

<b>CHIEF EXECUTIVE SERVICES</b>	<b>2019/20 Actual</b>	<b>2020/21 Original</b>	<b>2021/22 Original</b>
	£	£	£
Employees Expenses	151,415	152,690	156,900
Premises Related Expenses	0	0	0
Transport Related Expenses	482	150	150
Supplies & Services	29,083	36,650	36,650
Central Support Services	126,723	124,920	143,920
Other Recharges	140	320	320
Capital Financing Costs	0	0	0
<b>Total Expenditure</b>	<b>307,843</b>	<b>314,730</b>	<b>337,940</b>
Income	(-)158	0	0
Recharges	(-)307,910	(-)310,830	(-)332,200
<b>Net Expenditure</b>	<b>(-)226</b>	<b>3,900</b>	<b>5,740</b>

**ANALYSIS: Inclusive of recharges between services within the Service Plan**

**Senior Management**

Expenditure	303,451	310,830	334,040
Income	(-)158	0	0
Recharges	(-)307,910	(-)310,830	(-)332,200
<b>Net expenditure</b>	<b>(-)4,618</b>	<b>0</b>	<b>1,840</b>

**Harlow Education Progression Awards**

Expenditure	4,392	3,900	3,900
Income	0	0	0
Recharges	0	0	0
<b>Net expenditure</b>	<b>4,392</b>	<b>3,900</b>	<b>3,900</b>

<b>Net Expenditure</b>	<b>(-)226</b>	<b>3,900</b>	<b>5,740</b>
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<b>COMMUNITY WELLBEING</b>	<b>2019/20 Actual</b>	<b>2020/21 Original</b>	<b>2021/22 Original</b>
	£	£	£
Employees Expenses	2,153,845	2,230,120	2,405,660
Premises Related Expenses	274,624	337,400	255,400
Transport Related Expenses	43,415	45,680	45,320
Supplies and Services	1,413,310	1,029,240	671,000
Third Party Payments	0	0	0
Central Support Services	599,902	611,020	635,120
Recharges	248,416	222,670	218,810
Capital Charges	-593,591	214,300	646,640
<b>Total Expenditure</b>	<b>4,139,921</b>	<b>4,690,430</b>	<b>4,877,950</b>
Income	-1,191,433	(-)696,350	(-)709,720
Recharges	-533,738	(-)299,720	(-)309,920
<b>Net Expenditure</b>	<b>2,414,750</b>	<b>3,694,360</b>	<b>3,858,310</b>

**ANALYSIS: Inclusive of recharges between services within the Service Plan**

**Community Safety**

Expenditure	737,403	787,570	819,790
Income	-11,172	(-)8,500	(-)8,500
Recharges	-168,666	(-)180,310	(-)193,970
<b>Net Expenditure</b>	<b>557,565</b>	<b>598,760</b>	<b>617,320</b>

**Emergency Planning**

Expenditure	13,493	13,480	13,250
Income			
Recharges			
<b>Net Expenditure</b>	<b>13,493</b>	<b>13,480</b>	<b>13,250</b>

**Youth and Citizenship & Initiatives**

Expenditure	200,987	238,040	242,870
Income	-24,670	(-)24,360	(-)24,360
Recharges			
<b>Net Expenditure</b>	<b>176,317</b>	<b>213,680</b>	<b>218,510</b>

