



**POLICY AND BUDGET  
FRAMEWORK  
2011/12**

Babergh District Council  
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## BABERGH DISTRICT COUNCIL

**FROM:** Director of Finance

**REPORT NUMBER**

**K202A**

**TO:** STRATEGY COMMITTEE

**DATE OF MEETING**

10 February 2011

### **BUDGET 2011/12**

#### **1. PURPOSE OF REPORT**

- 1.1 To outline the key aspects of the final proposals for the 2011/12 Budget following consideration of Paper K161 by the Committee on the 13 January 2011.
- 1.2 To report the views of the two Overview and Scrutiny Committees on the final draft budget and the Housing Panel in relation to the Housing Revenue Account Budget for Council Housing.

#### **2. RECOMMENDATIONS TO COUNCIL**

- 2.1 That the General Fund Budget, proposed charges for 2011/12 and capital programme, as summarised in Appendix A, be approved, it being noted that this is based on and subject to:
  - (a) the recommendations relating to the package of Budget proposals agreed by this Committee on the 13 January 2011 including no increase in Council Tax for 2011/12, and
  - (b) the additional matters referred to in this report.
- 2.2 That the Council Housing Budget and proposed charges for 2011/12 as also set out in Appendix A be approved. Further, that the weekly rents for Council dwellings and compulsory let garages be increased on average by 5% with effect from Monday, 18 April 2011.
- 2.3 That it be noted that the Prudential Indicators for capital finance, borrowing and treasury management set out in Appendix 3 of Paper K190 form part of the Budget approval, including the authorised limit for external debt shown in table 6 of that Appendix.
- 2.4 That the Minimum Revenue Provision (MRP) Statement included in Appendix B, which sets out the Council's policy on this, be approved.
- 2.5 That, where expenditure is included within the approved budget, the Director of Finance be authorised to:-
  - Vary the timing of revenue and capital payments between financial years in accordance with Financial Regulations and Council resolutions.
  - Vary the method of financing capital schemes, if he is satisfied that it is in the financial interest of the Council to do so.

These recommendations will be incorporated in the final Policy and Budget Framework that is to be approved by the Council on the 22 February 2011.

### 3. **FINANCIAL IMPLICATIONS**

- 3.1 The details set out in Appendix A reflect the key elements of the Council's Policy and Budget Framework for 2011/12 and determine the level of service provision, Council Tax, Council House rents and charges for the coming year. They are based on Paper K161 previously considered by Members and the further information provided in this report.

### 4. **RISK MANAGEMENT**

- 4.1 Paper K161 sets out the key risks. The more detailed assumptions underpinning the budget and the risks associated with these will be incorporated in the Budget Risk Assessment that is presented with the final Budget that goes to Council on the 22 February 2011.

### 5. **KEY INFORMATION**

#### **General Fund Budget**

- 5.1 Strategy Committee approved a package of Budget proposals on the 13 January 2011 (Paper K161) for both the General Fund and the Housing Revenue Account (HRA). The final level of Government grant for next year has just been announced. Although this indicates a slightly better settlement for 2011/12 and 2012/13 than previously indicated of £33k and £7k respectively, over the 2 years, Babergh still faces just over a 25% grant cut. However, and for 2011/12 only, it appears that Babergh is to be given a transitional one-off grant of £106k. The final detailed Policy and Budget Framework for 2011/12 will reflect the latest position on the grant settlement, Paper K161, and any other changes that arise.

#### **Budget Scrutiny**

- 5.2 The proposals have been further scrutinised by both Overview and Scrutiny Committees (and the Housing Panel in relation to the HRA).
- 5.3 No major issues were raised by the Overview and Scrutiny (Stewardship) Committee although it re-affirmed its views on the matters raised by the Joint Overview and Scrutiny Committees in December 2010 in relation to:
- Choose Suffolk – not making the reduction of £5k or 25% of the Budget for tourism and economic development
  - Babergh Matters – reduce the cost or find alternative means of communicating with the public.
- 5.4 Members fully recognised that the package of Budget proposals for 2011/12 including the savings and additional income that have been identified of £1.7m is the result of a lot of thought and hard work by the SFP Task Group and officers and that these should be supported. They also:

- Noted that more work will be needed over the coming months to establish a very clear strategic direction to determine future priorities and inform ongoing Budgets and service provision
  - Expressed some concern on certain aspects of the future capital programme and borrowing requirements
  - Raised a number of detailed matters with officers, which will be incorporated in the final published Budget as appropriate.
- 5.5 In relation to Choose Suffolk, an option is that, rather than reduce the budget by £5k, that the current budget is maintained but that actual payment of this is dependant upon the actions and outcomes achieved by Choose Suffolk that benefit the Babergh area. Retention of the £5k in the Budget can be accommodated.
- 5.6 With regards to the proposed HRA Budget, the Housing Panel met on the 28 January and proposed the following:
- That the rent increase of 5% should be supported
  - That, in view of the higher level of HRA reserves than previously forecast and based on officer advice, a further £200k should be invested in the capital programme in 2011/12
- 5.7 In relation to the Overview and Scrutiny (Community Services) Committee, a number of questions were raised and views were expressed on certain aspects of both the General Fund and the HRA Budget. These included:
- Noting the latest position on public conveniences (Paper K195 refers) and the proposed saving of £50k. No significant concerns were raised in this respect
  - Clarification by officers on a number of detailed points, specifically in relation to the HRA Budget and the 5% proposed rent increase, following which this recommendation was supported.
- 5.8 On the HRA, the proposed additional capital investment includes:
- An addition of £30k to the central heating budget e.g. heat pumps to reduced energy consumption
  - An addition of £170k to the 'contingent major repairs' budget for the potential investment in advanced solar energy and additional works to kitchens and bathrooms as a result of the stock condition survey in April 2011.
- 5.9 Business Ratepayers are considering key aspects of the 2011/12 Budget proposals and the Council's financial position and outlook at the Business Evening on the 8 February 2011. Any views will be reported to the Committee.

## Integration and Merger with Mid Suffolk

- 5.10 The Revenue Budget includes a provision of £250k for the potential additional net costs (after senior management and service integration savings) relating to integration and merger in the current year and 2011/12, as provided for in the updated Business Case.
- 5.11 Actual net expenditure will depend on a number of factors, including the extent to which capitalisation directions are received from the Government towards redundancy and pension costs.
- 5.12 These initial costs will be more than offset in future by the forecast annual savings from the integration and merger proposals. As indicated in the Business Case, payback is forecast in 2013/14.

### Reserves

- 5.13 In terms of reserves and specifically the level of General Fund working balance, the Council's previous strategy has been to retain a minimum balance of £1.2m. However, the SFP Task Group, based on advice from the Director of Finance, are prepared to accept that a reduction to £1m over the next 3-4 years depending on the Council's financial position, would be acceptable (this is in line with Mid Suffolk). Further consideration will be given to this in future years' SFP processes.

	<b>General £000</b>	<b>Earmarked £000</b>
Actual Balance – 1 April 2010	1,685	1,259
Planned addition/use*:		
- 2010/11	-172	-1,175
- 2011/12	-210	+272**
Potential Balance 31/3/12***	1,303	356

\*Depends on actual integration and merger costs/savings and the level of New Homes Bonus in 2011/12 (and extent to which this is used to support additional expenditure)

\*\* Includes the £106k transitional one-off Government grant

\*\*\* Depends on outcome and extent of a significant legal case

- 5.14 Clearly, the position on reserves is highly dependent on the New Homes Bonus and the outcome of the pending legal case and any other expenditure that may be needed that is not reflected in current Budgets. If the position is more beneficial than indicated, more reserves could be set aside and/or made available in future years to meet cost and savings pressures that the Council's revenue budget will be facing or to support the capital programme (to reduce future and ongoing borrowing costs).

## Medium Term Financial Strategy 2012/13 to 2014/15

- 5.15 Officers from both Babergh and Mid Suffolk have been working on the formulation of a Joint Medium Term Financial Strategy (MTFS) that sets out the overall challenges facing the Council, the likely levels of savings that will be needed over the three year period and the approach and plans that will need to be developed to tackle this.
- 5.16 The MTFS underpins both Councils strategic financial planning processes so that they can anticipate and react to key changes in the financial climate, both nationally and more locally. It is clearly important that an integrated approach is adopted and that plans are jointly formulated to achieve agreed outcomes.
- 5.17 The level of savings/income required for the three years from 2012/13 to 2014/15 has been modelled, including potential levels of Government Grant under different scenarios and varying assumptions on inflation, costs and income. However, the position for each year will depend on the actual Government Grant levels that the Councils receive over the 3 years and prevailing economic conditions. The Government has provided an indication that the 2012/13 grant reduction will be around 11% across both Councils (following the final grant settlement announcement) but cuts beyond that year are uncertain.
- 5.18 As indicated above, changes in the economic situation in terms of inflation and interest rates will also affect the position as will any changes in any of the other assumptions that are detailed in the MTFS.
- 5.19 What is certain, however, is that the Councils jointly face the very difficult challenge of achieving further and a continuing high level of savings year on year, particularly in 2012/13. The amount that needs to be saved will depend on the severity of cuts in Government grants in 2013/14 and 2014/15.
- 5.20 Officers estimate that the potential level of savings could be as follows over the 3 years, based on the worst case scenario, although further work is needed in relation to these forecasts:

<b>Year</b>	<b>Babergh £m</b>	<b>Mid Suffolk £m</b>	<b>Total £m</b>
2012/13	1.4	1.5	2.9
2013/14	1.0	1.0	2.0
2014/15	1.1	1.5	2.6
	3.5	4.0	7.5

Note: For Babergh, this excludes ongoing staff PRP savings of £0.25m per annum, which are subject to future agreement with Unison.

5.21 The above clearly highlights that:

- Fundamental changes and further new ways of working will be needed to deliver the levels of savings and efficiencies indicated. These are likely to have further appreciable impacts on service delivery, reduced staff numbers and/or staff terms and conditions
- The Councils will face difficult decisions on these and on Council Tax levels and will have to consider ways of generating additional income as well as further savings and efficiencies on top of those from integration and merger
- An integrated approach will be needed, with a clearly agreed and understood strategic direction formulated by the two Councils, with clear priorities determined on the services and areas that the Councils should fund in future.

