

**ALL DIVISIONS****Essential Reference Paper B1**

	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
<b>SUMMARY OF ESTIMATES</b>				
SERVICE				
CHIEF EXECUTIVE	2,343,097	1,389,610	1,631,070	1,191,990
NEIGHBOURHOOD SERVICES	3,326,131	3,569,435	3,397,300	3,462,530
CUSTOMER & COMMUNITY SERVICES	7,003,308	5,899,980	5,797,620	5,706,820
INTERNAL SERVICES	5,025,494	5,096,890	4,755,650	3,902,520
CAPITAL SALARIES	-186,000	-186,000	-186,000	-226,000
NET EXPENDITURE	<u>17,512,030</u>	<u>15,769,915</u>	<u>15,395,640</u>	<u>14,037,860</u>

## CHIEF EXECUTIVE

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

### SUMMARY OF CHIEF EXECUTIVE ESTIMATES

CE1	Chief Executive & Corp Support Team	220,941	217,960	221,940	218,860
CE2	Community Engagement	1,489,000	507,410	551,710	654,970
CE3	Governance Support	201,453	327,360	448,510	318,160
CE4	Strategic Direction	431,703	336,880	408,910	0
	NET EXPENDITURE	<u>2,343,097</u>	<u>1,389,610</u>	<u>1,631,070</u>	<u>1,191,990</u>

**CHIEF EXECUTIVE**

CE2

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF COMMUNITY ENGAGEMENT ESTIMATES**

## SERVICE

CEE1	Community Engagement Manager	0	0	0	78,480
CEE2	Communications	0	0	0	149,140
CEE3	Desk Top Publishing	55,894	17,910	46,330	26,140
CEE4	Engagement & Partnership Team	176,037	114,720	158,070	142,450
CEE5	MOWs	131,154	61,050	61,030	15,270
CEE5	CABs	129,000	129,000	129,000	129,000
CEE6	Community Planning	50,901	80,600	77,300	17,800
CEE7	Concessionary Transport	824,194	0	-19,360	0
CEE7	Transportation	86,390	86,650	77,300	86,650
CEE8	Revenue Contributions & Grants to Voluntary Bodies	35,430	17,480	22,040	10,040
NET EXPENDITURE		<u>1,489,000</u>	<u>507,410</u>	<u>551,710</u>	<u>654,970</u>

	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
--	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF GOVERNANCE SUPPORT ESTIMATES**

SERVICE					
CEG1	Democratic Services	303,666	225,500	349,510	308,990
CEG2	Land Charges & LLPG	133,595	129,740	125,680	128,940
CEG3	Burials	389	1,000	4,100	1,000
CEG4	Elections	67,203	151,000	152,500	62,500
CEG5	Land Charges Service	-307,792	-179,880	-183,270	-183,270
CEG5	Street Naming	4,392	0	-10	0
NET EXPENDITURE		<u>201,453</u>	<u>327,360</u>	<u>448,510</u>	<u>318,160</u>

## NEIGHBOURHOOD SERVICES

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

### SUMMARY OF ESTIMATES

#### SERVICE

NS1	Director of Neighbourhood Services	124,744	125,090	123,500	124,390
NS2	Legal Services	267,265	277,890	161,660	276,420
NS3	Planning & Building Control	1,118,876	1,270,510	1,242,940	1,152,280
NS4	Community Safety & Health	1,324,282	1,354,425	1,361,160	1,424,890
NS5	Housing Services	490,964	541,520	508,040	484,550
	<b>NET EXPENDITURE</b>	<b>3,326,131</b>	<b>3,569,435</b>	<b>3,397,300</b>	<b>3,462,530</b>

**NEIGHBOURHOOD SERVICES**

NS3

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF PLANNING & BUILDING CONTROL ESTIMATES**

