

<b>DRAFT REVENUE BUDGET SUMMARY</b>	<b>2020/21 Approved Budget</b>	<b>2021/22 Draft Budget</b>	<b>Variance Fav/(Adv)</b>
	£	£	£
Planning & Economic Development	1,087,400	1,106,400	(19,000)
Housing Services	1,036,700	1,062,300	(25,600)
Partnerships & Community Engagement	1,223,600	1,195,400	28,200
Environmental Health	1,042,400	1,031,700	10,700
Street Scene Services	4,374,100	4,586,800	(212,700)
Engineering & Asset Management	(3,320,700)	(3,489,500)	168,800
Finance & Business Services	2,524,000	2,464,100	59,900
Legal & Democratic Services	1,501,400	1,505,900	(4,500)
Human Resources & Customer Services	1,215,600	1,198,300	17,300
Executive Directors	487,500	473,600	13,900
Assurance Services	205,300	191,100	14,200
<b>Net Service Expenditure</b>	<b>11,377,300</b>	<b>11,326,100</b>	<b>51,200</b>
<b>Corporate Expenditure</b>			
Pay Award - Lower Paid Only	0	30,000	(30,000)
Pension Lump Sum (HCC)	0	50,000	(50,000)
Central Contingency	300,000	300,000	0
Audit Fees & Bank Charges	142,300	135,000	7,300
General Expenses	132,200	132,200	0
Investment Income	(500,000)	(400,000)	(100,000)
Apprenticeship Levy	31,000	31,000	0
Minimum Revenue Provision (MRP)	241,900	241,900	0
	0	0	0
<b>Total Net Requirement Before Government Grants</b>	<b>11,724,700</b>	<b>11,846,200</b>	<b>(121,500)</b>
NNDR Baseline Grant	2,723,000	2,723,000	0
Redistributed Levy	17,000	0	(17,000)
Lower Tier Services Grant	0	116,000	116,000
New Homes Bonus	800,000	600,000	(200,000)
<b>Total of Government Grants</b>	<b>3,540,000</b>	<b>3,439,000</b>	<b>(101,000)</b>
	0	0	0
NNDR Growth Income	546,700	460,200	(86,500)
CTS loss funded from reserve	0	100,000	100,000
<b>Council Tax Requirement</b>	<b>7,638,000</b>	<b>7,847,000</b>	<b>209,000</b>

## PLANNING & ECONOMIC DEVELOPMENT

<u>SUMMARY</u>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
STRATEGIC PLANNING	450,800	<b>467,800</b>
DEVELOPMENT MANAGEMENT	562,800	<b>513,600</b>
BUILDING CONTROL	49,300	<b>45,900</b>
ECONOMIC DEVELOPMENT	24,500	<b>79,100</b>
<b>TOTAL SERVICE COSTS</b>	<b>1,087,400</b>	<b>1,106,400</b>

## PLANNING & ECONOMIC DEVELOPMENT

<b><u>STRATEGIC PLANNING</u></b>	<b>2020/21 APPROVED BUDGET</b>	<b>2021/22 DRAFT BUDGET</b>
	£	£
EMPLOYEES' EXPENSES	610,600	<b>622,300</b>
TRANSPORT RELATED EXPENSES	1,100	<b>2,000</b>
SUPPLIES AND SERVICES	92,200	<b>110,000</b>
LOCAL DEVELOPMENT SCHEME	30,000	<b>30,000</b>
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<b>TOTAL DIRECT COSTS</b>	733,900	<b>764,300</b>
INCOME	283,100	<b>296,500</b>
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<b>TOTAL INCOME</b>	283,100	<b>296,500</b>
<b>TOTAL SERVICE COSTS</b>	450,800	<b>467,800</b>
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## PLANNING & ECONOMIC DEVELOPMENT

<u>DEVELOPMENT MANAGEMENT</u>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	1,319,100	<b>1,320,300</b>
TRANSPORT RELATED EXPENSES	5,000	<b>5,000</b>
SUPPLIES AND SERVICES	125,900	<b>125,500</b>
THIRD PARTY PAYMENTS	50,000	<b>50,000</b>
<b>TOTAL DIRECT COSTS</b>	1,500,000	<b>1,500,800</b>
LESS PLANNING APPLICATION FEE INCOME	762,000	<b>787,000</b>
LESS OTHER INCOME	175,200	<b>200,200</b>
<b>TOTAL INCOME</b>	937,200	<b>987,200</b>
<b>TOTAL SERVICE COSTS</b>	562,800	<b>513,600</b>

## PLANNING & ECONOMIC DEVELOPMENT

<b><u>BUILDING CONTROL</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
SUPPLIES AND SERVICES	1,300	<b>1,300</b>
THIRD PARTY PAYMENTS	52,000	<b>50,100</b>
	53,300	<b>51,400</b>
<b>TOTAL DIRECT COSTS</b>	53,300	<b>51,400</b>
LESS INCOME	4,000	<b>5,500</b>
	49,300	<b>45,900</b>
<b>TOTAL SERVICE COSTS</b>	49,300	<b>45,900</b>

## PLANNING & ECONOMIC DEVELOPMENT

<b><u>ECONOMIC DEVELOPMENT</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	0	<b>53,800</b>
TRANSPORT RELATED EXPENSES	0	<b>800</b>
SUPPLIES AND SERVICES	14,500	<b>14,500</b>
THIRD PARTY PAYMENTS	10,000	<b>10,000</b>
	24,500	<b>79,100</b>
<b>TOTAL SERVICE COSTS</b>	24,500	<b>79,100</b>

## HOUSING SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>SUMMARY</u></b>	£	£
HOUSING SERVICES	1,036,700	<b>1,062,300</b>
<b>TOTAL SERVICE COSTS</b>	1,036,700	<b>1,062,300</b>

