

**ALL DIVISIONS****Essential Reference Paper B2**

|                               | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|-------------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| <b>SUMMARY OF ESTIMATES</b>   |                        |                          |                          |                          |
| SERVICE                       |                        |                          |                          |                          |
| CHIEF EXECUTIVE               | 130,213                | 238,220                  | 391,540                  | 186,630                  |
| NEIGHBOURHOOD SERVICES        | 1,304,841              | 1,957,980                | 1,845,450                | 1,964,420                |
| CUSTOMER & COMMUNITY SERVICES | 5,403,629              | 1,920,910                | 1,935,070                | 1,891,820                |
| INTERNAL SERVICES             | 315,988                | 324,680                  | 369,190                  | 445,280                  |
| CAPITAL CHARGES               | <u>7,154,671</u>       | <u>4,441,790</u>         | <u>4,541,250</u>         | <u>4,488,150</u>         |

## CHIEF EXECUTIVE

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

### SUMMARY OF CHIEF EXECUTIVE ESTIMATES

|     |                                     |                |                |                |                |
|-----|-------------------------------------|----------------|----------------|----------------|----------------|
| CE1 | Chief Executive & Corp Support Team | 13,217         | 16,530         | 14,460         | 19,710         |
| CE2 | Community Engagement                | 83,359         | 189,600        | 349,540        | 147,020        |
| CE3 | Governance Support                  | 27,716         | 26,130         | 22,860         | 19,900         |
| CE4 | Strategic Direction                 | 5,921          | 5,960          | 4,680          | 0              |
|     | <b>CAPITAL CHARGES</b>              | <u>130,213</u> | <u>238,220</u> | <u>391,540</u> | <u>186,630</u> |

**CHIEF EXECUTIVE**

CE2

|         | 2010/11<br>ACTUAL | 2011/12<br>ESTIMATE | 2011/12<br>PROBABLE | 2012/13<br>ESTIMATE |
|---------|-------------------|---------------------|---------------------|---------------------|
| Service | £                 | £                   | £                   | £                   |

**SUMMARY OF COMMUNITY ENGAGEMENT ESTIMATES**

## SERVICE

|                 |   |               |                |                |                |
|-----------------|---|---------------|----------------|----------------|----------------|
| CEE1            | Community Engagement Manager                          | 0             | 0              | 0              | 780            |
| CEE2            | Communications  | 0             | 0              | 0              | 2,340          |
| CEE3            | Desk Top Publishing                                   | 1,930         | 1,970          | 1,300          | 780            |
| CEE4            | Engagement & Partnership Team                         | 2,570         | 2,630          | 2,590          | 3,120          |
| CEE6            | Community Planning                                    | 288           | 65,000         | 124,700        | 20,000         |
| CEE8            | Revenue Contributions & Grants to<br>Voluntary Bodies | 78,571        | 120,000        | 220,950        | 120,000        |
| CAPITAL CHARGES |   | <u>83,359</u> | <u>189,600</u> | <u>349,540</u> | <u>147,020</u> |

**CHIEF EXECUTIVE**

CE3

|  | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|--|------------------------|--------------------------|--------------------------|--------------------------|
|--|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF GOVERNANCE SUPPORT ESTIMATES**

| SERVICE         |                     |               |               |               |               |
|-----------------|---------------------|---------------|---------------|---------------|---------------|
| CEG1            | Democratic Services | 12,606        | 13,860        | 11,830        | 9,570         |
| CEG2            | Land Charges & LLPG | 8,447         | 9,580         | 8,240         | 7,740         |
| CEG4            | Elections           | 6,663         | 2,690         | 2,790         | 2,590         |
| CAPITAL CHARGES |                     | <u>27,716</u> | <u>26,130</u> | <u>22,860</u> | <u>19,900</u> |

## NEIGHBOURHOOD SERVICES

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

### SUMMARY OF ESTIMATES

#### SERVICE

|                 |                                    |                  |                  |                  |                  |
|-----------------|------------------------------------|------------------|------------------|------------------|------------------|
| NS1             | Director of Neighbourhood Services | 42,042           | 50,010           | 44,000           | 51,130           |
| NS2             | Legal Services                     | 4,920            | 4,610            | 4,320            | 5,890            |
| NS3             | Planning & Building Control        | 95,107           | 114,240          | 107,060          | 108,030          |
| NS4             | Community Safety & Health          | 902,329          | 1,029,720        | 932,280          | 1,039,870        |
| NS5             | Housing Services                   | 260,443          | 759,400          | 757,790          | 759,500          |
| CAPITAL CHARGES |                                    | <u>1,304,841</u> | <u>1,957,980</u> | <u>1,845,450</u> | <u>1,964,420</u> |