## SERVICE

NSP1	Development Plans	274,844	257,500	239,450	249,400
NSP2	Building Control Section	711,645	689,250	703,340	681,770
NSP3	Development Control Section	1,309,106	1,317,670	1,273,500	1,306,500
NSP4	Conservation Section	86,007	95,390	100,970	96,910
NSP5	Development Plans Service	34,124	141,600	53,580	131,600
NSP6	Building Control Service	-642,256	-635,500	-638,900	-673,900
NSP7	Development Control Service	-655,594	-597,400	-491,000	-642,000
NSP8	Conservation Service	1,000	2,000	2,000	2,000
	<b>NET EXPENDITURE</b>	<u>1,118,876</u>	<u>1,270,510</u>	<u>1,242,940</u>	<u>1,152,280</u>

# NEIGHBOURHOOD SERVICES

NS4

2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
------------------------	--------------------------	--------------------------	--------------------------

## SUMMARY OF COMMUNITY SAFETY & HEALTH ESTIMATES

### SERVICE

NSL1	Community Protection	278,834	300,930	291,750	295,270
NSL2	Hackney Carriages	-107,690	-118,800	-109,900	-119,000
NSL3	Gambling & Other Licensing	-14,181	-16,000	-16,000	-16,000
NSL4	Alcohol & Entertainment Licensing	-115,933	-108,000	-108,000	-108,000
NSL5	Emergency Planning	23,202	32,000	51,450	31,450
NSL6	Community Safety Section	40,986	42,230	44,000	40,820
NSL9	Community Safety Projects	-126	0	0	0
NSL10	Community Safety Service	123,345	134,645	139,880	162,030
NSL11	Engineering & Drainage	0	0	49,410	133,090
NSL12	Engineering & Transport	22,268	77,530	26,580	24,040
NSH1	Environmental Health	1,041,093	1,035,840	949,580	922,970
NSH2	Private Sector Housing Grants	-30,883	0	-19,500	0
NSH2	Houses in Multiple Occupation	0	0	0	0
NSH2	Landlord Forum	253	500	500	500
NSH3	Env Health Licences	-13,134	-13,100	-13,100	-13,100
NSH3	Sampling	-515	1,820	1,820	1,820
NSH4	Food & Health Safety	1,436	3,840	3,530	3,640
NSH5	Environmental Health Promotions	53,231	53,590	53,280	52,990
NSH6	Environmental Pollution	22,096	27,400	15,880	12,370
NSH7	Env Health Work	0	-100,000	0	0
	<b>NET EXPENDITURE</b>	<b>1,324,282</b>	<b>1,354,425</b>	<b>1,361,160</b>	<b>1,424,890</b>

**NEIGHBOURHOOD SERVICES**

NS5

	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
--	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF HOUSING ESTIMATES**

## SERVICE

NSH1	Housing Options Section	353,025	316,170	326,060	324,770
NSH2	Housing Strategy	51,189	55,720	60,820	69,640
NSH3	Private Sector Housing	0	50	50	50
NSH3	Other Private Sector Housing	0	0	0	0
NSH3	Other Housing	-2,879	8,200	2,430	2,450
NSH4	Enabling	68,620	63,980	72,620	37,300
NSH5	Housing Options	49,675	112,080	106,590	106,590
NSH6	Hillcrest Hostel	-48,014	-14,680	-60,530	-56,250
NSH7	Thele Hostel	19,348	0	0	0
	<b>NET EXPENDITURE</b>	<u>490,964</u>	<u>541,520</u>	<u>508,040</u>	<u>484,550</u>



## CUSTOMER & COMMUNITY SERVICES

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

### SUMMARY OF ESTIMATES

#### SERVICE

CC1	Director of Customer & Community	109,073	106,120	106,290	106,020
CC2	Environmental Services	6,694,052	5,526,200	5,322,440	5,565,090
CC3	Customer Services & Parking	-702,116	-610,350	-577,730	-617,330
CC4	Revenue & Benefits Services	266,706	291,740	364,060	300,630
CC5	Economic Development	185,912	253,940	165,600	111,830
CC6	Hertford Theatre	366,140	313,250	336,360	240,580
CC7	Community & Cultural	83,541	19,080	80,600	0
	NET EXPENDITURE	<u>7,003,308</u>	<u>5,899,980</u>	<u>5,797,620</u>	<u>5,706,820</u>