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>HOUSING SERVICES</u></b>	£	£
EMPLOYEES' EXPENSES	873,800	<b>882,700</b>
TRANSPORT RELATED EXPENSES	3,000	<b>3,000</b>
SUPPLIES AND SERVICES	90,100	<b>116,600</b>
HOMELESSNESS COSTS	1,200,000	<b>1,000,000</b>
NEW HOUSING INITIATIVES	25,000	<b>25,000</b>
<b>TOTAL DIRECT COSTS</b>	2,191,900	<b>2,027,300</b>
LESS HOMELESSNESS INCOME	870,000	<b>720,000</b>
LESS HOMELESSNESS GRANT	260,200	<b>220,000</b>
LESS OTHER HOUSING INCOME	25,000	<b>25,000</b>
	1,155,200	<b>965,000</b>
<b>TOTAL SERVICE COSTS</b>	1,036,700	<b>1,062,300</b>

## PARTNERSHIPS & COMMUNITY ENGAGEMENT

<b><u>SUMMARY</u></b>	<b>2020/21 APPROVED BUDGET</b>	<b>2021/22 DRAFT BUDGET</b>
	£	£
PARTNERSHIPS & COMM' ENGAGEMENT UNIT	692,700	671,100
CORPORATE COMMUNICATIONS	74,900	68,200
SPORTS DEVELOPMENT	12,500	12,500
COMMUNITY DEVELOPMENT	15,100	15,200
COMMUNITY SAFETY	15,100	15,100
CCTV	6,000	6,000
VOLUNTARY SECTOR GRANT AID	407,300	407,300
<b>TOTAL SERVICE COSTS</b>	<b>1,223,600</b>	<b>1,195,400</b>

## **PARTNERSHIPS & COMMUNITY ENGAGEMENT**

	<b>2020/21 APPROVED BUDGET</b>	<b>2021/22 DRAFT BUDGET</b>
<b><u>PARTNERSHIPS &amp; COMMUNITY ENGAGEMENT UNIT</u></b>		
	£	£
EMPLOYEES' EXPENSES	657,600	635,400
TRANSPORT RELATED EXPENSES	3,000	3,000
SUPPLIES AND SERVICES	20,100	20,700
AGENCY & CONTRACTED	12,000	12,000
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<b>TOTAL DIRECT COSTS</b>	<b>692,700</b>	<b>671,100</b>
LESS RESERVE FUNDING	0	0
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<b>TOTAL SERVICE COSTS</b>	<b>692,700</b>	<b>671,100</b>
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## PARTNERSHIPS & COMMUNITY ENGAGEMENT

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>CORPORATE COMMUNICATIONS</u></b>	£	£
SUPPLIES AND SERVICES		
CORPORATE PUBLICATIONS	42,100	35,400
CORPORATE CONSULTATION	12,000	12,000
MISC SUPPLIES AND SERVICES	20,800	20,800
<b>TOTAL SERVICE COSTS</b>	74,900	68,200
	£	£
<b><u>SPORTS DEVELOPMENT</u></b>		
SUPPLIES AND SERVICES	12,500	12,500
<b>TOTAL SERVICE COSTS</b>	12,500	12,500
	£	£
<b><u>COMMUNITY DEVELOPMENT</u></b>		
SUPPLIES & SERVICES	15,100	15,200
<b>TOTAL SERVICES COSTS</b>	15,100	15,200

## PARTNERSHIPS & COMMUNITY ENGAGEMENT

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>COMMUNITY SAFETY</u></b>	£	£
CRIME AND DISORDER COSTS	12,500	12,500
CONTRIBUTION TO PSCOs	<u>130,600</u>	<u>130,600</u>
<b>TOTAL DIRECT COST</b>	<b>143,100</b>	<b>143,100</b>
LESS FUNDING	<u>128,000</u>	<u>128,000</u>
<b>TOTAL SERVICE COSTS</b>	<b><u>15,100</u></b>	<b><u>15,100</u></b>
<b><u>CCTV</u></b>	£	£
PREMISES RELATED EXPENSES	53,000	53,000
AGENCY & CONTRACTED SERVICES	43,000	43,000
EQUIPMENT REPLACEMENT RESERVE	<u>15,000</u>	<u>15,000</u>
<b>TOTAL DIRECT COST</b>	<b>111,000</b>	<b>111,000</b>
LESS FUNDING	<u>105,000</u>	<u>105,000</u>
<b>TOTAL SERVICE COSTS</b>	<b><u>6,000</u></b>	<b><u>6,000</u></b>

## PARTNERSHIPS & COMMUNITY ENGAGEMENT

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>VOLUNTARY SECTOR GRANT AID</u></b>	£	£
GRANT AID TO LOCAL ORGANISATIONS	39,600	39,600
OTHER GRANTS	91,100	91,100
WARD IMPROVEMENT INITIATIVE SCHEME	19,500	19,500
GRANT AID TO CAB SERVICES	257,100	257,100
<b>TOTAL SERVICE COSTS</b>	407,300	407,300

## ENVIRONMENTAL HEALTH

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>SUMMARY</u></b>	£	£
MISCELLANEOUS SERVICES	(170,700)	<b>(169,700)</b>
COMMUNITY TOILET SCHEME	12,000	<b>12,000</b>
DISABLED FACILITIES GRANTS	100,000	<b>100,000</b>
ENVIRONMENTAL HEALTH ADMINISTRATION	<u>1,101,100</u>	<u><b>1,089,400</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>1,042,400</u>	<u><b>1,031,700</b></u>