5.22 Further work will be undertaken by officers on the MTFS and future plans of the two Councils to address the above challenges. It is proposed that this is then considered by the Joint Member Implementation Board, with a further report back to Strategy Committee in due course.

### **Capital Programme**

5.23 The proposed 3-year General Fund and Council Housing Capital Programmes are also summarised in Appendix A. These have been thoroughly reviewed to ensure only essential/high priority schemes are included.

5.24 Prudential Indicators relating to these and the associated borrowing limits relating to capital finance matters, which all Councils are required to approve, are included in Paper K190 (also on today's agenda).

### **Council Housing Budget**

5.25 As indicated earlier in the report, the Housing Panel considered this on the 28 January and supported the proposed Budget, Rents and Charges for 2011/12, including the addition of £200k to the 2011/12 capital budget. Their views are reflected in the final proposals in Appendix A.

5.26 In addition to the average rent increase of 5%, other key proposals for 2011/12 include:

- Average Supporting People Service Charges for those in sheltered accommodation reduced by between 20% and 50%. Service Charges for homeless accommodation remain unchanged
- Increase in heating and lighting charges for those in sheltered and homeless accommodation of 5%.

### **Minimum Revenue Provision**

5.27 The Minimum Revenue Provision (MRP) Statement is detailed in Appendix B. This sets out the approach to making financial provision for debt repayment in relation to borrowing for the capital programme.

6. **EQUALITY AND DIVERSITY IMPACT ASSESSMENT**

6.1 These have been undertaken by officers and were considered by the Overview and Scrutiny (Community Services) Committee on the 1 February 2011 – Paper K194 refers.

7. **APPENDICES**

A – Summary of the Budget, Charges and Capital Programme (amended)

B – Minimum Revenue Provision (MRP) Statement

8. **BACKGROUND PAPERS REFERRED TO:**

Revenue Support Grant settlement.

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**BABERGH DISTRICT COUNCIL**

**FROM:** Director of Finance

**REPORT NUMBER** **K209**

**TO:** COUNCIL

**DATE OF MEETING** 22 February 2011

**BUDGET AND COUNCIL TAX 2011/12**

**1. PURPOSE OF REPORT**

- 1.1 To provide further information on the final proposals for the 2011/12 Budget following consideration of Papers K166 and K202 by the Strategy Committee on the 13 January and 10 February 2011.
- 1.2 To set out the necessary resolutions in relation to the Budget and for the setting and collection of Council Tax for 2011/12.

**2. RECOMMENDATIONS**

- 2.1 As set out in Appendix E.

**3. FINANCIAL IMPLICATIONS**

- 3.1 See Papers K166 and K202A.

**4. RISK MANAGEMENT**

- 4.1 See Papers K166 and K202A.

**5. KEY INFORMATION**

**Background**

- 5.1 Key aspects of the final proposed Budget for 2011/12 were reported to Strategy Committee on the 13 January and 10 February 2011 (Papers K166 and K202 refer) and the recommendations in the latter report were unanimously approved. These are reflected in Appendix E.
- 5.2 This paper brings together important information associated with the Budget, including the further information in the various appendices and sets out the necessary resolutions for approving Budget and the setting and collection of Council Tax for 2011/12.

## The Budget

5.3 Council approval to the Budget, including the cost pressures and the savings, efficiencies and additional income of £1.7m referred to in the 2011/12 Budget summary below (and further detailed in Appendices C and D) is sought:

	<b>2010/11 Budget £000</b>	<b>2011/12 Budget £000</b>
<ul style="list-style-type: none"> <li>• Previous year's Net Revenue Expenditure/Base Budget (before use of reserves)</li> </ul>	11,242	10,938
<ul style="list-style-type: none"> <li>• Inflation and other Cost Pressures (Appendix C)</li> </ul>	+1,080	+ 663
<ul style="list-style-type: none"> <li>• Concessionary Fares spending transferred to SCC</li> </ul>	-	- 772
<ul style="list-style-type: none"> <li>• Efficiencies, savings and additional income</li> </ul>	-1,384	-1,244
<ul style="list-style-type: none"> <li>• Allowance for uncertainties on cost pressures, and risk on savings and income</li> </ul>	-	+ 91
<b>Budget Requirement</b>	<b>10,938</b>	<b>9,676</b>
<ul style="list-style-type: none"> <li>• Use of reserves</li> </ul>	-100	-210
<ul style="list-style-type: none"> <li>• Government Formula Grant</li> </ul>	-6,240	-4,692*
<ul style="list-style-type: none"> <li>• Council Tax Freeze Grant</li> </ul>	-	-115
<ul style="list-style-type: none"> <li>• Collection Fund Deficit/Surplus</li> </ul>	+4	-20
<b>Council Taxpayers</b>	<b>4,602</b>	<b>4,639</b>
<ul style="list-style-type: none"> <li>• Council Taxbase</li> </ul>	33,106	33,373
<b>Council Tax for Band D property</b>	<b>£139.01 (+3%)</b>	<b>£139.01 (no change)</b>

\* Excludes one-off transitional grant, which is to be transferred to Earmarked Reserves.

5.4 In relation to the savings, efficiencies and additional income of £1.7m for next year, this is made up as follows:

- Staff savings from voluntary redundancies and the additional income from long-stay parking of £230k approved as part of last year's Budget
- The additional savings, efficiencies and additional income of £1,139k set out in Appendix D that have been identified and that are proposed by the Strategy Committee for next year
- The Government's Council Tax 'freeze' grant of £115k
- Continuation of staff PRP savings under the Collective Agreement of approximately £250k.

5.5 In addition to the above, the following key points are drawn to Members attention:

- The position on Government grants is slightly worse than the very bad cut predicted, with over a £0.8m or 15% reduction next year in Formula Grant. Some specific grants have also been cut
- A further significant reduction in Government Grant of nearly £0.6m (a further 10%) in 2012/13

- Therefore, on Government grant over the next 2 years, we are facing a 25% cash cut , which is very significant and the biggest cut in local authority funding ever
- The Budget proposals for 2011/12 again reflect significant reductions in staffing budgets and staff terms and conditions (on top of the very significant reductions made for 2010/11) as well as changes in the approach to service provision to minimise the impact of further cuts in some discretionary areas.
- In terms of staffing levels, Appendix A includes proposals that will reduce General Fund staffing levels by nearly 14 fte's, which equates to about a further 5% cut on top of this year's reduction. The reduced staffing levels will be realised largely through vacancy management and natural wastage and, where appropriate, through voluntary or compulsory redundancies
- The very limited capital funding available towards the capital programme, risk on capital receipts and the growing impact of borrowing on the revenue budget.

5.6 On Government grant, given that the Government's own Spending Review indicated that Local Government would face around a real terms 28% cut over the next four years, a 25% cash reduction in just two years would suggest that we are now looking at more like the prospects of a 35% to 40% cut over the next four years.

5.7 A balanced Budget can only be achieved by reflecting the following savings:

- The significant further reductions in staffing levels which, when combined with the voluntary redundancy and other staff savings from the Collective Agreement with Unison, result in the total saving from staffing budgets amounting to £899k next year (55% of the total savings)
- Efficiencies and other Budget reductions totalling £384k
- Savings of £165k by reducing or changing the approach to some areas of discretionary service provision
- Additional income of £171k including the full-year effect of long-stay car parking charges.

### **Review of Charges**

5.8 Discretionary charges have been reviewed in the light of the Council's Strategic Charging Policy. Changes to statutory charges will be implemented as and when these are notified to the Council. Main points to note are:

- Some charges are not being increased to ensure they remain affordable and, where necessary, competitive
- Where there are increases, these have generally been limited to no more than 2% unless there are good reasons for a different level of increase
- Some charges need larger increases such as trade waste charges, to recover the latest increase in landfill tax costs
- Some charges are being amended to achieve alignment with Mid Suffolk.

5.9 The Government is proposing, subject to consultation, to give Councils the power to set local Planning Fees from October 2011. Proposals on these will be brought to Members in due course.

6. **EQUALITY AND DIVERSITY IMPACT ASSESSMENT**

6.1 These have been undertaken by officers and were considered by the Overview and Scrutiny (Community Services) Committee on the 1 February 2011 – Paper K194 refers. They are attached at Appendix B.

7. **APPENDICES**

A – Budget Risk Assessment

B – Equality Impact Assessments

C – Cost Pressures

D – Savings, efficiencies and additional income

E – 2011/12 Budget and Council Tax Resolutions

8. **BACKGROUND PAPERS REFERRED TO:**

None.

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**2011/12 BUDGET - RISK ASSESSMENT**

**Background**

1. This document sets out the risk assessment that has been undertaken in relation to the Budget for 2011/12, including the capital programme. It covers key issues that the Director of Finance as Section 151 Officer is required to report on to Members under Section 25 of the Local Government Act 2003, specifically on the robustness of estimates and adequacy of reserves. Section 26 of the Act empowers the Secretary of State to set a minimum level of reserves for which a local authority must provide in setting its budget. Section 26 would only be invoked as a fallback in circumstances in which a local authority does not act prudently or disregards the advice of its Section 151 Officer.
2. The Director of Finance and Members have a responsibility to ensure, in considering the budget, that:
  - It is realistic and achievable and that appropriate arrangements have been adopted in formulating it
  - It is based on clearly understood and sound assumptions
  - It links to the delivery of the Council's Strategic Plan and priorities
  - It includes an appropriate statement on the use of reserves and the adequacy of these.
3. The risk assessment is very important in view of the significant level of savings, efficiencies and additional income that has been incorporated into the 2011/12 Budget.