<b>Art Gallery</b>			
Expenditure	107,942	75,020	75,400
Income	-27,865	0	0
Recharges			
Net Expenditure	<u>80,077</u>	<u>75,020</u>	<u>75,400</u>
<b>Museum Of Harlow</b>			
Expenditure	199,122	204,670	205,010
Income	-598	(-)6,220	(-)6,220
Recharges			
Net Expenditure	<u>198,524</u>	<u>198,450</u>	<u>198,790</u>
<b>Grant Aid</b>			
Expenditure	335,663	325,540	324,330
Income			
Recharges	-20,000	(-)20,000	(-)20,000
Net Expenditure	<u>315,663</u>	<u>305,540</u>	<u>304,330</u>
<b>Community Services: Central Costs &amp; Initiatives</b>			
Expenditure	398,326	392,610	377,190
Income	-30,199	(-)37,640	0
Recharges	-398,772	(-)219,220	(-)236,850
Net Expenditure	<u>-30,645</u>	<u>135,750</u>	<u>140,340</u>
<b>Discretionary Services Fund (payments to external service providers)</b>			
Expenditure	55,000	40,000	55,000
Income			
Recharges			
Net Expenditure	<u>55,000</u>	<u>40,000</u>	<u>55,000</u>
<b>Leah Manning Centre</b>			
Expenditure	-286,892	535,250	540,040
Income	-353,814	(-)338,430	(-)338,430
Recharges	-13,578	(-)16,430	(-)12,430
Net Expenditure	<u>-654,283</u>	<u>180,390</u>	<u>189,180</u>
<b>Sam's Place</b>			
Expenditure	73,420	74,800	77,190
Income	-68,393	(-)66,670	(-)66,670
Recharges			
Net Expenditure	<u>5,027</u>	<u>8,130</u>	<u>10,520</u>
<b>CLCS Project Development</b>			
Expenditure	222,155	42,510	43,680
Income	-124,050	0	0
Recharges	-9,667	(-)9,870	(-)10,250
Net Expenditure	<u>88,438</u>	<u>32,640</u>	<u>33,430</u>

**Harlow Carnival**

Expenditure	32,988	26,000	26,290
Income			
Recharges			
Net Expenditure	<b>32,988</b>	<b>26,000</b>	<b>26,290</b>

**Youth Council**

Expenditure	25,114	21,740	22,880
Income	-117	0	0
Recharges			
Net Expenditure	<b>24,997</b>	<b>21,740</b>	<b>22,880</b>

**Leisure Services**

Expenditure	102,899	78,360	81,040
Income	-1,440	0	0
Recharges			
Net Expenditure	<b>101,459</b>	<b>78,360</b>	<b>81,040</b>

**Firework Display**

Expenditure	31,830	33,410	31,910
Income	-3,320	(-1,500)	(-3,320)
Recharges			
Net Expenditure	<b>28,510</b>	<b>31,910</b>	<b>28,590</b>

**Paddling Pools**

Expenditure	154,648	119,060	583,010
Income			
Recharges			
Net Expenditure	<b>154,648</b>	<b>119,060</b>	<b>583,010</b>

**Other Leisure Services**

Expenditure	4,945	5,510	5,200
Income	-5,754	(-2,000)	(-2,000)
Recharges			
Net Expenditure	<b>-809</b>	<b>3,510</b>	<b>3,200</b>

**Pets Corner**

Expenditure	365,112	360,840	355,820
Income	-93,193	(-83,500)	(-78,500)
Recharges			
Net Expenditure	<b>271,919</b>	<b>277,340</b>	<b>277,320</b>

**Welfare Rights & Advice Service**

Expenditure	99,392	95,650	96,110
Income			
Recharges	-32,850	(-32,850)	(-32,850)
Net Expenditure	<b>66,542</b>	<b>62,800</b>	<b>63,260</b>

**Enterprise Zone**

Expenditure	194,242	0	0
Income	0	0	0
Recharges			
Net Expenditure	<u>194,242</u>	<u>0</u>	<u>0</u>

**Regeneration Team**

Expenditure	988,073	1,263,420	985,230
Income	-327,060	(-)4,030	(-)83,480
Recharges	-62,572	(-)50,000	(-)50,000
Net Expenditure	<u>598,441</u>	<u>1,209,390</u>	<u>851,750</u>

**Town Centre Activities**

Expenditure	95,561	20,000	21,620
Income	-4,071	0	0
Recharges			
Net Expenditure	<u>91,490</u>	<u>20,000</u>	<u>21,620</u>

**Regeneration Initiatives**

Expenditure	3,253	0	0
Income	-3,253	0	0
Recharges			
Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>