## ENVIRONMENTAL HEALTH

<b><u>MISCELLANEOUS SERVICES</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	20,000	<b>20,000</b>
SUPPLIES AND SERVICES	40,300	<b>41,300</b>
THIRD PARTY PAYMENTS	26,000	<b>26,000</b>
<b>TOTAL DIRECT COSTS</b>	86,300	<b>87,300</b>
<b>LESS INCOME:</b>		
LICENCING INCOME	207,500	<b>207,500</b>
OTHER INCOME	49,500	<b>49,500</b>
<b>TOTAL INCOME</b>	257,000	<b>257,000</b>
<b>TOTAL SERVICE COSTS</b>	(170,700)	<b>(169,700)</b>

## ENVIRONMENTAL HEALTH

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>COMMUNITY TOILET SCHEME</u></b>	£	£
SUPPLIES AND SERVICES	12,000	<b>12,000</b>
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<b>TOTAL SERVICE COSTS</b>	12,000	<b>12,000</b>
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<b><u>DISABLED FACILITIES GRANT</u></b>	£	£
EMPLOYEES' EXPENSES	0	<b>41,500</b>
SUPPLIES & SERVICES	100,000	<b>58,500</b>
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<b>TOTAL SERVICE COSTS</b>	100,000	<b>100,000</b>
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## ENVIRONMENTAL HEALTH

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>ENVIRONMENTAL HEALTH ADMINISTRATION</u></b>	£	£
EMPLOYEES' EXPENSES	1,045,500	<b>1,031,600</b>
TRANSPORT RELATED EXPENSES	7,600	<b>8,700</b>
SUPPLIES AND SERVICES	48,000	<b>49,100</b>
<b>TOTAL DIRECT COSTS</b>	1,101,100	<b>1,089,400</b>

## STREET SCENE SERVICES

<b><u>SUMMARY</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
WASTE AND STREET SCENE UNIT	975,900	<b>985,900</b>
WASTE SERVICES	1,840,000	<b>2,119,800</b>
TRADE REFUSE	(215,100)	<b>(207,100)</b>
CLEANSING SERVICES	1,082,700	<b>1,082,800</b>
PARKS OPERATIONS	725,200	<b>758,600</b>
PARKS DEVELOPMENT & TREES	487,900	<b>489,200</b>
ALLOTMENTS	4,300	<b>4,300</b>
ALLUM LANE CEMETERY	69,200	<b>22,500</b>
PARKING SERVICES	(596,000)	<b>(669,200)</b>
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<b>TOTAL SERVICE COSTS</b>	<b>4,374,100</b>	<b>4,586,800</b>
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## STREET SCENE SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>WASTE AND STREET SCENE UNIT</u></b>	£	£
EMPLOYEES' EXPENSES	752,600	<b>753,300</b>
PREMISES RELATED EXPENSES	81,000	<b>90,500</b>
TRANSPORT RELATED EXPENSES	46,900	<b>51,200</b>
SUPPLIES AND SERVICES	95,400	<b>90,900</b>
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<b>TOTAL SERVICE COSTS</b>	975,900	<b>985,900</b>
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<b><u>WASTE SERVICES</u></b>	£	£
EMPLOYEES' EXPENSES	1,597,900	<b>1,464,600</b>
TRANSPORT RELATED EXPENSES	930,400	<b>962,000</b>
SUPPLIES AND SERVICES	136,600	<b>138,600</b>
THIRD PARTY PAYMENTS	227,500	<b>489,500</b>
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<b>TOTAL DIRECT COSTS</b>	2,892,400	<b>3,054,700</b>
LESS INCOME	782,400	<b>664,900</b>
HCC GRANT	270,000	<b>270,000</b>
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<b>TOTAL SERVICE COSTS</b>	1,840,000	<b>2,119,800</b>
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## STREET SCENE SERVICES

<u>TRADE REFUSE</u>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	68,400	<b>72,100</b>
TRANSPORT	56,000	<b>61,000</b>
SUPPLIES AND SERVICES	255,500	<b>258,500</b>
	379,900	<b>391,600</b>
<b>TOTAL DIRECT COSTS</b>		
LESS INCOME	595,000	<b>598,700</b>
	(215,100)	<b>(207,100)</b>
<b>TOTAL SERVICE COSTS</b>		

## STREET SCENE SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>CLEANSING SERVICES</u></b>		
	£	£
EMPLOYEES' EXPENSES	798,300	<b>800,700</b>
TRANSPORT RELATED EXPENSES	258,100	<b>259,600</b>
SUPPLIES AND SERVICES	46,300	<b>42,500</b>
THIRD PARTY PAYMENTS	35,000	<b>35,000</b>
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<b>TOTAL DIRECT COSTS</b>	1,137,700	<b>1,137,800</b>
LESS INCOME	<hr/> 55,000	<hr/> <b>55,000</b>
<b>TOTAL SERVICE COSTS</b>	1,082,700	<b>1,082,800</b>
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<b><u>PARKS OPERATIONS</u></b>		
	£	£
PREMISES RELATED EXPENSES	110,600	<b>113,500</b>
SUPPLIES AND SERVICES	8,200	<b>8,500</b>
THIRD PARTY PAYMENTS	<hr/> 677,400	<hr/> <b>708,800</b>
<b>TOTAL DIRECT COSTS</b>	796,200	<b>830,800</b>
<b>LESS INCOME:</b>		
PARKS INCOME	27,000	<b>28,200</b>
H.C.C. CONTRIBUTION	<hr/> 44,000	<hr/> <b>44,000</b>
<b>TOTAL INCOME</b>	71,000	<b>72,200</b>
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<b>TOTAL SERVICE COSTS</b>	725,200	<b>758,600</b>
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## STREET SCENE SERVICES