**Overall Approach**

4. The following provides a good level of assurance on the Council's approach to formulating the budget for 2011/12:-
  - A strategic and integrated approach to service and financial planning, based on the Strategic Plan and Medium-Term Plans has been adopted, providing a robust framework that ensures that the Budget reflects the council's priorities
  - The Member Strategic Financial Planning (SFP) Task Group has carefully considered and scrutinised potential areas for savings, efficiencies and income generation opportunities. They have also ensured that Senior Management have considered a wide range of areas for cost reduction, with careful regard to the impact on service provision and particular residents or vulnerable groups (through Equality Impact Assessments)
  - The Deputy Chief Executive and other members of Management Team have ensured a strategic overview. Heads of Service and Managers have formulated and agreed savings proposals and budgets for their service areas, which have been thoroughly reviewed by Corporate Finance staff

- Key Assumptions have been made and continuously updated during the budget process to reflect the changing economic position and latest information. Risks and uncertainties have been identified and carefully considered. Further details are provided later
- On the capital programme, the timing of projects and anticipated funding sources has been assessed and reviewed with regard to capacity and the involvement of external partners and funding. The continuing impact of the economic situation with regards to asset sales has been taken into account in forecasting future capital receipts but risks still exist in this respect
- The Overview and Scrutiny Committees have examined the proposed budget for 2011/12 and the capital programme at their joint meeting in December 2010 and again on the detailed budget in January/February 2011, with appropriate observations and views being made to the Strategy Committee.

### **Revised Revenue Budget 2010/11**

5. In relation to the 2010/11 revised budget, the following also demonstrates that a robust approach has been adopted:
  - The continuing impact of the economic downturn on income levels has been allowed for. Revised assumptions have been made on expenditure in key risk areas such as concessionary fares
  - The total savings, efficiencies and additional income of around £1.6m built into the original budget, including significant savings on staffing budgets, have been achieved and reflected in the revised budget
  - The revised budget, therefore, is largely based on actual savings that have been realised and a robust assessment of expected outcomes on those budgets where some uncertainty still exists
  - This means that there is a very low risk that actual net expenditure for the year will exceed that forecast and further savings compared to the revised budget are possible. Where appropriate, these will be carried forward (with Member approval) or the Council will determine whether that money should be kept in reserves
  - Rigorous budget monitoring will continue for the remainder of the financial year to address any significant variances that are identified.
6. Based on the above and unless any unknown exceptional costs or income reductions arise, net expenditure and income for the year should be in line with the revised budget.

### **Revenue Budget 2011/12**

7. Insofar as the 2011/12 Budget is concerned, it again reflects a significant level of savings, efficiencies and additional income. For next year these amount to around £1.7m.

8. Key assumptions have been made as detailed below:

- Savings, efficiencies and additional income – All areas identified have been the subject of scrutiny by the SFP Task Group, Strategy Committee, a joint meeting of the two Overview and Scrutiny Committees, as well as full Council. Officers have assessed the risk in terms of deliverability
- Clearly, some risks still exist in relation to a number of these and some are dependent on efficiency/staffing reviews. There is also the review of the implementation of the new car park charging regime
- Interest rates – These affect both borrowing costs and also investment income and budget assumptions are based on advice from the Council's Treasury advisors. These are considered as being realistic based on current market expectations and the borrowing strategy. Both, however, will be dependent on the actual rates that apply next financial year and these will be carefully monitored
- Inflation and other cost pressures – the budget assumes no pay increase for in terms of the 2011 pay award for those earning more than £21,000 in line with Government policy. Other allowances for inflation have been made on some budgets including major contracts, where there is a contractual requirement to do so. Where appropriate, higher inflation allowances have been allowed for major contracts where multi-cost indexing mechanisms apply that reflect energy, fuel and other costs.

9. In addition, the following key areas have been addressed as indicated. They are mostly seen as low or in some cases medium risk:

- Integration and merger with Mid Suffolk – a detailed business case has been approved by Members of both Councils and based on the latest updated business case, an assessment has been made as to the level of costs and savings that might fall in 2010/11 and 2011/12 and this has been included within the budget (estimated net cost of £250,000). Within this there is an assumption that the two councils will be given approval to capitalise certain one-off staff severance costs resulting from the integration of senior management and services. This and a number of variables have yet to be finalised and when they are the sum may need to be amended either up or down
- Shared Revenue Partnership (SRP) - the SRP between Ipswich Borough Council and Babergh and Mid Suffolk District Councils will become operational from April 2011 in Grafton House, Ipswich. The Council's budget contains its agreed contribution to SRP under the business case. A lot of detailed work has and continues to be undertaken to ensure that the new service will be successful and the Joint Committee is now established and overseeing the implementation plans for the new shared service, but until the service becomes fully operational and tested there will be some risk for each of the partner councils

- External Audit Fees - a reduction of £20,000 in external audit fees has been built into the Budget for 2011/12, to reflect the removal of external inspection regimes e.g. Comprehensive Area Assessment (CAA) including Use of Resources. The Audit Commission has recently consulted on the level of fees it proposes for 2011/12 and for Babergh the reduction is only £5,000. The Council has responded vigorously to the consultation document and the outcome is currently awaited. If the Audit Commission does not amend its proposals as a result of the consultation, further representations will be made to try and achieve what the Council believes is a fairer position
- Salary savings from staff vacancies management and other unidentified savings – there is an allowance in the budget of £200k. The allowance for vacancy savings from normal staff turnover of £125k and there is an allowance of £75k for other savings that will have to be delivered during the year. Both of these are seen as achievable as those allowances have been exceeded in 2010/11. These savings will be achieved through the ongoing rigorous challenge of the need to fill vacant posts and by identifying areas where additional efficiency savings are possible
- Housing Benefits – Budgets are based on experience in previous years but actual costs and income is dependent on recovery of overpayments and subsidy claims are subject to audit and potential adjustment/variation
- Planning inquiries and legal cases – Costs relating to these are uncertain although an earmarked reserve of £150k has been provided for in the budget for potential cases. It is recognised, however, that this would be insufficient should the Council have to meet costs in the event of losing a current significant case
- Uninsured losses and other claims – any that arise unexpectedly would not be covered by the budget
- Income - Whilst the budget for 2011/12 has been prepared on the basis of trying to ensure that income budgets are realistic and achievable, it is unknown to what extent the economy will recover during next year. These figures, along with estimates for new charges being introduced next year and the new arrangements for Councils setting planning fees locally are uncertain
- Land charge searches - Deregulation and uncertainties in relation to the ability to charge for certain information could continue to impact on fee income. An allowance has been made for this in the Budget but, again, the actual position could vary from that
- Grants towards certain activities, such as the Crime & Disorder Partnership are not yet known. Assumptions have been made in relation to the potential level of grants that could be received but these are not certain. Expenditure and priorities will have to be adjusted accordingly if less money is available.

10. Overall, therefore, although the 2011/12 Budget has a number of uncertainties and risks associated with it, the Council has established clear arrangements for managing these, both through its Risk Management strategy and the Performance Management Framework. Key issues are continuously monitored and reported to Members on a quarterly basis. As a result, the risks are considered to be manageable.
11. Should additional expenditure or income reductions arise, either additional savings will have to be found. The additional use of reserves should be avoided.

### **Capital Programme**

12. Capital spending plans are dependent on assumptions in relation to sources of capital finance, including certain significant capital receipts that have been assumed for future years, but the actual amounts and their timing is uncertain.

### **General Fund Working Balance/Earmarked Reserves**

13. General reserves, over and above those earmarked for specific purposes, are considered to be sufficient to cover unforeseen increases. An estimated general reserve working balance of around £1.3m is anticipated at the 31 March 2012. This excludes an assumed amount of £250k that could be received in relation to the Government's New Homes Bonus in 2011/12, which has yet to be confirmed. It is anticipated that the figures for 2011/12 will be announced before Council sets the Budget and Council Tax on 22 February 2011. The working balance is before any costs that may have to be met on the significant legal case referred to above.
14. This estimated potential level of the General Fund working balance is just above the previously approved minimum level of £1.2m. However, the significant legal case referred to above could impact on the position.
15. The Director of Finance has advised that the minimum reserve level could be reduced to £1m (which would then be in line with Mid Suffolk). However, the additional use of reserves should only be considered when there is more certainty on the integration costs with Mid Suffolk and the significant legal case. Over and above these specific issues, any additional use of the working balance will be seen as a last resort.
16. Taking all of these issues into account, the General Fund working balance is currently sufficient to meet a degree of unforeseen expenditure or additional lost income, although the aim would be to meet any such occurrences by finding additional savings, efficiencies or other budget savings.
17. It is considered that the estimated level of the General Fund working balance as at the 31 March 2012 is, therefore, appropriate and adequate taking into account the various risks associated with the Council's activities in the medium-term. A revised minimum level of reserves of £1m is also considered to be adequate.

18. In relation to earmarked reserves, amounts previously set aside to fund capital projects and to help towards the cost of legal cases will be spent by the end of 2011/12. The New Homes Bonus that is received in 2011/12 is to be set aside, along with the transitional one-off Government grant of £0.1m as these are not core sources of funding that should be used to support the general budget requirement. The Council will then decide during 2011 how this money should be used e.g. towards existing or new capital projects or to help towards future budget savings.
19. The reserves position and the scope for using the New Homes Bonus (and the one-off transitional Formula Grant) on capital or revenue projects will be reviewed later in 2011 once the overall level of these and the position on the significant legal case is more certain.

### **Monitoring and control**

20. There is a clear framework for managing and monitoring the budget with regular reports to the Overview & Scrutiny Committees, various Panels and Boards and senior management. These reports will continue to focus on identified risk areas.

### **Conclusions**

21. Based on the various elements of this risk assessment, it is believed that the 2011/12 Budget (and the 2010/11 revised budget) is sufficiently robust and is based on sound assumptions. The Director of Finance's opinion is that although a full assurance cannot be provided, there will be no unforeseen adverse variances. This is an expected and acceptable situation for any organisation that has to deal with a large number of variables and also in the context of the world economy.
22. Provided that the minimum safe level of reserves is maintained any variations arising as a result of lack of robustness in the estimates should be manageable.

