	-	-	-	94,380
Community & Culture Admin	124,640	-	1,640	21,300	41,630	-	(24,610)	164,600	-	-	-	-	-	-	-	164,600
Development Management	376,150	-	-	54,780	181,330	4,940	-	617,200	(120)	-	-	-	-	-	(120)	617,080
Governance Admin	50,000	-	-	22,990	-	-	-	72,990	-	-	-	-	-	-	-	72,990
Housing Services Admin	178,120	-	-	46,800	68,930	-	(186,970)	106,880	-	-	-	-	-	-	-	106,880
Local Land Charges	65,540	-	100	50,330	58,170	-	-	174,140	(160,000)	-	-	-	-	-	(160,000)	14,140
Neighbourhoods Business Unit	261,840	-	500	16,960	70,710	-	-	350,010	-	-	-	-	-	-	-	350,010
Procurement	105,530	-	130	53,500	16,170	-	(62,440)	112,890	-	-	-	-	-	-	-	112,890
Resources Administration	613,150	-	11,810	21,650	155,760	2,220	(271,010)	533,580	(2,350)	-	-	-	-	-	(2,350)	531,230
Other Support Services																
Apprenticeships	129,430	-	360	78,840	41,030	-	(63,440)	186,220	-	-	-	-	-	-	-	186,220
Business Support - Policy	231,430	-	2,480	450	31,110	-	(111,490)	153,980	-	-	-	-	-	-	-	153,980
Human Resources	355,040	3,170	1,000	63,810	102,550	-	(135,020)	390,550	-	(770)	-	-	-	-	(770)	389,780
Out Of Hours Service	-	-	-	40,950	3,050	-	(26,400)	17,600	-	-	-	-	-	-	-	17,600
Payroll	43,790	-	50	32,000	23,390	-	(24,520)	74,710	-	(740)	-	-	-	-	(740)	73,970
ICT & Reprographics																
Information & Comms Technology	1,789,320	7,850	17,720	1,469,390	118,910	373,580	(3,776,770)	-	-	-	-	-	-	-	-	-
Reprographics	65,850	-	-	92,800	46,280	5,500	(208,040)	2,390	(2,390)	-	-	-	-	-	(2,390)	-
Grand Total	4,952,800	1,570,110	38,890	2,413,910	1,424,610	768,180	(7,470,380)	3,698,120	(215,960)	(5,810)	-	-	-	-	(221,770)	3,476,350