**Depots**

Expenditure	157,611	165,910	141,520
Income	-112,464	(-)123,500	(-)98,240
Recharges			
Net Expenditure	<u>45,147</u>	<u>42,410</u>	<u>43,280</u>

**Net Expenditure**

	<u>2,414,750</u>	<u>3,694,360</u>	<u>3,858,310</u>
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<b>ENVIRONMENT AND PLANNING</b>	<b>2019/20 Actual £</b>	<b>2020/21 Original £</b>	<b>2021/22 Original £</b>
Employees Expenses	2,417,476	2,764,410	2,896,540
Premises Related Expenses	2,513,145	3,822,200	2,504,800
Transport Related Expenses	23,754	31,820	21,050
Supplies & Services	3,409,417	3,606,540	3,631,090
Third Party Payments	0	0	0
Central Support Services	858,247	989,790	1,017,880
Recharges	118,923	121,130	127,720
Capital Charges	721,722	763,280	747,930
<b>Total Expenditure</b>	<b>10,062,684</b>	<b>12,099,170</b>	<b>10,947,010</b>
Income	-4,858,747	(-)3,392,880	(-)3,436,490
Recharges	-251,433	(-)134,480	(-)151,590
<b>Net Expenditure</b>	<b>4,952,504</b>	<b>8,571,810</b>	<b>7,358,930</b>

**ANALYSIS: Inclusive of recharges between services within the Service Plan**

**Town Centre Management**

Expenditure	1,390	250	300
Income	-396	(-)18,000	(-)1,000
Recharges			
<b>Net expenditure</b>	<b>994</b>	<b>(-)17,750</b>	<b>(-)700</b>

**Building Control**

Expenditure	386,596	408,150	412,180
Income	-128,736	(-)135,600	(-)135,600
Recharges	-12,000	(-)12,000	(-)12,000
<b>Net expenditure</b>	<b>245,860</b>	<b>260,550</b>	<b>264,580</b>

**Planning Services**

Expenditure	1,506,842	1,462,190	1,472,290
Income	-473,455	(-)344,050	(-)344,050
Recharges	-43,453	(-)55,310	(-)56,330
<b>Net expenditure</b>	<b>989,934</b>	<b>1,062,830</b>	<b>1,071,910</b>

**Harlow & Gilston Garden Town Team**

Expenditure	7,164	140,280	142,400
Income	-7,164	0	0
Recharges	0	0	0
Net expenditure	<u>0</u>	<u>140,280</u>	<u>142,400</u>

**Central Costs**

Expenditure	321,563	351,910	367,810
Income			
Recharges	-334,836	(-348,280)	(-367,810)
Net expenditure	<u>-13,273</u>	<u>3,630</u>	<u>0</u>

**Refuse/Recycling**

Expenditure	3,047,053	3,485,500	3,572,510
Income	-1,607,304	(-1,467,380)	(-1,578,190)
Recharges			
Net Expenditure	<u>1,439,749</u>	<u>2,018,120</u>	<u>1,994,320</u>

**Environmental Health**

Expenditure	1,439,458	1,638,930	1,682,820
Income	-1,736,389	(-573,890)	(-569,000)
Recharges	-175,240	(-168,400)	(-176,920)
Net Expenditure	<u>-472,171</u>	<u>896,640</u>	<u>936,900</u>

**Cemetery & Crematorium**

Expenditure	47,655	44,710	43,030
Income	-538,324	(-530,820)	(-546,660)
Recharges			
Net Expenditure	<u>-490,669</u>	<u>(-486,110)</u>	<u>(-503,630)</u>

**Hackney Carriages & Private Hire**

Expenditure	254,299	301,130	311,980
Income	-147,541	(-135,450)	(-135,450)
Recharges	-31,876	(-32,770)	(-43,490)
Net Expenditure	<u>74,882</u>	<u>132,910</u>	<u>133,040</u>

**Council Health and Safety**

Expenditure	54,066	82,310	96,000
Income			
Recharges	-69,000	(-79,900)	(-94,870)
Net Expenditure	<u>-14,934</u>	<u>2,410</u>	<u>1,130</u>