# CUSTOMER & COMMUNITY SERVICES

CC2

	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
--	------------------------	--------------------------	--------------------------	--------------------------

## SUMMARY OF ENVIRONMENTAL SERVICES ESTIMATES

### SERVICE

CCE1	Environmental Services	1,068,701	1,033,590	1,019,930	1,017,180
CCE2	Allotments	48	150	100	100
CCE3	Playgrounds	120,626	115,900	120,700	121,050
CCE4	Public Conveniences	110,010	91,730	99,250	101,100
CCE5	Refuse Collection - Domestic	2,613,048	1,197,050	1,105,500	1,192,350
CCE6	Refuse Collection - Commerical	-141,194	-135,350	-138,750	-52,250
CCE7	Clinical Waste	-45,037	-17,800	-29,600	-18,700
CCE8	Street Cleansing & Litter Control	978,419	1,015,580	887,900	999,050
CCE9	Recycling	149,257	574,150	596,850	603,050
CCE10	Parks & Open Spaces	986,348	1,073,030	1,097,500	1,115,590
CCE11	Buntingford Service Centre	171,513	264,280	220,140	237,940
CCE12	Animal Control	28,319	31,960	28,550	30,770
CCE13	Pest Control	53,161	52,960	50,640	53,040
CCE14	Environmental Co-Ordination Section	58,719	30,610	56,900	30,390
CCE15	Herts Environmental Forum	-640	-660	-650	400
CCE16	Environmental Co-Ordination Service	27,020	41,550	40,300	39,550
CCE17	Leisure Services	50,040	46,970	49,450	48,200
CCE18	Leisure Development	2,168	2,220	2,220	2,220
CCE19	Leisure Provision	445,054	84,050	94,540	19,980
CCE20	Customer & Community Admin	18,472	24,230	20,970	24,080
	<b>NET EXPENDITURE</b>	<b>6,694,052</b>	<b>5,526,200</b>	<b>5,322,440</b>	<b>5,565,090</b>

**CUSTOMER & COMMUNITY SERVICES**

CC4

	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
--	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF CUSTOMER SERVICES & NEW MEDIA ESTIMATES**

## SERVICE

CCS1	Head of Customer Relations	136,967	133,260	144,520	132,800
CCS2	External Customer Services	417,471	395,620	385,670	361,750
CCS3	Web Team	105,605	85,950	101,970	87,640
CCS4	Information Management	27,115	25,880	29,100	29,190
CCS5	Car Parking	363,791	364,360	347,230	349,240
CCS6/13	Car Parks	-1,753,065	-1,615,420	-1,586,220	-1,577,950
	NET EXPENDITURE	<u>-702,116</u>	<u>-610,350</u>	<u>-577,730</u>	<u>-617,330</u>

**CUSTOMER & COMMUNITY SERVICES**

CC4

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF REVENUES & BENEFITS ESTIMATES**

## SERVICE

CCR1	Revenues & HB Section	1,366,171	1,187,570	750,160	-152,580
CCR2	Revenues & HB Section - Transitional	0	0	0	0
CCR3	Revenues & HB - Shared Service	0	0	512,730	1,341,040
CCR4	Benefits Service	-1,099,465	-895,830	-898,830	-887,830
CCR4	Revenues Service	0	0	0	0
	<b>NET EXPENDITURE</b>	<u>266,706</u>	<u>291,740</u>	<u>364,060</u>	<u>300,630</u>

**CUSTOMER & COMMUNITY SERVICES**

CC3

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF ECONOMIC DEVELOPMENT ESTIMATES**