Barry Hunter  
Director of Finance  
February 2011

**(PREVIOUSLY SUBMITTED TO OVERVIEW AND SCRUTINY  
(COMMUNITY SERVICES) COMMITTEE AS PAPER K194)**

**EQUALITY IMPACT ASSESSMENTS AND THE DRAFT 2011/12 BUDGET**

Equality Impact Assessments on the savings proposals set out in Appendix A of Paper K158 (as updated in Paper K166) have been completed.

The assessment exercise found that two of the savings proposals will have a much greater negative impact on a number of the equality groups than they will have on the general population. The two proposals concerned are the public convenience closures and any changes to discretionary rate relief.

If Members agree to implement these savings proposals further work will need to be completed on ways to mitigate the effects on the equality groups in question. An outline of the impact of these two proposals is provided below:

**Public convenience closures**

The equality impact assessment identified that there would be a particular negative impact on older persons, carers and those with medical conditions that require access to conveniences when away from their home. Parents/guardians (especially those with babies and young children) and people with physical disabilities would be potentially the worst affected as alternative provision at nearby restaurants or public houses may not be fully adapted for use by people with disabilities or have baby-changing facilities.

Mitigation measures include the development of Community Toilet Schemes, securing alternative provision, for example, toilets at nearby public houses (although this may not fully address the issue highlighted above) and/or the possible transfer of management arrangements to Town and Parish Councils. Further detailed EIA will be necessary.

**Changes to discretionary rate relief**

Discretionary rate relief is aimed at charities, community groups, amateur sports clubs, non-profit making organisations and other businesses in rural areas of Babergh. A reduction in the level of discretionary rate relief for such organisations will mean that they will need to find ways of meeting the increase in their Business Rates bill.

The Business Rate Relief savings proposal has, however, been categorised as a 'last resort option' and, as such, is unlikely to be implemented in 2011/12. However, should this option be revisited in future, Members will be given details of the impacts that would result.

**ADDITIONAL DETAILS BELOW RELATING TO EQUALITY IMPACT ASSESSMENT AND COMMUNITY GRANTS FOR MEMBERS' INFORMATION**

An Equality Impact Assessment has been carried out on the effects of the proposed funding reduction for Babergh's Community Grants Scheme. Members are advised that the impact of the proposed grant reductions in 2011/12 for the equality groups has been assessed as negative but low. No organisations face closure or a substantial reduction in service as a result of the reduction in grant aid from Babergh.

The savings target has been achieved by making small reductions across a large number of organisations. This has meant that no single group face a withdrawal of grant next year. All the grant recipients concerned have been given the opportunity to explain what they see would be the impact of the proposed change in their funding from Babergh.

Members' attention is drawn to three particular groups (these reflect the Equality and Human Rights Commission strategic objectives):

- Violence against women and girls
- Funding to organisations providing information/advice to ethnic minority groups
- Transport services used by disabled people

Members have already had this information as part of the bigger package of information about Community Grants but the details are repeated here in order for Members to be absolutely clear what the proposed reductions are going to be in the above areas. The impact of these small reductions on the organisations concerned will be negative but low.

**Hadleigh Community Transport Group** - grant in 2010/11 was £500. Proposed Grant in 2011/12 is £450.

**Sudbury Town Area Rural Transport (Go START)** - grant in 2010/11 was £1500. Proposed Grant in 2011/12 is £1250.

**Suffolk Hate Crime** - grant in 2010/11 was £3500. Proposed Grant in 2011/12 is £3000.

**Ipswich and Suffolk Council for Racial Equality (ISCRE)**- grant in 2010/11 was £1500. Proposed Grant in 2011/12 is £1250.

**Ipswich Women's Aid** - grant in 2010/11 was £1500. Proposed Grant in 2011/12 is £1250.

**Additional Net Cost Pressures**

	<b>Increase/ (Decrease) £000</b>	<b>Assumptions/comments</b>
<b>Staffing</b>		
Annual increases	69	Incremental progression under PRP scheme.
Annual pay award	(9)	Based on 0.5% budget saving in 2010 and pay 'freeze' in 2011 (cost of £250 increase only for those earning less than £21k a year). Would be a further £21.5k or £43k cost if allowance were made for either a 0.5% or 1% increase but cost could be met from reserves or increased savings from vacancy management if it arose.
Other Staff-related costs	18.5	Govt. NI increase.
Other Staff-related costs	35	Pension Fund increases following March 2010 actuarial valuation.
<b>Service/other pressures</b>		
Indexation increases on Major/other Contracts	80	Open Spaces = estimated 2% increase, £19k. (MTFS 2.5% 24k); Waste Contract = allow 2% to be prudent, £36k. (MTFS 2.5% 45k). Some unavoidable inflation on other smaller contracts, premises and transport costs increases. Overall, £75k less than in MTFS.
Fees and Charges	(20)	The current MTFS reflects an overall 2% increase in fees and charges and potential income of £54,000. Some of this could result from charges that are currently set by the Government e.g. planning fees. Other increases are at the Council's discretion.
Active Sport / Sports & Leisure Promotion	6	Budget was removed for 10/11 but may still be required.
SSL Management Fee	9.5	Effect of last year's decision reducing discretionary rate relief. The existing arrangements to provide 100% rate relief for SSL will continue but will be subject to annual review and will take account of the financial performance of SSL.

	<b>Increase/ (Decrease) £000</b>	<b>Assumptions/comments</b>
Hadleigh Business Centre / Economic Dev.	15	Business Centre is not fully occupied, deficit in 11/12 is expected to be approx. £20k. There is a contractual obligation to pay for 50% of the losses. There still remains approximately 3.5 years to run on the lease and this may be an ongoing issue. Officers are investigating the possibilities of another organisation taking responsibility of the lease. Efforts continue to let the vacant units. As part of this process an open day was held on the 18th November 2010.
ASBO Officer – CDRP	8.5	Potential cost if Govt. funding of ASBO / CDRP work ceases (as seems likely). Some costs to be charged to HRA in future and Community Safety Partnership to determine priorities for funding.
Business Rates on BDC properties	8	Due to revaluation/inflation. Although large increases due to revaluation are offset by Transitional Relief, this relief is reduced year on year. Quotations being sought from specialist consultants on a no fee/no win basis to review our business rates assessments and appeal if necessary. Assume 50% success rate.
HQ Painting	17.5	Requirement of £30-35k split between 2011/12 and 2012/13.
Photocopying Costs	2.5	Estimated savings from rationalisation not fully achieved but increased efforts to minimise any cost pressures to be put in place.
HB/CTB Admin Grant	27	Likely reduction of 26% over 4 years – 8% reduction for first year.
Revs & Bens shared service set up costs	(15)	£50k base budget in 2010/11. Reflects estimated net initial set up cost of £35k in business case.
Investment income	10.5	Base rate is not predicted to rise until the third quarter of 2011/12, therefore, a small increase to income has been included against the original budget for 2010/11. However, £10k will again need to be transferred to S106 monies and £1m of earmarked/other reserves are now likely to be used in 2010/11.

	<b>Increase/ (Decrease) £000</b>	<b>Assumptions/comments</b>
Housing and Planning Delivery Grant	44.1	HPDG has been scrapped by the Government. This is the revenue element (also capital implications). The 'New Homes Bonus' should more than offset this in future years though.
Planning Inspectorate - Examination of core strategy	15	Estimated cost in region of £30k - timing not certain but could commence late 2011/early 2012. So may be split between 2011/12 and 2012/13.
May 2011 District Elections	75	Council elections in May 2011. Statutory requirement.
Capital Programme – Borrowing costs	136	MTFS allowance only £54k but delayed capital receipts and additional borrowing costs will result in a significant increase over and above this unless projects are removed from the capital programme and/or delayed. The £136k includes £33k for additional costs should forecast capital receipts be delayed.
Mid Suffolk – net costs of integration/merger	130	See covering report. Met from reserves and payback in subsequent years.
<b>Total Net Cost Pressures</b>	<b>663.1</b>	

**Efficiencies, Savings and Additional Income proposals**

<b>CATEGORY – DEFINITE/PURSUE FURTHER</b>	<b>Amount £000</b>
<b>Service Efficiency/Staff reductions</b>	
Waste & Recycling Contract – introduce new customer access arrangements by embedding staff at the joint depot, thus reducing the number of staff by the equivalent of 1.5 FTEs. Introduce round changes to improve the efficiency of collection.	40
Countryside and health & safety work - staff shared as part of shared services with MSDC - 1.0 FTE staff reduction.	22
Planning Policy - Senior Planning Policy Officer post – part time replacement of full-time post - Staff Reduction of 0.4 FTE. Ensures adequate resource to delivery on LDF programme and related planning policy work on revised timetable. Adoption of Core Strategy by 2012. Already implemented.	15
Housing Standards – Revision of work practices and priorities. Further efficiencies to be made by potential integration with other posts using common skills. Staff reduction of 0.6 FTE.	18
Sudbury Tourist Information Centre - a management transfer to Sudbury Town Council ensures service continues at slightly reduced level, but at less cost. Redundancy payments in 2010/11. Equivalent of 2.5 FTE staff reductions.	24
Legal Services - integration of the Legal Services function with MSDC, including the Monitoring Officer. Already approved. BDC staffing establishment reduced by 0.4 FTE. Across both Councils, the shared saving equates to more than this.	25
A review of the workloads and staffing of the Policy and Performance, HR and OD, and Information Management teams has been carried out. Through the flexible use of staffing resources and vacancy management, an ongoing saving of £40k can be achieved.	40
ICT - review of how ICT staff resources were deployed. Amendments to the establishment have been agreed, including the absorption of some procurement and purchasing work by the Contract and Asset Management Division.	37.5
Information Management - the LAMP project has also streamlined the land charges process, which will allow a reduction in the Land Charges Officer establishment of 0.5 FTE.	8
Democratic Services - a review of the Section has been carried out. Because of improved working methods and a reduction in word processing volumes, it has been agreed that the Office Services establishment will be reduced by 0.5 FTE.	8
Corporate Support - a review has been conducted on the administrative support required for the division. It is proposed that the establishment is reduced by 0.5 FTE, but replaced by a 0.4 FTE bank of hours that can be used flexibly across the division.	1.6