**Licensing**

Expenditure	200,860	186,050	202,370
Income	-86,696	(-79,650)	(-79,650)
Recharges	-45,642	(-52,460)	(-55,580)
Net Expenditure	<u>68,522</u>	<u>53,940</u>	<u>67,140</u>

**Market**

Expenditure	10,214	8,110	7,880
Income	-18,193	(-)14,000	(-)8,000
Recharges			
Net Expenditure	<u>-7,979</u>	<u>(-)5,890</u>	<u>(-)120</u>

**Townwide Nature Reserves**

Expenditure	84,409	98,230	81,070
Income	-12,730	(-)15,480	(-)15,480
Recharges			
Net Expenditure	<u>71,679</u>	<u>82,750</u>	<u>65,590</u>

**Land Trust**

Expenditure	61,571	60,040	56,010
Income	-30,070	(-)15,650	(-)16,120
Recharges	-10,691		
Net Expenditure	<u>20,810</u>	<u>44,390</u>	<u>39,890</u>

**Street Cleaning**

Expenditure	1,051,527	1,140,300	1,142,210
Income	-710	(-)720	(-)820
Recharges			
Net Expenditure	<u>1,050,817</u>	<u>1,139,580</u>	<u>1,141,390</u>

**Town Park**

Expenditure	290,785	287,330	309,040
Income			
Recharges			
Net Expenditure	<u>290,785</u>	<u>287,330</u>	<u>309,040</u>

**Allotments**

Expenditure	52,285	22,140	21,630
Income	-5,455	(-)5,800	(-)5,800
Recharges			
Net Expenditure	<u>46,830</u>	<u>16,340</u>	<u>15,830</u>

**Open Spaces**

Expenditure	1,430,536	2,701,670	1,383,370
Income	-70	(-)530	(-)530
Recharges			
Net Expenditure	<u>1,430,466</u>	<u>2,701,140</u>	<u>1,382,840</u>

**Playgrounds**

Expenditure	66,597	87,870	90,760
Income			
Recharges			
Net Expenditure	<u>66,597</u>	<u>87,870</u>	<u>90,760</u>



**Sportsfields**

Expenditure	24,989	24,110	25,440
Income	-138	(-)140	(-)140
Recharges			
Net Expenditure	<u>24,851</u>	<u>23,970</u>	<u>25,300</u>

**Environment and Planning Other**

Expenditure	539,492	568,970	532,310
Income	-65,376	(-)55,720	0
Recharges	-345,361	(-)386,370	(-)350,990
Net Expenditure	<u>128,755</u>	<u>126,880</u>	<u>181,320</u>

**Net Expenditure**

	<u>4,952,504</u>	<u>8,571,810</u>	<u>7,358,930</u>
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<b>FINANCE</b>	<b>2019/20 Actual £</b>	<b>2020/21 Original £</b>	<b>2021/22 Original £</b>
Employees Expenses	3,844,933	4,072,710	4,323,840
Pension & Redundancy Costs	2,249,842	2,360,040	252,000
Premises Related Expenses	1,859,612	2,866,390	2,324,130
Transport Related Expenses	10,464	14,040	14,040
Supplies and Services	2,956,483	2,981,810	3,280,150
Transfer Payments	23,920,017	20,984,570	24,333,550
Central Support Services	3,338,590	2,606,010	2,702,450
Other Recharges	1,987,754	1,749,740	1,961,450
Capital Financing Cost	1,751,515	1,407,800	1,416,960
<b>Total Expenditure</b>	<b>41,919,208</b>	<b>39,043,110</b>	<b>40,608,570</b>
Income	(-)32,998,249	(-)30,870,190	(-)34,320,390
Recharges	(-)7,874,224	(-)7,635,130	(-)8,321,420
<b>Net Expenditure</b>	<b>1,046,735</b>	<b>537,790</b>	<b>(-)2,033,240</b>

**ANALYSIS: Inclusive of recharges between services within the Service Plan**

**Accountancy**

Expenditure	897,440	824,230	872,400
Income	(-)297	0	0
Recharges	(-)972,783	(-)824,230	(-)869,300
<b>Net expenditure</b>	<b>(-)75,641</b>	<b>0</b>	<b>3,100</b>