**NEIGHBOURHOOD SERVICES**

NS3

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF PLANNING & BUILDING CONTROL ESTIMATES**

## SERVICE

|                 |                             |               |                |                |                |
|-----------------|-----------------------------|---------------|----------------|----------------|----------------|
| NSP1            | Development Plans           | 8,493         | 9,400          | 9,340          | 8,390          |
| NSP2            | Building Control Section    | 14,174        | 14,070         | 13,630         | 22,480         |
| NSP3            | Development Control Section | 35,683        | 33,250         | 30,350         | 40,600         |
| NSP4            | Conservation Section        | 1,280         | 1,320          | 1,940          | 1,560          |
| NSP8            | Conservation Service        | 35,477        | 56,200         | 51,800         | 35,000         |
| CAPITAL CHARGES |                             | <u>95,107</u> | <u>114,240</u> | <u>107,060</u> | <u>108,030</u> |

**NEIGHBOURHOOD SERVICES**

NS4

|  | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|--|------------------------|--------------------------|--------------------------|--------------------------|
|--|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF COMMUNITY SAFETY & HEALTH ESTIMATES**

## SERVICE

|                 |                                 |                |                  |                |                  |
|-----------------|---------------------------------|----------------|------------------|----------------|------------------|
| NSL1            | Community Protection            | 5,130          | 7,370            | 6,680          | 7,740            |
| NSL6            | Community Safety Section        | 1,186          | 1,040            | 1,030          | 780              |
| NSL10           | Community Safety Service        | 53,570         | 53,590           | 53,210         | 53,710           |
| NSL11           | Engineering & Drainage          | 0              | 0                | 0              | 2,340            |
| NSL12           | Engineering & Transport         | 248,840        | 216,060          | 200,440        | 234,360          |
| NSH1            | Environmental Health            | 23,951         | 24,600           | 23,370         | 24,760           |
| NSH2            | Private Sector Housing Grants   | 566,747        | 726,400          | 646,900        | 715,400          |
| NSH5            | Environmental Health Promotions | 640            | 660              | 650            | 780              |
| NSH6            | Environmental Pollution         | 2,265          | 0                | 0              | 0                |
| CAPITAL CHARGES |                                 | <u>902,329</u> | <u>1,029,720</u> | <u>932,280</u> | <u>1,039,870</u> |

**NEIGHBOURHOOD SERVICES**

NS5

|  | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|--|------------------------|--------------------------|--------------------------|--------------------------|
|--|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF HOUSING ESTIMATES**

## SERVICE

|      |                         |             |             |             |             |
|------|-------------------------|-------------|-------------|-------------|-------------|
| NSH1 | Housing Options Section | 14,213      | 22,110      | 20,520      | 22,770      |
| NSH2 | Housing Strategy        | 2,155       | 2,120       | 2,100       | 1,560       |
| NSH3 | Other Housing           | 205,600     | 700,000     | 700,000     | 700,000     |
| NSH5 | Housing Options         | 14,925      | 14,930      | 14,930      | 14,930      |
| NSH6 | Hillcrest Hostel        | 20,030      | 20,240      | 20,240      | 20,240      |
| NSH7 | Thele Hostel            | 3,520       | 0           | 0           | 0           |
|      |                         | <hr/>       | <hr/>       | <hr/>       | <hr/>       |
|      | CAPITAL CHARGES         | 260,443     | 759,400     | 757,790     | 759,500     |
|      |                         | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> |



## CUSTOMER & COMMUNITY SERVICES

| Service                              | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|--------------------------------------|------------------------|--------------------------|--------------------------|--------------------------|
| <b>SUMMARY OF ESTIMATES</b>          |                        |                          |                          |                          |
| SERVICE                              |                        |                          |                          |                          |
| CC1 Director of Customer & Community | 42,038                 | 50,010                   | 44,000                   | 51,130                   |
| CC2 Environmental Services           | 930,968                | 949,590                  | 975,430                  | 955,380                  |
| CC3 Customer Services & Parking      | 1,226,692              | 468,510                  | 463,270                  | 508,980                  |
| CC4 Revenue & Benefits Services      | 73,246                 | 92,230                   | 89,640                   | 113,470                  |
| CC5 Economic Development             | 286,886                | 209,940                  | 314,850                  | 208,120                  |
| CC6 Hertford Theatre                 | 2,843,159              | 149,970                  | 47,230                   | 54,740                   |
| CC7 Community & Cultural             | 640                    | 660                      | 650                      | 0                        |
| <b>CAPITAL CHARGES</b>               | <u>5,403,629</u>       | <u>1,920,910</u>         | <u>1,935,070</u>         | <u>1,891,820</u>         |