<b>CATEGORY – DEFINITE/PURSUE FURTHER</b>	<b>Amount £000</b>
Corporate Finance - salary/external support budget provision for current/future pressures. Maximum – this would leave no scope for meeting IFRS and other requirements. Will need to scale down current activities to release capacity, which could have implications – 0.5 FTE reduction (75% GF share).	13.5
Corporate Finance - reshaping of Corporate Finance Team focusing on core/statutory activities and eliminating or revising unnecessary activities. More detailed work needed on scope and implications. Potential redundancy and 0.5 FTE reduction.	15
Internal Audit - reduce audit coverage to mainly 'Priority 1' and other essential work only, including reduction in audit work due to creation of SRP. This is based on renegotiating the current arrangement with SCC and/or appointing staff directly in conjunction with MSDC - equivalent to 1.0 FTE reduction.	18.5
Revs and Bens Shared Services Partnership - £4m savings over 10 years as a result of the revised Business Case for 3 Councils but these won't start to arise until 2012/13. Staff reductions in 2011/12 but implementation costs offset savings in year 1. Potential redundancies.	0 (in 2011/12)
Caretaking – 1.0 FTE Staff Reduction in the provision at the HQ through a voluntary redundancy package. Already approved. Redundancy costs in 2010/11.	18
	<b>304.1</b>
<b>Other Service Efficiency/Budget Reductions</b>	
Public Conveniences - closure of rural sites. Investigations to reduce impact by consideration of other means of service delivery, including local management by Parish Councils or use of other service sectors. Although it is estimated that at least £75k could be saved in 2011/12, the Task Group has taken a more cautious view than this.	50
Natural & Built Environment - OS data mapping costs. New route of funding for service through Govt procurement. However uncertain whether or not funding will be diverted from elsewhere.	10
Building Control – funding for partnership work that is no longer needed.	12.5
Waste Strategy - maintenance of recycling performance through re-negotiated gate fee at MRF. Subject to confirmation, £25 per tonne is a realistic estimate.	145
Joint Waste & Recycling Contract - Variation Order regarding the joint depot provision – due to the proposed 'energy from waste' facility there may not be such a need for a joint depot as originally planned. There is a possibility therefore that a contract reduction can be secured if we do not proceed with a new joint depot. A further £50k is being sought for 2011/12 (making the total saving £100k) but that does not affect the 2011/12 budget as £50k is already allowed for in 2010/11 Base Budget.	0
East House – no further requirement for revenue costs in maintaining the property if it is sold.	5

<b>CATEGORY – DEFINITE/PURSUE FURTHER</b>	<b>Amount £000</b>
Quay Theatre – reduce level of grant based on agreement for transitional funding in future years and a long term plan for Theatre.	17.5
South Suffolk Leisure Trust (SSL). The management fee payable to SSL is to be reduced through the mechanism of suspending RPI increases, which are contractually payable per annum. For 2011/12 this will deliver an estimated saving of at least £5k and the agreement to suspend RPI increases would continue for the next five years, delivering total estimated savings (depending on RPI levels) of between £25k and £35k over that period. In addition further savings are expected from improvements to carbon efficiency at the facilities managed by SSL. The exact amount of savings that this may generate will need to be assessed when the work is delivered but it is estimated that this could be up to £4k in 2011/12.	9
Contract & Asset Mgt - reduce the Asset Management budget for costs incurred in managing the Council's General Fund assets	12.5
Natural and Built Environment – further reduction to all controllable budgets including training. Risk that professional officers are unable to maintain competency. Could be challenged in event of prosecution in Court. Low risk. Seek efficiencies to maintain services or minimise impact on service provision.	20.7
Planning Control - appeal decisions statements brought in-house – use of existing resources. May need reconsideration in event of a significant increase in planning applications.	10
Planning Control – a reduction is possible in the budget for qualification/other training. Represents unspent funds as professional training courses are completed so no effect on team performance.	3
Emergency Planning - a review of the emergency planning budgets, other than the JEPU contract has been carried out. The Council has all the necessary emergency planning equipment at the moment. If there was an emergency to deal with, some of this may need to be replaced - but this is an area of minimum risk. The removal of the budget for emergency planning tools and equipment is therefore proposed. All internal emergency planning training is covered by the JEPU agreement; however external training is funded by the local authority. A 50% reduction in the emergency planning training budget is proposed.	2
ICT - a review of the ICT Capital Programme has been carried out, removing certain non-committed projects and shifting work between years. The results are reflected in the Capital Programme table.	N/A (reflected in cost of capital programme)
The ICT revenue budgets include the salary budget, which has been dealt with separately. The remainder of the budgets primarily deal with software licenses (approx £260k) and contract maintenance (approx £70k) where there is little if any scope for manoeuvre. The remaining budgets, including training, total approx £50k. However, a review has been undertaken and a saving made.	7.7

<b>CATEGORY – DEFINITE/PURSUE FURTHER</b>	<b>Amount £000</b>
Consultation - the corporate consultation budget will be reduced following the abolition of the Place Survey, leaving a core corporate consultation budget of £4,200.	7
Fairness and Equal Access - the next assessment level with regard to this includes an IDeA Peer Review as the final step. The Fairness and Equal Access Group supports the development of all the criteria necessary to achieve the next assessment level without the expense of the Peer Review.	3
Emergency Planning - discussions with the Joint Unit (JEPU) have identified a savings option that will be proposed to SCEG.	3.6
Cost of Democracy - a review of the budgets has been carried out. These include: the Special Responsibility Allowances budget; Members' subsistence allowances; meeting refreshments; and phone rental allowances.	13
Cost of Democracy - it is proposed that three out of the four Member Seminars are held in the Council Chamber.	2
HR & OD – the corporate training programme and budget have been reviewed and it is proposed that the budget is reduced by 10% - achieved by having an even more focused corporate training programme.	2.6
Corporate Services - a review of various budgets has been carried out. These include budgets for professional and consultancy services which, for example would be used for Counsel and employment law advice. By using the budgets in a more integrated way, it is felt that they can be reduced	5.6
Corporate Services - an greater focused approach to training would see a 10% reduction in the Corporate Services Division's training budgets. It is also proposed that the division's office equipment budget is reduced by 50%.	2.1
Recruitment – estimated reduction in budget requirement due to not filling vacancies.	11.3
Audit & Inspection fees – estimated reduced from abolition of CAA and Use of Resources assessments.	20
Insurance premiums – reduction in some areas of low risk cover	7
Collective agreement with Unison– ongoing savings on Leased cars (£11.1k) as part of 2010/11 collective agreement and other staff terms and conditions as part of 2011/12 collective agreement (£10k)	21.1
Vacancy Management – annual allowance for savings as a result of not filling vacant posts	125
	<b>529.2</b>

<b>CATEGORY – DEFINITE/PURSUE FURTHER</b>	<b>Amount £000</b>
<b>Service/Staff Reductions</b>	
Affording Housing - reduce staffing by 0.5 FTE by filling full-time vacancy with a part-time staffing resource. Some reduction in scheme development feasibility work.	17.5
Babergh has a vacant full-time Community Safety Officer post, a vacant part-time Sport/Leisure Development post and a part-time Substance Misuse Officer post (a total of 1.9 FTEs). Babergh 'buys in' 0.5 FTE of the work of the Substance Misuse Officer post from Suffolk Coastal DC. These posts deliver Community Safety work and BeActive developments. The savings proposal is to reduce the overall staffing resource by 0.5 FTE by deleting the current posts and creating 1.4 new FTE posts instead. This requires prioritising the work of all three posts and losing some tasks and ending the agreement with Suffolk Coastal DC.	17
Food and Safety Regulation - revise statutory inspection programmes for H&S – critical impact if fatality occurred that would impact on Council reputation. 0.3 FTE saving potentially through shared post with MSDC.	10
Cash Office - reduce the opening hours initially (in May 2011) and close completely (by October 2011) – 0.5 FTE reduction from partial and 1.0 FTE from complete closure. (75% GF share). Alternative payment arrangements to be put in place.	15
	<b>59.5</b>
<b>Service Reductions (no staff reductions)</b>	
Free swimming – end of programme/Babergh subsidy.	37
Grounds Maintenance and Street Cleansing - negotiations will be undertaken with the contractor to further reduce the spending provision in the contract on grounds maintenance and reduce the spending provision in the contract on street cleansing. Reductions in specification will be such that they minimise the impact on residents.	50
Concessionary Fares Scheme - remove Countywide discretion. This will depend on Countywide discussions with SCC following the transfer of responsibilities in April 2011.	0
Community Grants revenue budget – reducing this budget (in addition to the Quay Theatre grant cut) is achievable by spreading a mean average of 11% reduction across a wide range of existing grant recipients; it is still subject to further assessment of individual impacts, which may produce some variations. CAB and some service commissioning partners can be protected.	27
Sudbury Citizen Advice Bureau – not core funding but additional support for local surgeries and outreach work. Previously agreed budget not taken up; further discussions with CAB needed to clarify need in future years.	35
Economic Development - remove two small schemes designed to support new businesses (loans and new initiatives).	5.6