**Central Finance**

Expenditure	391,084	428,890	446,740
Income	(-)34,968	(-)450,000	(-)450,000
Recharges	(-)377,866	(-)427,620	(-)445,300
<b>Net expenditure</b>	<b>(-)21,750</b>	<b>(-)448,730</b>	<b>(-)448,560</b>

**Audit**

Expenditure	167,033	177,160	181,550
Income	0	0	0
Recharges	(-)167,033	(-)177,160	(-)181,400
<b>Net expenditure</b>	<b>0</b>	<b>0</b>	<b>150</b>

**Insurance**

Expenditure	849,498	881,410	1,078,000
Income	(-80,714)	(-81,290)	(-70,110)
Recharges	(-784,328)	(-835,320)	(-1,039,880)
Net expenditure	<b>(-15,544)</b>	<b>(-35,200)</b>	<b>(-31,990)</b>

**ICT**

Expenditure	1,476,808	1,662,920	1,752,590
Income	(-191,465)	(-158,900)	(-158,900)
Recharges	(-1,364,421)	(-1,433,920)	(-1,593,300)
Net expenditure	<b>(-79,078)</b>	<b>70,100</b>	<b>390</b>

**Telephony**

Expenditure	166,447	185,400	191,700
Income	(-1,539)	(-1,100)	(-1,100)
Recharges	(-164,908)	(-154,300)	(-190,000)
Net expenditure	<b>0</b>	<b>30,000</b>	<b>600</b>

**Revenues & Benefits**

Expenditure	4,309,235	4,148,620	4,463,290
Income	(-1,371,945)	(-1,206,710)	(-1,204,500)
Recharges	(-2,039,705)	(-1,839,300)	(-2,043,980)
Net expenditure	<b>897,585</b>	<b>1,102,610</b>	<b>1,214,810</b>

**Central Services Residual****Recharge Balances**

Expenditure	621,976	0	0
Income	0	0	0
Recharges	0	0	0
Net expenditure	<b>621,976</b>	<b>0</b>	<b>0</b>

**Corporate & Democratic Core -  
Democratic Representation &  
Management**

Expenditure	653,909	567,290	591,300
Income	0	0	0
Recharge	(-350,970)	(-340,370)	(-354,780)
Net Expenditure	<b>302,939</b>	<b>226,920</b>	<b>236,520</b>

**Corporate & Democratic Core -  
Corporate Management**

Expenditure	815,404	801,690	841,180
Income	0	0	0
Recharge	(-493,595)	(-459,410)	(-483,100)
Net Expenditure	<b>321,809</b>	<b>342,280</b>	<b>358,080</b>

**Pension Fund Underfunding and Other Non-Distributed Costs**

Expenditure	1,859,612	2,866,390	252,000
Income	0	0	0
Recharge	0	0	0
Net Expenditure	<b>1,859,612</b>	<b>2,866,390</b>	<b>252,000</b>

**Housing Benefits**

Expenditure	24,023,950	20,990,390	24,342,350
Income	(-24,322,387)	(-21,335,260)	(-24,678,660)
Recharge	0	0	0
Net Expenditure	<b>(-298,437)</b>	<b>(-344,870)</b>	<b>(-336,310)</b>

**Civic Centre**

Expenditure	1,062,814	1,224,670	1,235,730
Income	-13,454	(-6,450)	(-6,450)
Recharges	-1,281,503	(-1,216,370)	(-1,231,930)
Net expenditure	<b>-232,143</b>	<b>1,850</b>	<b>(-2,650)</b>

**Messenger and Post Service**

Expenditure	143,417	169,220	152,760
Income			
Recharges	-143,417	(-169,220)	(-150,900)
Net expenditure	<b>0</b>	<b>0</b>	<b>1,860</b>