<b><u>PARKS DEVELOPMENT &amp; TREES</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	274,600	<b>276,600</b>
PREMISES RELATED EXPENSES	11,700	<b>10,700</b>
TRANSPORT RELATED EXPENSES	3,100	<b>3,400</b>
SUPPLIES AND SERVICES	31,300	<b>33,200</b>
THIRD PARTY PAYMENTS	<u>177,200</u>	<u><b>177,300</b></u>
<b>TOTAL DIRECT COSTS</b>	497,900	<b>501,200</b>
<b>LESS INCOME:</b>		
PARKS DEVELOPMENT INCOME	10,000	<b>12,000</b>
	<u>10,000</u>	<u><b>12,000</b></u>
<b>TOTAL INCOME</b>	10,000	<b>12,000</b>
	<u>487,900</u>	<u><b>489,200</b></u>
<b>TOTAL SERVICE COSTS</b>	<u><u>487,900</u></u>	<u><u><b>489,200</b></u></u>

## STREET SCENE SERVICES

<u>ALLOTMENTS</u>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
PREMISES RELATED EXPENSES	3,300	<b>4,300</b>
THIRD PARTY PAYMENTS	12,000	<b>11,000</b>
<b>TOTAL DIRECT COSTS</b>	15,300	<b>15,300</b>
LESS INCOME	11,000	<b>11,000</b>
<b>TOTAL SERVICE COSTS</b>	4,300	<b>4,300</b>

### ALLUM LANE CEMETERY AND CLOSED GROUNDS

	£	£
PREMISES RELATED EXPENSES	13,500	<b>13,600</b>
SUPPLIES AND SERVICES	42,300	<b>43,300</b>
THIRD PARTY PAYMENTS	97,400	<b>104,600</b>
<b>TOTAL DIRECT COSTS</b>	153,200	<b>161,500</b>
LESS INCOME	84,000	<b>139,000</b>
<b>TOTAL SERVICE COSTS</b>	69,200	<b>22,500</b>

## STREET SCENE SERVICES

<b><u>PARKING SERVICES</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	1,012,200	<b>979,800</b>
PREMISES RELATED EXPENSES :	215,000	<b>227,500</b>
TRANSPORT RELATED EXPENSES	21,000	<b>21,000</b>
SUPPLIES AND SERVICES	188,800	<b>190,900</b>
THIRD PARTY PAYMENTS	28,000	<b>20,000</b>
CONTRIBUTION TO SERVICES	253,000	<b>253,000</b>
REPAIRS AND RENEWALS FUND	140,000	<b>100,000</b>
<b>TOTAL DIRECT COSTS</b>	1,858,000	<b>1,792,200</b>
LESS INCOME	2,454,000	<b>2,461,400</b>
<b>TOTAL SERVICE COSTS</b>	(596,000)	<b>(669,200)</b>

## ENGINEERING SERVICES

<u>SUMMARY</u>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
HIGHWAY RELATED ITEMS	11,200	<b>11,200</b>
DRAINAGE SERVICES	334,200	<b>305,300</b>
<b>TOTAL SERVICE COSTS</b>	<b>345,400</b>	<b>316,500</b>

## ENGINEERING SERVICES

<b>HIGHWAY RELATED - RESIDUAL MAINTENANCE ITEMS</b>	<b>2020/21 APPROVED BUDGET</b>	<b>2021/22 DRAFT BUDGET</b>
	£	£
BUS SHELTERS - RENEWALS / MAINTENANCE	4,000	<b>4,000</b>
STREET FURNITURE AND SEATS	1,000	<b>1,000</b>
FOOTWAY LIGHTING	2,000	<b>2,000</b>
STREET NAMEPLATES/NOTICE BOARDS	20,500	<b>20,500</b>
TRAFFIC MANAGEMENT SCHEMES	1,500	<b>1,500</b>
TOWN CENTRE MANAGEMENT	3,400	<b>3,400</b>
INSPECT UNADOPTED ROADS/FOOTPATHS	2,700	<b>2,700</b>
STREET MARKETS & TRADING LICENSING	1,100	<b>1,100</b>
<b>TOTAL</b>	36,200	<b>36,200</b>
<b>LESS INCOME :</b> BOREHAMWOOD MARKET	25,000	<b>25,000</b>
<b>TOTAL SERVICE COSTS</b>	11,200	<b>11,200</b>



## ENGINEERING SERVICES

<u>DRAINAGE SERVICES</u>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	335,200	<b>341,600</b>
PREMISES RELATED EXPENSES	24,700	<b>26,700</b>
TRANSPORT RELATED EXPENSES	48,000	<b>49,100</b>
SUPPLIES AND SERVICES :	16,500	<b>18,400</b>
THIRD PARTY PAYMENTS	160,000	<b>120,000</b>
<b>TOTAL DIRECT COSTS</b>	<u>584,400</u>	<u><b>555,800</b></u>
<b>LESS INCOME</b>	<u>250,200</u>	<u><b>250,500</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>334,200</u>	<u><b>305,300</b></u>

## ASSET MANAGEMENT

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>SUMMARY</u></b>	£	£
CIVIC OFFICES	327,900	<b>323,000</b>
DEPOT SITES	15,700	<b>15,700</b>
RESIDUAL RESIDENTIAL PROPERTIES	(835,900)	<b>(874,400)</b>
COMMERCIAL PROPERTIES	(3,682,900)	<b>(3,722,500)</b>
GARAGES	(618,400)	<b>(608,000)</b>
LEISURE & COMMUNITY BUILDINGS	113,200	<b>104,400</b>
BUILDING MAINTENANCE PROGRAMME	415,800	<b>415,800</b>
ASSET MANAGEMENT UNIT	598,500	<b>540,000</b>
<b>TOTAL SERVICE COSTS</b>	(3,666,100)	<b>(3,806,000)</b>