## SERVICE

CCD1	Economic Development Section	123,112	91,220	93,160	68,660
CCD2	Markets	25,812	-20,920	-32,950	-44,330
CCD3	Community Projects	54,607	60,400	56,300	52,000
CCD4	Big Lottery	836	0	0	0
CCD5	Tourism	2,893	3,190	2,620	3,090
CCD6	Economic Development	-21,348	120,050	46,470	32,410
CCD7	Town Centre Enhancements	0	0	0	0
CCD8	Rural Development	0	0	0	0
	<b>NET EXPENDITURE</b>	<b>185,912</b>	<b>253,940</b>	<b>165,600</b>	<b>111,830</b>

**CUSTOMER & COMMUNITY SERVICES**

CC3

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF HERTFORD THEATRE ESTIMATES**

## SERVICE

CCT1	Hertford Theatre	366,140	313,250	344,030	316,560
CCT2	Hertford Theatre Café	0	0	-7,670	-75,980
	<b>NET EXPENDITURE</b>	<u>366,140</u>	<u>313,250</u>	<u>336,360</u>	<u>240,580</u>

## INTERNAL SERVICES

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

### SUMMARY OF ESTIMATES

#### SERVICE

IS1	Director of Internal Services	146,828	132,990	146,900	81,770
IS2	Programme Director	106,547	32,290	100	0
IS3	People, ICT & Property Services	3,044,701	2,748,610	2,833,030	2,265,880
IS4	Financial Services & Performance	591,787	564,050	570,160	655,620
IS5	Corporate Risk	282,828	247,310	317,980	288,070
IS6	Other	852,803	1,371,640	887,480	611,180
	<b>NET EXPENDITURE</b>	<b>5,025,494</b>	<b>5,096,890</b>	<b>4,755,650</b>	<b>3,902,520</b>

**INTERNAL SERVICES**

IS3

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF PEOPLE, ICT AND PROPERTY SERVICES ESTIMATES**

ISP1	People & Organisational Services	341,146	317,220	309,930	323,020
ISP2	Head of Business Support Services	70,623	41,650	132,220	0
ISP3	IT Services	1,310,480	1,297,010	1,295,230	1,161,710
ISP4	Facilities and Property	1,322,452	1,092,730	1,095,650	781,150
	<b>NET EXPENDITURE</b>	<b>3,044,701</b>	<b>2,748,610</b>	<b>2,833,030</b>	<b>2,265,880</b>



**INTERNAL SERVICES**

IS4

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF FINANCIAL SERVICES & PERFORMANCE ESTIMATES**

ISF1	Accountancy	534,742	489,380	498,340	484,790
ISF2	Performance	0	0	0	111,120
ISF3	Procurement	57,045	74,670	71,820	59,710
NET EXPENDITURE		<u>591,787</u>	<u>564,050</u>	<u>570,160</u>	<u>655,620</u>

**INTERNAL SERVICES**

IS4

Service	2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
---------	------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF CORPORATE RISK**

ISR1	Corporate Risk & Insurance	110,395	106,630	162,410	172,470
ISR2	Internal Audit Services	172,433	140,680	155,570	115,600
	<b>NET EXPENDITURE</b>	<u>282,828</u>	<u>247,310</u>	<u>317,980</u>	<u>288,070</u>

**INTERNAL SERVICES**

IS9

2010/11 ACTUAL £	2011/12 ESTIMATE £	2011/12 PROBABLE £	2012/13 ESTIMATE £
------------------------	--------------------------	--------------------------	--------------------------

**SUMMARY OF OTHER ESTIMATES**

## SERVICE

ISO1	Corporate & Democratic Core	820,084	868,780	786,220	809,760
ISO2	Other Expenses	32,719	502,860	101,260	-198,580
	<b>NET EXPENDITURE</b>	<u>852,803</u>	<u>1,371,640</u>	<u>887,480</u>	<u>611,180</u>