**CUSTOMER & COMMUNITY SERVICES**

CC2

|  | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|--|------------------------|--------------------------|--------------------------|--------------------------|
|--|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF ENVIRONMENTAL SERVICES ESTIMATES**

## SERVICE

|                 |                                     |                |                |                |                |
|-----------------|-------------------------------------|----------------|----------------|----------------|----------------|
| CCE1            | Environmental Services              | 29,978         | 30,470         | 27,060         | 43,450         |
| CCE3            | Playgrounds                         | 104,740        | 124,850        | 121,450        | 133,210        |
| CCE4            | Public Conveniences                 | 28,480         | 28,480         | 28,480         | 28,480         |
| CCE5            | Refuse Collection - Domestic        | 76,640         | 87,460         | 88,100         | 97,960         |
| CCE6            | Refuse Collection - Commerical      | 18,000         | 17,650         | 16,280         | 19,630         |
| CCE9            | Recycling                           | 170,240        | 179,830        | 178,760        | 98,920         |
| CCE10           | Parks & Open Spaces                 | 25,050         | 40,050         | 40,050         | 40,050         |
| CCE11           | Buntingford Service Centre          | 30,925         | 28,830         | 29,470         | 20,150         |
| CCE12           | Animal Control                      | 640            | 660            | 650            | 780            |
| CCE13           | Pest Control                        | 1,280          | 1,320          | 1,300          | 1,560          |
| CCE14           | Environmental Co-Ordination Section | 640            | 660            | 650            | 780            |
| CCE15           | Herts Environmental Forum           | 640            | 660            | 650            | 780            |
| CCE16           | Environmental Co-Ordination Service | 1,170          | 1,170          | 1,170          | 1,020          |
| CCE17           | Leisure Services                    | 640            | 660            | 650            | 780            |
| CCE19           | Leisure Provision                   | 441,905        | 406,840        | 440,710        | 467,830        |
| CAPITAL CHARGES |                                     | <u>930,968</u> | <u>949,590</u> | <u>975,430</u> | <u>955,380</u> |

**CUSTOMER & COMMUNITY SERVICES**

CC4

|  | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|--|------------------------|--------------------------|--------------------------|--------------------------|
|--|------------------------|--------------------------|--------------------------|--------------------------|

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

## SERVICE

|         |                            |                  |                |                |                |
|---------|----------------------------|------------------|----------------|----------------|----------------|
| CCS1    | Head of Customer Relations | 1,280            | 1,320          | 1,300          | 1,560          |
| CCS2    | External Customer Services | 37,641           | 32,120         | 31,530         | 30,020         |
| CCS3    | Web Team                   | 1,920            | 1,970          | 1,940          | 2,340          |
| CCS4    | Information Management     | 640              | 660            | 650            | 780            |
| CCS5    | Car Parking                | 7,593            | 7,230          | 6,560          | 8,380          |
| CCS6/13 | Car Parks                  | 1,177,618        | 425,210        | 421,290        | 465,900        |
|         | CAPITAL CHARGES            | <u>1,226,692</u> | <u>468,510</u> | <u>463,270</u> | <u>508,980</u> |

**CUSTOMER & COMMUNITY SERVICES**

CC4

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF REVENUES & BENEFITS ESTIMATES**

SERVICE

|                            |               |               |               |                |
|----------------------------|---------------|---------------|---------------|----------------|
| CCR1 Revenues & HB Section | 73,246        | 92,230        | 89,640        | 113,470        |
| CAPITAL CHARGES            | <u>73,246</u> | <u>92,230</u> | <u>89,640</u> | <u>113,470</u> |

**CUSTOMER & COMMUNITY SERVICES**

CC3

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF ECONOMIC DEVELOPMENT ESTIMATES**