## ASSET MANAGEMENT

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>CIVIC OFFICES</u></b>		
	£	£
PREMISES RELATED EXPENSES	571,900	<b>576,800</b>
SUPPLIES & SERVICES	91,100	<b>91,100</b>
<b>TOTAL DIRECT COSTS</b>	663,000	<b>667,900</b>
LESS INCOME	335,100	<b>344,900</b>
<b>TOTAL SERVICE COSTS</b>	327,900	<b>323,000</b>
 <b><u>DEPOT SITES</u></b>		
	£	£
PREMISES RELATED EXPENSES	15,700	<b>15,700</b>
<b>TOTAL SERVICE COSTS</b>	15,700	<b>15,700</b>

## ASSET MANAGEMENT

<b><u>RESIDUAL RESIDENTIAL PROPERTIES</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
PREMISES RELATED EXPENSES	34,200	<b>36,600</b>
SUPPLIES & SERVICES	5,800	<b>5,800</b>
<b>TOTAL DIRECT COSTS</b>	40,000	<b>42,400</b>
<b>LESS INCOME :-</b>		
PLACES FOR PEOPLE H.A.	200,000	<b>200,000</b>
EASTBURY RD	33,000	<b>34,800</b>
RESIDUAL HOUSES	642,900	<b>682,000</b>
<b>TOTAL SERVICE COSTS</b>	(835,900)	<b>(874,400)</b>

## ASSET MANAGEMENT

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>COMMERCIAL PROPERTIES</u></b>		
	£	£
PREMISES RELATED EXPENSES	128,700	<b>149,200</b>
SUPPLIES & SERVICES	10,700	<b>20,700</b>
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<b>TOTAL DIRECT COSTS</b>	139,400	<b>169,900</b>
<b>LESS INCOME :-</b>		
ELSTREE FILM STUDIOS	1,550,000	<b>1,550,000</b>
METROPOLIS	78,000	<b>78,000</b>
OAKRIDGE LANE DEPOT	60,000	<b>60,000</b>
LEISURE MANAGEMENT FEE	305,700	<b>318,300</b>
SUNDRY LEASES	249,100	<b>249,100</b>
CRANBORNE INDUSTRIAL ESTATE	171,600	<b>171,600</b>
OTHER COMMERCIAL PROPERTIES	1,407,900	<b>1,465,400</b>
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TOTAL INCOME	3,822,300	<b>3,892,400</b>
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<b>TOTAL SERVICE COSTS</b>	<b>(3,682,900)</b>	<b>(3,722,500)</b>
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## ASSET MANAGEMENT

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>GARAGES</u></b>		
	£	£
PREMISES RELATED EXPENSES	80,000	<b>80,000</b>
<b>TOTAL DIRECT COSTS</b>	80,000	<b>80,000</b>
LESS INCOME	698,400	<b>688,000</b>
<b>TOTAL SERVICE COSTS</b>	<b>(618,400)</b>	<b>(608,000)</b>
<b><u>LEISURE &amp; COMMUNITY BUILDINGS</u></b>		
	£	£
LEISURE CENTRES	61,600	<b>62,800</b>
COMMUNITY HALLS	15,700	<b>5,700</b>
BUSHEY COMMUNITY CENTRE	700	<b>700</b>
BUSHEY MUSEUM	40,700	<b>40,700</b>
<b>TOTAL DIRECT COSTS</b>	118,700	<b>109,900</b>
LESS INCOME FROM OAKMERE COMMUNITY CENTRE	5,500	<b>5,500</b>
<b>TOTAL SERVICE COSTS</b>	<b>113,200</b>	<b>104,400</b>
<b><u>BUILDING MAINTENANCE PROGRAMME</u></b>		
	£	£
PREMISES RELATED EXPENSES	415,800	<b>415,800</b>
<b>TOTAL SERVICE COSTS</b>	415,800	<b>415,800</b>

## ASSET MANAGEMENT

<b><u>ASSET MANAGEMENT UNIT</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	571,200	<b>511,300</b>
TRANSPORT RELATED	2,300	<b>2,300</b>
SUPPLIES & SERVICES	24,000	<b>25,400</b>
THIRD PARTY PAYMENTS	11,000	<b>11,000</b>
<b>TOTAL DIRECT COSTS</b>	608,500	<b>550,000</b>
LESS INCOME	10,000	<b>10,000</b>
<b>TOTAL SERVICE COSTS</b>	598,500	<b>540,000</b>

## FINANCE AND BUSINESS SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>SUMMARY</u></b>	£	£
NNDR COLLECTION COSTS	(160,100)	<b>(160,100)</b>
COUNCIL TAX COLLECTION	(177,000)	<b>(177,000)</b>
BENEFITS ADMINISTRATION	(316,400)	<b>(315,200)</b>
RENT ALLOWANCES	0	<b>0</b>
COUNCIL TAX REDUCTION	0	<b>0</b>
HOUSING BENEFIT	7,700	<b>7,700</b>
PROCUREMENT	53,300	<b>53,300</b>
FINANCE UNIT	921,900	<b>924,100</b>
REVENUES & BENEFITS UNIT	1,134,500	<b>1,054,500</b>
INFORMATION & DIGITAL SERVICES	1,060,100	<b>1,076,800</b>
<b>TOTAL SERVICE COSTS</b>	2,524,000	<b>2,464,100</b>