**Car Parks**

Expenditure	555,739	261,800	267,980
Income	-576,984	(-628,000)	(-640,250)
Recharges	-2,668	(-2,180)	(-2,180)
Net expenditure	<b>-23,913</b>	<b>(-368,380)</b>	<b>(-374,450)</b>

**Water Gardens Car Park**

Expenditure	32,766	630	400
Income	-381,946	(-486,550)	(-486,550)
Recharges			
Net expenditure	<b>-349,180</b>	<b>(-485,920)</b>	<b>(-486,150)</b>

**Commercial Property**

Expenditure	1,636,691	1,461,520	1,428,780
Income	-4,214,643	(-4,315,270)	(-4,485,450)
Recharges	-120,811	(-115,700)	(-114,800)
Net expenditure	<b>-2,698,763</b>	<b>(-2,969,450)</b>	<b>(-3,171,470)</b>

**Pavilions, Sports Pitches & Common Rooms**

Expenditure	201,687	196,260	191,840
Income	-84,678	(-82,420)	(-88,620)
Recharges	-14,817	(-14,820)	(-14,730)
Net expenditure	<b>102,192</b>	<b>99,020</b>	<b>88,490</b>

**Property & Facilities Management**

Expenditure	820,262	996,780	1,081,330
Income	-70,930	(-)73,520	(-)75,720
Recharges	-326,539	(-)344,350	(-)335,150
Net expenditure	<u>422,793</u>	<u>578,910</u>	<u>670,460</u>

**Latton Bush Centre**

Expenditure	787,989	747,200	712,220
Income	-766,528	(-)820,220	(-)781,780
Recharges	-227,282	(-)230,540	(-)229,400
Net expenditure	<u>-205,821</u>	<u>(-)303,560</u>	<u>(-)298,960</u>

**Public Conveniences**

Expenditure	23,541	23,300	20,390
Income			
Recharges			
Net expenditure	<u>23,541</u>	<u>23,300</u>	<u>20,390</u>

**Bus Terminus**

Expenditure	204,308	214,170	228,170
Income	-106,781	(-)133,000	(-)100,800
Recharges	-23,463	(-)23,950	(-)25,690
Net expenditure	<u>74,064</u>	<u>57,220</u>	<u>101,680</u>

**Bus Shelters**

Expenditure	2,745	1,420	1,270
Income			
Recharges			
Net expenditure	<u>2,745</u>	<u>1,420</u>	<u>1,270</u>

**Street Name Signs**

Expenditure	55,994	54,860	53,780
Income	-20,404	(-)15,000	(-)15,000
Recharges			
Net expenditure	<u>35,590</u>	<u>39,860</u>	<u>38,780</u>

**Unadopted Highways**

Expenditure	106,382	167,720	165,030
Income	-16,981	(-)85,000	(-)85,000
Recharges			
Net expenditure	<u>89,401</u>	<u>82,720</u>	<u>80,030</u>

**Town Centre Enhancements**

Expenditure	15,932	21,350	21,340
Income	-104	0	0
Recharges			
Net expenditure	<u>15,828</u>	<u>21,350</u>	<u>21,340</u>

**Nexus**

Expenditure	624	0	0
Income	0	(-450,000)	(-450,000)
Recharges			
Net expenditure	<u>624</u>	<u>(-450,000)</u>	<u>(-450,000)</u>

**Highways Infrastructure**

Expenditure	689,199	670,330	661,210
Income	-41,500	(-41,500)	(-41,500)
Recharges			
Net expenditure	<u>647,699</u>	<u>628,830</u>	<u>619,710</u>

**HTS**

Expenditure	112,038	391,290	487,930
Income	-700,000	(-500,000)	(-500,000)
Recharges	216,569	(-120,170)	(-130,290)
Net expenditure	<u>-371,393</u>	<u>(-228,880)</u>	<u>(-142,360)</u>