<b>CATEGORY – DEFINITE/PURSUE FURTHER</b>	<b>Amount £000</b>
Arts Development - reduce budget by 40% (will mean a reduction on the number of arts projects being delivered).	5
Economic Development and Tourism – Possible £5k or 25% reduction in our contribution towards inward investment and tourism support services provided by 'Choose Suffolk' (also known as the Suffolk Development Agency) in 2011/12. This may slightly reduce general economic and tourism developmental promotion and could have a negative impact on 'Choose Suffolk'. BDC's tourism budget still in place for district based initiatives.	0 (keep in the budget but only pay if clear evidence of benefits)
Affordable Housing - reduce budget for research work. Minimal impact on overall programme delivery.	2
Environmental Protection - discontinue Air Quality monitoring. Day to day knowledge of pollutants along A12 will be lost but no critical impact.	4
	<b>165.6</b>
<b>Income Generation</b>	
Building Control and Development Control fees – Building Control business plan to grow commercial income through provision of chargeable services to architects and agents and a return to pre 08/09 income for Building Control could arise next year. However, little sign of economic growth and increase in activity means increased income from planning applications unlikely but Government consultation proposals to enable local setting of fees from October 2011, which could result in additional income.	50
Chairman's reception - A review has been carried out to determine if savings can be made from Members and partners contributing towards the cost.	1.6
Car Parking - increase fines on Excess Charge Notices by £10. No increase for last 3 years.	23.8
Car Parking at Pin Mill - increase parking charges from 30p to 50p, and the annual residents parking fee by 50%, in order to compensate for the contribution of £5,000 pa to the new Community Interest Company at Pin Mill. In return the company will carry out the management of the car park.	0
Dedham Vale AONB – rent income from this group moving into the Hadleigh HQ building (75% General Fund)	5.6
	<b>81</b>
<b>TOTAL – DEFINITE/PURSUE FURTHER</b>	<b>1,139.4</b>

<b>CATEGORY – UNCERTAIN</b>	<b>Amount £000</b>
<b>Service Efficiency/Staff reductions</b>	
Finance: Internal Audit - further savings could be possible of around 0.6 FTE as a result of integration with MSDC and further prioritisation of essential/priority 1 audit work but these could be limited in 2011/12.	15
<b>Other Service Efficiency/Budget Reductions</b>	
Corporate subscriptions – review with Mid Suffolk DC to see if any savings can be achieved through a ‘joint’ approach. This work is ongoing and no saving should be assumed at this moment in time.	0
<b>Income Generation</b>	
Licensing - increase in applications and growth in licensing activity may provide additional income. Needs to be seen in light of 2010/11 projections	5
Capital Financing – generate a receipt of £300,000 through the sale of a ‘ransom strip’ at Bures, thus generating a reduction in borrowing requirements. First installment of £50,000 anticipated in 2011/12. (saving reflected in cost of capital programme).	N/A
<b>TOTAL- UNCERTAIN</b>	<b>20</b>

<b>CATEGORY – LAST RESORT (all service reductions)</b>	<b>Amount £000</b>
Discretionary Rate Relief (Option 1) - reducing level granted so that only 80% relief is awarded (excluding Post Offices). Option 2 - Stop discretionary relief for those ratepayers whose rateable value is above the limit set by the Government for small business rate relief (£12,000) except for Pubs/Petrol stations £12,500 and leave Post Offices at 100%.	14.8 - 18
Canteen – if a further reduction in subsidy cannot be negotiated with the contractor then there is an option not to extend the contract beyond 31 <sup>st</sup> March 2011, and close the facility.	10
Corporate Finance – further 0.5 FTE reduction to Corporate Finance establishment. Currently seen as too much of a reduction but further review of staffing/resource levels being undertaken to see what saving may be possible.	10
Contract & Asset Mgt - terminate the Village of the Year competition.	0.9
LGA Conference - do not attend or reduce attendance.	2
Democratic Services - withdraw from the Rural Services Partnership. Would remove Babergh’s voice and also not give us access to the SPARSE services such as benchmarking.	3.7
<b>TOTAL – LAST RESORT</b>	<b>41.4 – 44.6</b>

<b>CATEGORY - UNACCEPTABLE</b>	<b>Amount £000</b>
<b>Income Generation</b>	
Car parking - short stay charging.	<b>200 - 400</b>
<b>Service/further staff reductions</b>	
CABs - Debt Priority Advice service - Withdraw support. This service gives BDC debtors priority to see the CAB debt advisor.	5.2
Benefits - reduce or stop disregarding the 10% discretionary element of war widows and war disablement pension.	8
Environmental Protection - staff reduction of 0.6 FTE on nuisance response/investigations – reduce to minimal standards and close cases. Prioritise planning enforcement and only undertake essential investigations. No natural wastage so potential redundancy, which would offset savings.	20
Food & Safety Regulation – by agreement with regulatory body (FSA) reduce inspection programmes of food premises by 50% -0.6 FTE staff saving possible but no natural wastage so potential redundancy costs that would have to be offset against the savings. High risk if not meeting statutory minimum requirements and reputational damage in event of Food poisoning outbreak.	20
Community Safety - removal of CCTV services.	43
Community Achievement Awards - change to being a bi-annual event.	2
Business Evening - change to a bi-annual event.	2.7
Withdraw from JEPUs completely - this would necessitate emergency planning arrangements being carried out in-house, so would negate any proposed saving to the Policy establishment. If there was an emergency, we would have to call on JEPUs resources, which just would not be acceptable.	20
<p>Policy and Communications - a review of the comms. unit has been carried out. A reduction in the establishment (practically this would be the 0.6 FTE Communications and PR Officer post) would significantly reduce the resource available during a crucial period. In addition the team has an important role in supporting and leading project based work (i.e. editor role for Babergh Matters and department specific publications). The following options are being looked at:</p> <ul style="list-style-type: none"> <li>• Review work scheduling and range of functions provided (i.e. concentrate on core functions i.e. press/PR and corporate communication).</li> <li>• Revise Communications plan to fit reduced resources</li> <li>• Consider integration of communications function with MSDC (linked to BMI project)</li> <li>• Consider joint working with SCC and other public sector organisations for the communications function, (management buy out/JEPUs model).</li> </ul>	12.8

<b>CATEGORY - UNACCEPTABLE</b>	<b>Amount £000</b>
<p>Reduce <i>Babergh Matters</i> from 2 to 1 per year or stop completely. This is the only communication medium which reaches every Babergh household; reducing frequency by one edition will significantly reduce the ability to provide detailed information for residents at this key period of change. Cutting Babergh Matters completely will have the result of removing any means of communication with all Babergh residents. This would hamper the work of the merger/integration project at this challenging time of change.</p> <p>An alternative means of communication could be to issue topic specific publications as required (i.e. merger referendum etc). This would however still incur significant distribution costs. Alternative options could be joint communications with MSDC and SCC and use of other media to provide information to residents (i.e. through press contacts, electronic social media etc).</p> <p>The meeting of the joint O&amp;S Committees asked for this issue to be reviewed. The SFP Task Group remains of the opinion that the budget for publications will be required in 2011/12 either for <i>Babergh Matters</i> in one form or another, or for other publicity matters.</p>	16.8 – 33.6
Members training - a 10% reduction in Members' courses and conferences - Could affect Members' knowledge and skills and, as there will be a new Council next year, this is not appropriate.	0.9
LGA – withdraw.	11
Regional Employers' Group – withdraw.	8.7
	<b>171.1 – 187.9</b>
<b>TOTAL - UNACCEPTABLE</b>	<b>371.1 – 587.9</b>

**MRP Statement 2011/12**

1. The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) place a duty on local Authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision (MRP) has been issued by the Secretary of State and local authorities are required to “have regard” to such guidance under Section 21 (1A) of the Local Government Act 2003.
2. The four MRP options available are:
  - Option 1: Regulatory Method
  - Option 2: CFR (Capital Financing Requirement) Method
  - Option 3: Asset Life Method
  - Option: 4 Depreciation Method
3. MRP in 2011/12: Options 1 and 2 may be used only for supported expenditure. Methods of making prudent provision for self financed expenditure include Options 3 and 4 (which may also be used for supported expenditure if the Council chooses).
4. The MRP Statement will be submitted to Council before the start of the 2011/12 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Council at that time.
5. The Council will apply Option 2 in respect of supported capital expenditure and Option 3 in respect of unsupported capital expenditure.
6. MRP in respect of leases brought on Balance Sheet under the IFRS based Code of Practice will match the annual principal repayment for the associated deferred liability.



# ***The Budget***



# ***General Fund Budget***

The following pages contain:

## **A. The General Fund Revenue Budget Summary**

This provides a comparative view of the services' net costs in terms of the actual spend last year, the current year's original and revised budgets and what is budgeted for next year. There are a number of factors to consider in making a year on year comparison such as:

- a) Each year's budget is set and agreed based on key principles approved by the Strategic & Financial Planning Task group.
- b) The original budget includes anticipated and agreed savings for the year based on the levels of activities at that time.
- c) Key budgetary movements impacting on the "bottom line" and the council tax are explained within the body of the report.
- d) The actuals for the year exclude any carry forward (these are deliveries deferred to the current/ future year/s).
- e) The actuals for the year include all the savings anticipated in setting the original budget and others achieved during the year against each service area.
- f) Any changes to the original budget based on the activity levels, strategic and operational decisions are reflected in the revised budget.

This also shows the total net costs of each broad service area. These include all direct and indirect costs of providing the services less any specific grants and income. Other items, including Government Formula Grant and Council Tax are also shown. Key aspects are:-

- **Total Net Service Costs**

This includes the net cost of services less any unallocated and anticipated savings. Also included in these costs are notional capital charges in relation to assets which are reversed out and do not impact on Council Tax levels.

- **Net Revenue Expenditure**

This includes accounting adjustments relating to capital and pension related costs, investment income (income generated from investing surplus funds), and transfers to/ from Earmarked reserves (reserves set aside for specific expenditures).

- **Budget requirement**

This is the amounts to be met through general Government Formula Grant and Council Tax.

**B. General Fund Budget Summary – Net Service costs**

This provides a summary of costs including Direct and Back office support costs and notional capital charges net of any income and grants received in individual service areas.