## FINANCE AND BUSINESS SERVICES

<b><u>COST OF NNDR COLLECTION</u></b>	<b>2020/21 APPROVED BUDGET</b>	<b>2021/22 DRAFT BUDGET</b>
	£	£
SUPPLIES AND SERVICES	5,500	<b>5,500</b>
AGENCY & CONTRACTED SERVICES	<u>3,500</u>	<u><b>3,500</b></u>
<b>TOTAL DIRECT COSTS</b>	<b>9,000</b>	<b>9,000</b>
COURT COSTS	17,000	<b>17,000</b>
LESS INCOME	<u>152,100</u>	<u><b>152,100</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>(160,100)</u>	<u><b>(160,100)</b></u>
<b><u>COUNCIL TAX</u></b>	£	£
SUPPLIES AND SERVICES	75,000	<b>75,000</b>
AGENCY & CONTRACTED SERVICES	<u>3,000</u>	<u><b>3,000</b></u>
<b>TOTAL DIRECT COSTS</b>	<b>78,000</b>	<b>78,000</b>
LESS INCOME COURT COSTS	<u>255,000</u>	<u><b>255,000</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>(177,000)</u>	<u><b>(177,000)</b></u>
<b><u>BENEFITS ADMINISTRATION</u></b>		
SUPPLIES AND SERVICES	<u>32,400</u>	<u><b>33,600</b></u>
<b>TOTAL DIRECT COSTS</b>	<b>32,400</b>	<b>33,600</b>
LESS INCOME:		
UNIVERSAL CREDIT GRANT	0	<b>0</b>
GOVERNMENT SUBSIDY	<u>348,800</u>	<u><b>348,800</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>(316,400)</u>	<u><b>(315,200)</b></u>

## FINANCE AND BUSINESS SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>HOUSING BENEFIT</u></b>		
	£	£
ALLOWANCES PAID	33,000,000	<b>30,000,000</b>
LESS INCOME:		
GOVERNMENT SUBSIDY	<u>33,000,000</u>	<u><b>30,000,000</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>0</u>	<u><b>0</b></u>
<b><u>COUNCIL TAX REDUCTION</u></b>		
ALLOWANCES PAID	6,200,000	<b>7,000,000</b>
LESS INCOME:		
COLLECTION FUND	<u>6,200,000</u>	<u><b>7,000,000</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>0</u>	<u><b>0</b></u>
<b><u>HOUSING BENEFIT (LOCAL SCHEMES)</u></b>		
HOUSING BENEFIT (NOT MET BY SUBSIDY)	27,700	<b>27,700</b>
FUNDED BY DEPT OF WORKS & PENSIONS	<u>20,000</u>	<u><b>20,000</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>7,700</u>	<u><b>7,700</b></u>

## FINANCE AND BUSINESS SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>PROCUREMENT</u></b>	£	£
EMPLOYEES' EXPENSES	53,300	<b>53,300</b>
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<b>TOTAL SERVICE COSTS</b>	<b>53,300</b>	<b>53,300</b>
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<b><u>FINANCE UNIT</u></b>	£	£
EMPLOYEES' EXPENSES	820,000	<b>821,900</b>
TRANSPORT RELATED EXPENSES	2,000	<b>1,000</b>
SUPPLIES AND SERVICES	123,300	<b>125,000</b>
AGENCY & CONTRACTED SERVICES	500	<b>500</b>
	<hr/>	<hr/>
<b>TOTAL DIRECT COSTS</b>	<b>945,800</b>	<b>948,400</b>
LESS INCOME	23,900	<b>24,300</b>
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<b>TOTAL COSTS</b>	<b>921,900</b>	<b>924,100</b>
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## FINANCE AND BUSINESS SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>REVENUES &amp; BENEFITS UNITS</u></b>		
	£	£
EMPLOYEES' EXPENSES	1,117,700	<b>1,092,500</b>
TRANSPORT RELATED EXPENSES	5,000	<b>5,100</b>
SUPPLIES AND SERVICES	112,400	<b>111,900</b>
AGENCY & CONTRACTED SERVICES	30,000	<b>38,500</b>
FUNDING	<u>130,600</u>	<u><b>193,500</b></u>
<b>TOTAL COSTS</b>	<u><u>1,134,500</u></u>	<u><u><b>1,054,500</b></u></u>

## FINANCE AND BUSINESS SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>INFORMATION DIGITAL SERVICES UNIT (IDS)</u></b>		
	£	£
EMPLOYEES' EXPENSES	623,500	<b>640,100</b>
TRANSPORT RELATED EXPENSES	2,000	<b>2,000</b>
SUPPLIES AND SERVICES	366,100	<b>366,200</b>
AGENCY & CONTRACTED SERVICES	<u>74,800</u>	<u><b>74,800</b></u>
<b>TOTAL DIRECT COSTS</b>	1,066,400	<b>1,083,100</b>
LESS INCOME	6,300	<b>6,300</b>
<b>TOTAL SERVICE COSTS</b>	<u><u>1,060,100</u></u>	<u><u><b>1,076,800</b></u></u>

## LEGAL & DEMOCRATIC SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>SUMMARY</u></b>	£	£
LOCAL LAND CHARGES	(34,000)	<b>(42,100)</b>
ELECTORAL REGISTRATION	211,600	<b>212,400</b>
LOCAL ELECTIONS	35,000	<b>42,000</b>
LEGAL SERVICES BUSINESS UNIT	495,700	<b>501,600</b>
MAYORAL BUDGET (CIVIC EXPENSES)	44,100	<b>40,200</b>
SURGERIES	1,300	<b>1,300</b>
MEMBERS ALLOWANCES	397,200	<b>398,900</b>
MEETINGS/MEMBERS COSTS	75,800	<b>79,700</b>
DEMOCRATIC SERVICES BUSINESS UNIT	274,700	<b>271,900</b>
<b>TOTAL SERVICE COSTS</b>	1,501,400	<b>1,505,900</b>