**Net Expenditure**

	<u>1,046,735</u>	<u>537,790</u>	<u>-1,299,090</u>
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<b>GOVERNANCE SERVICES</b>	<b>2019/20</b> <b>Actual</b> £	<b>2020/21</b> <b>Original</b> £	<b>2021/22</b> <b>Original</b> £
Employees Expenses	3,326,903	3,547,260	3,760,200
Premises Related Expenses	156,007	161,290	152,730
Training & Development Expenses	109,050	111,820	112,820
Transport Related Expenses	5,676	5,240	5,240
Supplies and Services	1,589,680	1,414,410	1,426,920
Members Allowances	188,426	190,430	194,450
Central Support Services	1,142,091	1,219,920	1,233,220
Other Recharges	184,478	127,540	130,510
Capital Financing Costs	287,882	248,170	287,880
<b>Total Expenditure</b>	<b>6,990,192</b>	<b>7,026,080</b>	<b>7,303,970</b>
Income	(-1,738,673)	(-1,437,210)	(-1,413,010)
Recharges	(-3,734,454)	(-3,339,160)	(-3,688,890)
<b>Net Expenditure</b>	<b>1,517,066</b>	<b>2,249,710</b>	<b>2,202,070</b>

**ANALYSIS: Inclusive of recharges between services within the Service Plan**

**GOVERNANCE SERVICES**

**Occupational Health**

Expenditure	20,042	22,500	22,600
Income	0	0	0
Recharges	(-20,042)	(-22,500)	(-21,800)
<b>Net expenditure</b>	<b>0</b>	<b>0</b>	<b>800</b>

**Corporate HR Costs**

Expenditure	32,193	37,700	39,000
Income	0	0	0
Recharges	(-32,193)	(-37,200)	(-39,000)
<b>Net expenditure</b>	<b>0</b>	<b>500</b>	<b>0</b>

**Human Resources**

Expenditure	380,221	437,560	463,610
Income	(-1,713)	0	(-1,400)
Recharges	(-423,184)	(-434,500)	(-460,200)
Net expenditure	<u>(-44,677)</u>	<u>3,060</u>	<u>2,010</u>

**Training & Development**

Expenditure	110,330	113,270	114,460
Income	(-520)	0	0
Recharges	(-109,810)	(-113,270)	(-114,200)
Net expenditure	<u>0</u>	<u>0</u>	<u>260</u>

**Union Facilities**

Expenditure	6,190	14,600	14,950
Income	0	0	0
Recharges	(-6,190)	(-14,600)	(-15,000)
Net expenditure	<u>0</u>	<u>0</u>	<u>(-50)</u>

**Legal Services (Corporate Procurement)**

Expenditure	107,754	174,080	187,640
Income	0	0	0
Recharges	(-117,549)	(-169,810)	(-224,630)
Net expenditure	<u>(-9,796)</u>	<u>4,270</u>	<u>(-36,990)</u>

**Relationship (Commissioning (incl Policy & Performance))**

Expenditure	207,800	247,510	251,970
Income	(-16,103)	0	0
Recharges	(-199,152)	(-202,870)	(-252,000)
Net expenditure	<u>(-7,455)</u>	<u>44,640</u>	<u>(-30)</u>

**Land Charges**

Expenditure	90,664	103,460	105,440
Income	(-109,167)	(-110,000)	(-110,000)
Recharges	0	0	0
Net expenditure	<u>(-18,503)</u>	<u>(-6,540)</u>	<u>(-4,560)</u>

**Governance**

Expenditure	231,442	256,110	277,730
Income	0	0	0
Recharges	(-250,357)	(-256,110)	(-277,500)
Net expenditure	<u>(-18,915)</u>	<u>0</u>	<u>230</u>

**Legal Services**

Expenditure	697,221	757,850	802,410
Income	(-61,198)	(-52,400)	(-52,400)
Recharges	(-701,970)	(-696,360)	(-831,590)
Net expenditure	<u>(-65,947)</u>	<u>9,090</u>	<u>(-81,580)</u>



**Electoral Services**

Expenditure	591,518	394,570	395,890
Income	(-235,836)	(-1,850)	(-1,850)
Recharges	0	0	0
Net expenditure	<u>355,682</u>	<u>392,720</u>	<u>394,040</u>