## SERVICE

|                 |                              |                |                |                |                |
|-----------------|------------------------------|----------------|----------------|----------------|----------------|
| CCD1            | Economic Development Section | 2,570          | 2,630          | 2,590          | 2,340          |
| CCD2            | Markets                      | 3,510          | 22,330         | 14,540         | 20,390         |
| CCD3            | Community Projects           | 141,223        | 1,000          | 77,800         | 1,070          |
| CCD6            | Economic Development         | 0              | 1,500          | 0              | 600            |
| CCD7            | Town Centre Enhancements     | 139,583        | 182,480        | 219,920        | 183,720        |
| CAPITAL CHARGES |                              | <u>286,886</u> | <u>209,940</u> | <u>314,850</u> | <u>208,120</u> |

**CUSTOMER & COMMUNITY SERVICES**

CC3

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF HERTFORD THEATRE ESTIMATES**

## SERVICE

|      |                  |                  |                |               |               |
|------|------------------|------------------|----------------|---------------|---------------|
| CCT1 | Hertford Theatre | 2,843,159        | 149,970        | 47,230        | 54,740        |
|      | CAPITAL CHARGES  | <u>2,843,159</u> | <u>149,970</u> | <u>47,230</u> | <u>54,740</u> |

## INTERNAL SERVICES

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

### SUMMARY OF ESTIMATES

#### SERVICE

|                 |                                  |                |                |                |                |
|-----------------|----------------------------------|----------------|----------------|----------------|----------------|
| IS1             | Director of Internal Services    | 42,681         | 50,670         | 44,000         | 51,150         |
| IS3             | People, ICT & Property Services  | 206,353        | 209,050        | 261,690        | 320,200        |
| IS4             | Financial Services & Performance | 9,705          | 8,560          | 8,470          | 12,680         |
| IS5             | Corporate Risk                   | 6,326          | 5,570          | 3,810          | 3,410          |
| IS6             | Other                            | 50,923         | 50,830         | 51,220         | 57,840         |
| CAPITAL CHARGES |                                  | <u>315,988</u> | <u>324,680</u> | <u>369,190</u> | <u>445,280</u> |

**INTERNAL SERVICES**

IS3

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

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

|                 |                                  |                |                |                |                |
|-----------------|----------------------------------|----------------|----------------|----------------|----------------|
| ISP1            | People & Organisational Services | 3,850          | 3,950          | 3,890          | 21,540         |
| ISP3            | IT Services                      | 8,980          | 9,220          | 9,710          | 10,920         |
| ISP4            | Facilities and Property          | 193,523        | 195,880        | 248,090        | 287,740        |
| CAPITAL CHARGES |                                  | <u>206,353</u> | <u>209,050</u> | <u>261,690</u> | <u>320,200</u> |



**INTERNAL SERVICES**

IS4

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF FINANCIAL SERVICES & PERFORMANCE ESTIMATES**

|                 |             |              |              |              |               |
|-----------------|-------------|--------------|--------------|--------------|---------------|
| ISF1            | Accountancy | 8,425        | 7,240        | 7,820        | 9,410         |
| ISF2            | Performance | 0            | 0            | 0            | 2,490         |
| ISF3            | Procurement | 1,280        | 1,320        | 650          | 780           |
| CAPITAL CHARGES |             | <u>9,705</u> | <u>8,560</u> | <u>8,470</u> | <u>12,680</u> |

**INTERNAL SERVICES**

IS4

| Service | 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|---------|------------------------|--------------------------|--------------------------|--------------------------|
|---------|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF CORPORATE RISK**

|                 |                            |              |              |              |              |
|-----------------|----------------------------|--------------|--------------|--------------|--------------|
| ISR1            | Corporate Risk & Insurance | 2,080        | 1,970        | 3,810        | 3,410        |
| ISR2            | Internal Audit Services    | 4,246        | 3,600        | 0            | 0            |
| CAPITAL CHARGES |                            | <u>6,326</u> | <u>5,570</u> | <u>3,810</u> | <u>3,410</u> |

**INTERNAL SERVICES**

IS9

| 2010/11<br>ACTUAL<br>£ | 2011/12<br>ESTIMATE<br>£ | 2011/12<br>PROBABLE<br>£ | 2012/13<br>ESTIMATE<br>£ |
|------------------------|--------------------------|--------------------------|--------------------------|
|------------------------|--------------------------|--------------------------|--------------------------|

**SUMMARY OF OTHER ESTIMATES**

## SERVICE

|      |                             |               |               |               |               |
|------|-----------------------------|---------------|---------------|---------------|---------------|
| ISO1 | Corporate & Democratic Core | 50,923        | 50,830        | 51,220        | 57,840        |
|      | CAPITAL CHARGES             | <u>50,923</u> | <u>50,830</u> | <u>51,220</u> | <u>57,840</u> |