## LEGAL & DEMOCRATIC SERVICES

<b><u>LOCAL LAND CHARGES</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	93,500	92,400
TRANSPORT RELATED EXPENSES	200	100
SUPPLIES AND SERVICES	33,000	37,400
THIRD PARTY PAYMENTS	1,300	0
<b>TOTAL DIRECT COSTS</b>	128,000	129,900
LESS INCOME	162,000	172,000
<b>TOTAL SERVICE COSTS</b>	(34,000)	(42,100)

<b><u>ELECTORAL REGISTRATION</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	139,300	138,600
TRANSPORT RELATED EXPENSES	1,000	1,000
SUPPLIES AND SERVICES	73,300	74,800
<b>TOTAL DIRECT COSTS</b>	213,600	214,400
LESS INCOME	2,000	2,000
<b>TOTAL SERVICE COSTS</b>	211,600	212,400

<b><u>LOCAL ELECTIONS</u></b>	£	£
SUPPLIES AND SERVICES	1,000	1,000
TRANSFER PAYMENTS	34,000	41,000
<b>TOTAL DIRECT COSTS</b>	35,000	42,000
LESS RESERVE FUNDING	0	0
<b>TOTAL SERVICE COSTS</b>	35,000	42,000

## LEGAL & DEMOCRATIC SERVICES

<b><u>LEGAL SERVICES BUSINESS UNIT</u></b>	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
EMPLOYEES' EXPENSES	560,500	<b>567,700</b>
TRANSPORT RELATED EXPENSES	400	<b>400</b>
SUPPLIES AND SERVICES	<u>46,800</u>	<u><b>45,500</b></u>
<b>TOTAL DIRECT COSTS</b>	607,700	<b>613,600</b>
LESS INCOME FUNDING	35,000	<b>35,000</b>
	<u>77,000</u>	<u><b>77,000</b></u>
<b>TOTAL COSTS</b>	<u>495,700</u>	<u><b>501,600</b></u>
<b><u>MAYORAL BUDGET (CIVIC EXPENSES)</u></b>	£	£
MAYOR/DEPUTY MAYOR ALLOWANCE	5,600	<b>5,600</b>
CIVIC TRANSPORT	7,900	<b>4,000</b>
GENERAL CIVIC EXPENSES	10,700	<b>10,700</b>
CIVIC DINNER	<u>19,900</u>	<u><b>19,900</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>44,100</u>	<u><b>40,200</b></u>
<b><u>SURGERIES</u></b>	£	£
HALL HIRE	1,000	<b>1,000</b>
SUPPLIES AND SERVICES	<u>300</u>	<u><b>300</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>1,300</u>	<u><b>1,300</b></u>
<b><u>MEMBERS' ALLOWANCES</u></b>	£	£
MEMBERS BASIC ALLOWANCES	253,000	<b>253,000</b>
SPECIAL RESPONSIBILITY ALLOWANCE	141,800	<b>143,500</b>
CHILDCARE / DEPENDENTS ALLOWANCE	400	<b>400</b>
TRANSPORT RELATED	<u>2,000</u>	<u><b>2,000</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>397,200</u>	<u><b>398,900</b></u>

## LEGAL & DEMOCRATIC SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>COSTS ASSOCIATED WITH MEETINGS/MEMBERS</u></b>		
	£	£
OVERVIEW & SCRUTINY COMMITTEES	8,800	<b>8,800</b>
INDEPENDENT REMUNERATION PANEL	3,900	<b>3,900</b>
STANDARDS COMMITTEES	2,400	<b>2,400</b>
CABINET EXPENSES	6,400	<b>6,400</b>
SUPPLIES AND SERVICES	<u>54,300</u>	<u><b>58,200</b></u>
<b>TOTAL SERVICE COSTS</b>	<u>75,800</u>	<u><b>79,700</b></u>
<b><u>DEMOCRATIC SERVICES UNIT</u></b>	£	£
EMPLOYEES' EXPENSES	258,000	<b>256,000</b>
TRANSPORT RELATED EXPENSES	500	<b>500</b>
SUPPLIES AND SERVICES	<u>16,200</u>	<u><b>15,400</b></u>
<b>TOTAL COSTS</b>	<u>274,700</u>	<u><b>271,900</b></u>



## HUMAN RESOURCES & CUSTOMER SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>SUMMARY</u></b>	£	£
CUSTOMER RELATIONSHIP MANAGEMENT	675,100	654,400
DIGITAL TRANSFORMATION	70,600	70,600
DESIGN & PRINT SERVICES	(3,100)	(600)
CIVIC OFFICE KEEPERS	105,100	105,100
HEALTH & SAFETY	3,000	3,000
STRATEGIC TRAINING	30,000	30,000
HUMAN RESOURCES	334,900	335,800
<b>TOTAL SERVICE COSTS</b>	1,215,600	1,198,300

## HUMAN RESOURCES & CUSTOMER SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>HUMAN RESOURCES</u></b>	£	£
EMPLOYEES' EXPENSES	288,200	288,200
TRANSPORT RELATED EXPENSES	600	600
SUPPLIES AND SERVICES	15,200	15,200
AGENCY & CONTRACTED	<u>30,900</u>	<u>31,800</u>
<b>TOTAL SERVICE COSTS</b>	<b>334,900</b>	<b>335,800</b>
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<b><u>CUSTOMER RELATIONSHIP MANAGEMENT</u></b>	£	£
EMPLOYEES' EXPENSES	636,800	620,300
TRANSPORT RELATED EXPENSES	600	600
SUPPLIES AND SERVICES	45,400	45,800
THIRD PARTY PAYMENTS	<u>0</u>	<u>0</u>
<b>TOTAL DIRECT COST</b>	<b>682,800</b>	<b>666,700</b>
LESS: INCOME	7,700	12,300
<b>NET DIRECT COSTS</b>	<b>675,100</b>	<b>654,400</b>
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<b><u>DIGITAL TRANSFORMATION</u></b>	£	£
EMPLOYEES' EXPENSES	<u>70,600</u>	<u>70,600</u>
<b>TOTAL COSTS</b>	<b>70,600</b>	<b>70,600</b>
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## HUMAN RESOURCES & CUSTOMER SERVICES