**C. Service Budgets**

Details of the Budgets for specific services provided by each Division of the Council

## GENERAL FUND REVENUE BUDGET SUMMARY

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
1 Natural and Built Environment	2,173,114	2,268,540	2,092,830	2,018,220
2 Community Development	2,741,837	2,351,270	2,075,430	1,967,550
3 Contract and Asset Management	4,052,976	4,135,100	3,622,080	2,707,840
4 Revenues and Benefits	784,469	877,350	1,074,560	821,480
5 Corporate and Central Services	1,925,002	2,068,790	2,168,690	2,330,440
6 MSDC Integration	0	25,000	161,660	130,000
<b>7 Net Service Cost</b>	<b>11,677,398</b>	<b>11,726,050</b>	<b>11,195,250</b>	<b>9,975,530</b>
8 Reduced Staffing Costs / Vacancy Mgt.	0	(125,000)	0	(125,000)
9 Additional Savings & Income		(75,000)	0	(75,000)
10 Contingency - lower income/savings	0			91,000
<b>11 Total Net Service Costs</b>	<b>11,677,398</b>	<b>11,526,050</b>	<b>11,195,250</b>	<b>9,866,530</b>
12 Capital charges / Asset Management & Investment Income	(1,136,637)	(1,160,120)	(876,100)	(888,230)
13 Revenue Financing of capital	13,800	0	1,120,260	0
14 Pension / Deficit Contributions	621,777	747,330	746,400	781,400
15 New Homes Bonus / Transition Grant				(356,560)
16 Transfers to / (from) Earmarked Reserves	30,020	(175,000)	(1,175,310)	272,560
<b>17 Net Revenue Expenditure</b>	<b>11,206,358</b>	<b>10,938,260</b>	<b>11,010,500</b>	<b>9,675,700</b>
18 Use of Reserves - General	(674,321)	(100,000)	(52,240)	(80,000)
19 MSDC Integration / Merger			(120,000)	(130,000)
<b>20 Budget Requirement</b>	<b>10,532,037</b>	<b>10,838,260</b>	<b>10,838,260</b>	<b>9,465,700</b>
21 Deficit / (Surplus) on Collection fund	21,370	3,750	3,750	(19,630)
22 Government Support	(6,122,667)	(6,239,810)	(6,239,810)	(4,691,890)
23 Add'l Gov't Support for no CTax rise	0	0	0	(115,000)
<b>24 Council Tax</b>	<b>4,430,740</b>	<b>4,602,200</b>	<b>4,602,200</b>	<b>4,639,180</b>
25 Council Tax Base	32,750	33,107	33,107	33,373
26 Council Tax for Band D Property	<b>135.31</b>	<b>139.01</b>	<b>139.01</b>	<b>139.01</b>

## GENERAL FUND BUDGET SUMMARY - NET SERVICE COSTS

Line	2009/10	2010/11		2011/12
<b>NATURAL &amp; BUILT ENVIRONMENT</b>	Actual	Original	Revised	Budget
	£	£	£	£
<b>Environmental Protection</b>				
28 Environmental Health	554,261	568,640	565,120	570,390
29 Carbon Reduction	46,887	57,270	50,680	33,160
30 Pest & Dog Control	62,963	14,190	24,340	22,360
31 Housing Standards	42,408	39,770	63,030	52,110
32 Renovation Grants	99,797	128,040	91,130	103,260
33 Care & Repair	17,206	25,940	20,680	20,510
34 Licensing	80,490	53,300	29,830	30,560
<b>35 Total Environmental Protection</b>	<b>904,012</b>	<b>887,150</b>	<b>844,810</b>	<b>832,350</b>
<b>Planning Policy &amp; Control</b>				
36 Planning Policy & Conservation	476,823	424,010	368,080	386,860
37 Development Control	627,883	839,400	809,690	753,510
38 Building Control	164,396	117,980	70,250	45,500
<b>39 Total Planning Policy &amp; Control</b>	<b>1,269,102</b>	<b>1,381,390</b>	<b>1,248,020</b>	<b>1,185,870</b>
<b>40 TOTAL NATURAL &amp; BUILT ENVIRONMENT</b>	<b>2,173,114</b>	<b>2,268,540</b>	<b>2,092,830</b>	<b>2,018,220</b>

Line	2009/10	2010/11		2011/12
<b>COMMUNITY DEVELOPMENT</b>	Actual	Original	Revised	Budget
	£	£	£	£
<b>Leisure &amp; Community Safety</b>				
41 Hadleigh Swimming Pool	163,392	203,580	148,040	171,860
42 Kingfisher Leisure Centre	692,432	433,180	372,890	353,330
43 Sport & Leisure Promotion	201,161	182,100	151,400	157,220
44 Be Active Leisure Inclusion	60,864	54,250	53,030	65,470
45 Community Safety	278,656	269,680	167,220	169,410
46 Children's Play Programme	23,449	22,050	18,920	17,470
<b>47 Total Leisure &amp; Community Safety</b>	<b>1,419,954</b>	<b>1,164,840</b>	<b>911,500</b>	<b>934,760</b>
<b>Community Grants, Arts &amp; Tourism</b>				
48 The Arts	64,155	51,770	31,720	22,760
49 Tourism	235,801	190,390	213,460	152,380
50 Community Achievement Awards & Young People's Activities	51,805	39,160	63,130	64,230
51 Grants and Contributions	503,164	416,190	388,950	356,000
<b>52 Total Arts &amp; Tourism</b>	<b>854,925</b>	<b>697,510</b>	<b>697,260</b>	<b>595,370</b>
<b>Housing &amp; Economic Development</b>				
53 Economic Development	123,592	135,500	145,230	153,450
54 Affordable Housing	114,399	123,140	168,900	146,940
55 Homelessness	83,916	80,260	41,560	45,180
56 Babergh Response	(23,345)	(20,300)	(43,490)	(61,860)
57 Other Housing Services	168,396	170,320	154,470	153,710
<b>58 Total Housing &amp; Economic Development</b>	<b>466,958</b>	<b>488,920</b>	<b>466,670</b>	<b>437,420</b>
<b>59 TOTAL COMMUNITY DEVELOPMENT</b>	<b>2,741,837</b>	<b>2,351,270</b>	<b>2,075,430</b>	<b>1,967,550</b>

## GENERAL FUND BUDGET SUMMARY - NET SERVICE COSTS

Line	2009/10	2010/11		2011/12
<b>CONTRACT &amp; ASSET MANAGEMENT</b>	Actual	Original	Revised	Budget
	£	£	£	£
<b>Waste Collection</b>				
60 Domestic Waste Collection	1,586,474	1,629,260	1,440,310	1,430,560
61 Trade & Green Waste Collection	(113,611)	(104,550)	(118,520)	(69,890)
62 Recycling Strategy & Consortium	(35,629)	(78,390)	(156,960)	(262,640)
<b>63 Total Waste Collection</b>	<b>1,437,234</b>	<b>1,446,320</b>	<b>1,164,830</b>	<b>1,098,030</b>
<b>Countryside Management &amp; Flood Defenses</b>				
64 Street Cleansing & Abandoned Vehicles	611,896	615,760	564,000	550,070
65 Footpaths & Countryside Management	91,069	100,070	33,370	34,490
66 Amenity Areas	444,379	428,760	418,340	399,960
67 Parks & Open Spaces	303,754	309,070	285,810	282,110
68 Flood Defence & Land Drainage	27,979	28,640	37,410	37,380
<b>69 Total Countryside Management &amp; Flood Defenses</b>	<b>1,479,077</b>	<b>1,482,300</b>	<b>1,338,930</b>	<b>1,304,010</b>
<b>Asset Management &amp; Other Services</b>				
70 Car Parking	178,448	69,400	131,020	25,440
71 Public Conveniences	265,711	202,150	190,490	140,320
72 Industrial & Starter Units	(4,690)	(14,680)	(23,720)	(30,310)
73 East House	15,800	13,620	30,290	20,310
74 Belle Vue House	(40,643)	9,500	4,330	14,080
75 Asset Management	58,733	77,890	82,650	73,850
76 Other Services	76,460	75,280	35,200	49,950
<b>77 Total Asset Management &amp; Other Services</b>	<b>549,819</b>	<b>433,160</b>	<b>450,260</b>	<b>293,640</b>
78 Concessionary Travel	586,846	773,320	668,060	12,160
<b>79 TOTAL CONTRACT &amp; ASSET MANAGEMENT</b>	<b>4,052,976</b>	<b>4,135,100</b>	<b>3,622,080</b>	<b>2,707,840</b>

## GENERAL FUND BUDGET SUMMARY - NET SERVICE COSTS

	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>REVENUES &amp; BENEFITS</b>				
<b>Revenues &amp; Benefits</b>				
80 Housing/Council Tax Benefits	296,712	418,980	562,930	(546,570)
81 Special Grants	9,034	1,540	(890)	0
82 Council Tax Collection	373,372	372,350	379,220	(81,250)
83 NNDR Collection	105,351	84,480	94,700	(65,620)
84 SRP	0	0	38,600	1,514,920
<b>85 TOTAL REVENUES &amp; BENEFITS</b>	<b>784,469</b>	<b>877,350</b>	<b>1,074,560</b>	<b>821,480</b>
<b>CORPORATE AND CENTRAL SERVICES</b>				
<b>Corporate Management &amp; Democratic Services</b>				
86 Corporate Management, Democratic Processes & Shared Services	1,285,208	1,302,160	1,440,050	1,365,540
87 Performance Management & Improvement	118,554	126,720	127,050	115,240
88 Publicity and Information	122,596	120,740	113,910	114,900
89 Bank Charges, Audit Fees and Treasury Management	222,090	208,970	227,700	206,420
90 Electoral Registration	104,354	107,830	126,570	127,150
91 Conducting Elections	39,061	40,030	47,480	142,560
92 Local Land Charges	(25,573)	14,620	(32,920)	9,390
93 Unallocated Central Overheads	447	620	29,000	110,770
94 Partnership Agreements	4,507	4,770	2,130	1,850
95 Other Services	9,489	10,240	3,910	9,850
<b>96 Total Corporate Management &amp; Democratic Services</b>	<b>1,880,733</b>	<b>1,936,700</b>	<b>2,084,880</b>	<b>2,203,670</b>
<b>Other Corporate Services</b>				
97 Civil Protection & Emergency Planning	62,003	67,860	80,280	77,360
98 Corporate Subscriptions	67,821	64,230	39,480	49,410
99 Business Rates Growth	(85,555)	0	(35,950)	0
<b>100 Total Other Corporate Services</b>	<b>44,269</b>	<b>132,090</b>	<b>83,810</b>	<b>126,770</b>
<b>101 TOTAL CORPORATE AND CENTRAL SERVICES</b>	<b>1,925,002</b>	<b>2,068,790</b>	<b>2,168,690</b>	<b>2,330,440</b>
<b>102 NET SERVICE COSTS</b>	<b>11,677,398</b>	<b>11,701,050</b>	<b>11,033,590</b>	<b>9,845,530</b>
<b>103 MSDC Integration Costs</b>	<b>0</b>	<b>25,000</b>	<b>161,660</b>	<b>130,000</b>
<b>104 TOTAL NET SERVICE COSTS</b>	<b>11,677,398</b>	<b>11,726,050</b>	<b>11,195,250</b>	<b>9,975,530</b>