**Corporate Support Team**

Expenditure	310,795	247,510	353,390
Income	(-3,593)	0	0
Recharges	(-317,800)	(-202,870)	(-341,200)
Net expenditure	<u>(-10,598)</u>	<u>0</u>	<u>12,190</u>

**Chairman's Allowance**

Expenditure	10,530	9,680	9,680
Income	(-850)	0	0
Recharges	0	0	0
Net Expenditure	<u>9,680</u>	<u>9,680</u>	<u>9,680</u>

**Members Services**

Expenditure	383,923	393,090	397,790
Income	0	0	0
Recharges	0	0	0
Net Expenditure	<u>383,923</u>	<u>393,090</u>	<u>397,790</u>

**Playhouse**

Expenditure	2,420,437	2,195,360	2,264,010
Income	(-1,309,428)	(-1,272,760)	(-1,247,160)
Recharges	0	0	0
Net Expenditure	<u>1,111,009</u>	<u>922,600</u>	<u>1,016,850</u>

**Contact Harlow**

Expenditure	1,207,199	1,268,000	1,343,580
Income	-68	0	0
Recharges	(-1,338,422)	(-831,040)	(-899,210)
Net Expenditure	<u>-131,291</u>	<u>436,960</u>	<u>444,370</u>

**Reprographics**

Expenditure	136,008	146,630	140,860
Income	-196	(-200)	(-200)
Recharges	(-139,411)	(-145,790)	(-140,660)
Net Expenditure	<u>-3,599</u>	<u>640</u>	<u>0</u>

**Communications**

Expenditure	331,811	340,470	366,860
Income	0	0	0
Recharges	(-364,259)	(-301,470)	(-319,800)
Net Expenditure	<u>-32,448</u>	<u>39,000</u>	<u>47,060</u>

**Net Expenditure**

<u>1,517,066</u>	<u>2,249,710</u>	<u>2,202,070</u>
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<b>HOUSING GENERAL FUND</b>	<b>2019/20 Actual</b>	<b>2020/21 Original</b>	<b>2021/22 Original</b>
	£	£	£
Employees Expenses	1,168,578	1,245,950	1,217,940
Premises Related Expenses	0	0	0
Transport Related Expenses	5,941	6,700	6,700
Supplies and Services	951,027	1,250,880	1,056,620
Third Party Payments	0	0	0
Central Support Services	308,558	307,320	317,740
Recharges	825,452	854,590	875,520
Capital Charges	(-33,676)	4,400	4,400
<b>Total Expenditure</b>	<b>3,225,879</b>	<b>3,669,840</b>	<b>3,478,920</b>
Income	(-1,164,239)	(-844,880)	(-512,800)
Recharges	(-824,669)	(-904,470)	(-994,340)
<b>Net Expenditure</b>	<b>1,236,971</b>	<b>1,920,490</b>	<b>1,971,780</b>

**ANALYSIS: Inclusive of recharges between services within the Service Plan**

**Amenity Cleaning**

Expenditure	360,456	379,760	378,550
Income			
Recharges			
<b>Net Expenditure</b>	<b>360,456</b>	<b>379,760</b>	<b>378,550</b>

**Supporting People**

Expenditure	937,191	957,910	965,210
Income	(-530,991)	(-535,700)	(-459,800)
Recharges	(-392,418)	(-405,040)	(-442,240)
<b>Net Expenditure</b>	<b>13,783</b>	<b>17,170</b>	<b>63,170</b>

**Landscaping**

Expenditure	255,333	246,270	244,100
Income			
Recharges			
<b>Net Expenditure</b>	<b>255,333</b>	<b>246,270</b>	<b>244,100</b>

**Housing Options and Advice**

Expenditure	1,672,899	2,085,900	1,891,060
Income	(-633,248)	(-309,180)	(-53,000)
Recharges	(-432,251)	(-499,430)	(-552,100)
Net Expenditure	<u>607,399</u>	<u>1,277,290</u>	<u>1,285,960</u>

**Net Expenditure**

<u>1,236,971</u>	<u>1,920,490</u>	<u>1,971,780</u>
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