<u>CIVIC OFFICE KEEPERS</u>	£	£
EMPLOYEES' EXPENSES	84,800	84,800
SUPPLIES AND SERVICES	600	600
THIRD PARTY PAYMENTS	<u>19,700</u>	<u>19,700</u>
<b>TOTAL COSTS</b>	<b><u>105,100</u></b>	<b><u>105,100</u></b>
<u>DESIGN &amp; PRINT SERVICES</u>	£	£
EMPLOYEES' EXPENSES	102,200	99,200
TRANSPORT RELATED EXPENSES	400	400
SUPPLIES AND SERVICES	44,500	43,000
THIRD PARTY PAYMENTS	61,800	61,800
CONTRIBUTION TO RESERVE	<u>0</u>	<u>7,000</u>
<b>TOTAL DIRECT COSTS</b>	<b>208,900</b>	<b>211,400</b>
LESS INCOME	212,000	212,000
<b>NET DIRECT COSTS</b>	<b><u>(3,100)</u></b>	<b><u>(600)</u></b>

**HUMAN RESOURCES & CUSTOMER SERVICES**

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
	£	£
<b><u>HEALTH &amp; SAFETY</u></b>		
SUPPLIES AND SERVICES	3,000	3,000
	3,000	3,000
<b>TOTAL SERVICE COSTS</b>	<b>3,000</b>	<b>3,000</b>
 <b><u>STRATEGIC TRAINING</u></b>		
	£	£
SUPPLIES AND SERVICES	30,000	30,000
	30,000	30,000
<b>TOTAL SERVICE COSTS</b>	<b>30,000</b>	<b>30,000</b>

## EXECUTIVE DIRECTORS

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>EXECUTIVE DIRECTORS</u></b>	£	£
EMPLOYEES' EXPENSES	468,400	<b>454,500</b>
TRANSPORT RELATED EXPENSES	1,800	<b>1,800</b>
SUPPLIES AND SERVICES	<u>17,300</u>	<u><b>17,300</b></u>
<b>TOTAL DIRECT COSTS</b>	<u>487,500</u>	<u><b>473,600</b></u>

## ASSURANCE SERVICES

<b>SUMMARY</b>	<b>2020/21 APPROVED BUDGET</b>	<b>2021/22 DRAFT BUDGET</b>
SHARED INTERNAL AUDIT SERVICE	113,000	<b>97,000</b>
RISK MANAGEMENT	5,000	<b>5,000</b>
SHARED ANTI FRAUD	87,300	<b>89,100</b>
<b>TOTAL SERVICE COSTS</b>	<b>205,300</b>	<b>191,100</b>

## ASSURANCE SERVICES

	2020/21 APPROVED BUDGET	2021/22 DRAFT BUDGET
<b><u>SHARED INTERNAL AUDIT SERVICE</u></b>	£	£
EMPLOYEES' EXPENSES	113,000	<b>97,000</b>
	113,000	<b>97,000</b>
<b>TOTAL DIRECT COSTS</b>	<b>113,000</b>	<b>97,000</b>
<b><u>RISK MANAGEMENT</u></b>	£	£
EMPLOYEES' EXPENSES	5,000	<b>5,000</b>
	5,000	<b>5,000</b>
<b>TOTAL COSTS</b>	<b>5,000</b>	<b>5,000</b>
<b><u>SHARED ANTI FRAUD SERVICE</u></b>		
	£	£
SUPPLIES & SERVICES	4,100	<b>4,100</b>
AGENCY & CONTRACTED SERVICES	83,200	<b>85,000</b>
	87,300	<b>89,100</b>
<b>TOTAL SERVICE COSTS</b>	<b>87,300</b>	<b>89,100</b>

## FINANCE & BUSINESS SERVICES

<b><u>GENERAL EXPENSES</u></b>	<b>2020/21 APPROVED BUDGET</b>	<b>2021/22 DRAFT BUDGET</b>
<b>RECHARGED TO SERVICES</b>	£	£
STAFF SERVICE AWARDS	23,000	<b>23,000</b>
MEDICAL	12,300	<b>12,300</b>
JOBS GO PUBLIC	6,300	<b>6,300</b>
EMPLOYEE ASSISTANCE PROGRAMME	14,200	<b>14,200</b>
CHILDCARE	1,600	<b>1,600</b>
SECURITY SERVICES	4,300	<b>4,300</b>
COURIER	1,300	<b>1,300</b>
COUNCIL CHAMBER WEB CASTING	14,800	<b>14,800</b>
TELEPHONE SYSTEM	10,000	<b>10,000</b>
FRANKING MACHINE	2,300	<b>2,300</b>
LICENCES	2,500	<b>2,500</b>
SUBSCRIPTIONS	38,000	<b>38,000</b>
MISCELLANEOUS	1,600	<b>1,600</b>
<b>TOTAL DIRECT COSTS</b>	<b>132,200</b>	<b>132,200</b>
<b><u>GENERAL EXPENSES</u></b>		
<b>NOT RECHARGED TO SERVICES</b>		
BANK CHARGES	62,300	<b>75,000</b>
EXTERNAL AUDIT FEE	80,000	<b>95,000</b>
LESS FUNDING OF HB AUDIT FROM RESERVE	0	<b>(35,000)</b>
<b>TOTAL DIRECT COSTS</b>	<b>142,300</b>	<b>135,000</b>