**NATURAL & BUILT ENVIRONMENT  
HEAD OF SERVICE - M FIRTH**

**Environmental Protection**

**Lead Manager(s) - J Kilgannon & J Rainer**

**Summary of Environmental Protection**

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
105 Supplies & Services	94,550	82,960	118,010	63,130
106 Direct Staffing Costs	844,226	850,580	815,590	827,830
107 Income	(190,199)	(204,760)	(206,900)	(185,890)
<b>108 Direct Costs / Income</b>	<b>748,577</b>	<b>728,780</b>	<b>726,700</b>	<b>705,070</b>
109 Back Office Staffing Costs	189,059	152,760	111,340	118,580
110 Capital Charges	(33,624)	5,610	6,770	8,700
<b>111 Net Cost to General Fund</b>	<b>904,012</b>	<b>887,150</b>	<b>844,810</b>	<b>832,350</b>

**Detailed Breakdown of Environmental Protection**

	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Environmental Health (2128-2135, 2138, 2140)</b>				
112 Analysts / Consultancy Fees	(132)	8,120	13,060	7,460
113 Air Monitoring Expenses	8,479	5,600	5,600	1,800
114 Other Costs	13,650	15,300	21,970	17,560
115 Direct Staffing Costs	461,131	465,670	477,130	495,290
116 Env. Protection Act Licence	(8,367)	(8,370)	(10,190)	(12,000)
117 Other Fees and Charges	(5,331)	(4,510)	(4,830)	(4,510)
<b>118 Direct Costs / Income</b>	<b>469,430</b>	<b>481,810</b>	<b>502,740</b>	<b>505,600</b>
119 Back Office Staffing Costs	79,223	81,220	55,610	56,090
120 Capital Charges	5,608	5,610	6,770	8,700
<b>121 Net Cost of Service</b>	<b>554,261</b>	<b>568,640</b>	<b>565,120</b>	<b>570,390</b>
<b>Carbon Reduction (2139)</b>				
122 Contributions & Promotion	12,910	11,600	38,960	0
123 Direct Staffing Costs	40,166	65,170	33,990	32,790
124 Income	(22,811)	(22,500)	(22,500)	0
<b>125 Direct Costs / Income</b>	<b>30,265</b>	<b>54,270</b>	<b>50,450</b>	<b>32,790</b>
126 Back Office Staffing Costs	16,622	3,000	230	370
<b>127 Net Cost of Service</b>	<b>46,887</b>	<b>57,270</b>	<b>50,680</b>	<b>33,160</b>

## Environmental Protection (cont.)

Line	2009/10 Actual £	2010/11 Original £	Revised £	2011/12 Budget £
<b>Pest &amp; Dog Control (2136, 2137)</b>				
128 Contracted Services	31,958	6,100	6,100	5,600
129 Other Costs	297	590	590	530
130 Direct Staffing Costs	14,825	4,020	3,130	3,020
131 Fees and Charges	(9,890)	(1,420)	(1,420)	(1,420)
<b>132 Direct Costs / Income</b>	<b>37,190</b>	<b>9,290</b>	<b>8,400</b>	<b>7,730</b>
133 Back Office Staffing Costs	25,773	4,900	15,940	14,630
<b>134 Net Cost of Service</b>	<b>62,963</b>	<b>14,190</b>	<b>24,340</b>	<b>22,360</b>
<b>Housing Standards (3011) &amp; Renovation Grants (3010)</b>				
136 Promotion and Publicity	791	890	890	820
137 Direct Staffing Costs	166,449	153,090	151,180	151,660
<b>138 Direct Costs / Income</b>	<b>167,290</b>	<b>153,980</b>	<b>152,070</b>	<b>152,480</b>
139 Back Office Staffing Costs	14,147	13,830	2,090	2,890
Capital Charges	(39,232)	0	0	0
<b>140 Net Cost of Service</b>	<b>142,205</b>	<b>167,810</b>	<b>154,160</b>	<b>155,370</b>
<b>Care and Repair (3059)</b>				
141 Direct Administration Costs	13,141	15,940	15,940	15,940
142 Other Costs	(320)	5,320	1,400	1,030
143 Direct Staffing Costs	2,210	2,560	2,500	2,500
<b>144 Direct Costs / Income</b>	<b>15,031</b>	<b>23,820</b>	<b>19,840</b>	<b>19,470</b>
145 Back Office Staffing Costs	2,175	2,120	840	1,040
<b>146 Net Cost of Service</b>	<b>17,206</b>	<b>25,940</b>	<b>20,680</b>	<b>20,510</b>
<b>Licensing</b>				
147 Legal Notices, Adverts, etc.	13,726	13,500	13,500	12,390
148 Direct Staffing Costs	159,445	160,070	147,660	142,570
149 Licence Fee Income	(135,597)	(158,870)	(158,870)	(158,870)
150 Other Income	(8,203)	(9,090)	(9,090)	(9,090)
<b>151 Direct Costs / Income</b>	<b>29,371</b>	<b>5,610</b>	<b>(6,800)</b>	<b>(13,000)</b>
152 Back Office Staffing Costs	51,119	47,690	36,630	43,560
<b>153 Net Cost of Service</b>	<b>80,490</b>	<b>53,300</b>	<b>29,830</b>	<b>30,560</b>
<b>154 Total Environmental Protection</b>	<b>904,012</b>	<b>887,150</b>	<b>844,810</b>	<b>832,350</b>

**NATURAL & BUILT ENVIRONMENT  
HEAD OF SERVICE - M FIRTH**

**Planning Policy and Control**

**Lead Manager(s) - R Cooke , N Ward, G Starling**

**Summary of Planning Policy & Control**

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
155 Premises & Transport Expenses	3,868	4,270	4,670	4,570
156 Supplies & Services	196,577	262,480	124,670	91,070
157 Direct Staffing Costs	1,852,868	1,796,850	1,748,250	1,790,600
158 Income	(950,321)	(862,290)	(856,790)	(882,720)
<b>159 Direct Costs / Income</b>	<b>1,102,992</b>	<b>1,201,310</b>	<b>1,020,800</b>	<b>1,003,520</b>
160 Back Office Staffing Costs	181,754	188,510	227,220	182,350
161 Capital Charges	(15,644)	(8,430)	0	0
<b>162 Net Cost to General Fund</b>	<b>1,269,102</b>	<b>1,381,390</b>	<b>1,248,020</b>	<b>1,185,870</b>

**Detailed Breakdown of Planning Policy & Control**

	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Planning Policy &amp; Conservation (2201, 2202, 2206, 2208)</b>				
163 Legal Notices and Adverts	0	940	940	860
164 Other Costs	89,264	22,430	47,410	39,350
165 Direct Staffing Costs	372,702	355,850	306,800	316,090
166 Income	(53,176)	0	(16,840)	0
<b>167 Direct Costs / Income</b>	<b>436,497</b>	<b>379,220</b>	<b>338,310</b>	<b>356,300</b>
168 Back Office Staffing Costs	40,326	44,790	29,770	30,560
<b>169 Net Cost of Service</b>	<b>476,823</b>	<b>424,010</b>	<b>368,080</b>	<b>386,860</b>
<b>Development Control (2205, 2210)</b>				
170 Planning Advertisements	18,667	16,880	16,880	16,880
171 Consultants and Legal Fees	51,638	201,930	51,540	25,540
172 Fuel	2,966	2,980	2,600	2,010
173 Direct Staffing Costs	992,696	971,760	988,580	989,640
174 Planning Fees	(425,690)	(352,500)	(342,500)	(367,500)
175 Other Income	(93,000)	(96,430)	(77,170)	(29,510)
<b>176 Direct Costs / Income</b>	<b>547,277</b>	<b>744,620</b>	<b>639,930</b>	<b>637,060</b>
177 Back Office Staffing Costs	96,250	103,210	169,760	116,450
178 Capital Charges	(15,644)	(8,430)	0	0
<b>179 Net Cost of Service</b>	<b>627,883</b>	<b>839,400</b>	<b>809,690</b>	<b>753,510</b>

**Planning Policy and Control (cont.)**

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Building Control (2203;2204;2207 &amp; 3952)</b>				
180 Consultancy Fees and Other Costs	10,203	21,590	9,970	11,000
181 Direct Staffing Costs	487,470	469,240	452,870	484,870
182 Income	(378,455)	(413,360)	(420,280)	(485,710)
<b>183 Direct Costs / Income</b>	<b>119,218</b>	<b>77,470</b>	<b>42,560</b>	<b>10,160</b>
184 Back Office Staffing Costs	45,178	40,510	27,690	35,340
<b>185 Net Cost of Service</b>	<b>164,396</b>	<b>117,980</b>	<b>70,250</b>	<b>45,500</b>
<b>186 Total Planning Policy &amp; Control</b>	<b>1,269,102</b>	<b>1,381,390</b>	<b>1,248,020</b>	<b>1,185,870</b>

**COMMUNITY DEVELOPMENT  
HEAD OF SERVICE - C FOTI**

**Leisure & Community Safety**

**Lead Manager(s) - P Little**

**Summary of Leisure & Community Safety**

Line	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
187 Premises Expenses	44,178	58,320	55,910	56,340
188 Supplies & Services	273,610	239,980	182,690	96,390
189 Transport Expenses	15,820	15,600	13,870	14,190
190 Agency and Contracted Services	177,246	177,280	177,280	173,150
191 Direct Staffing Costs	488,552	439,170	320,250	332,650
192 Income	(219,430)	(202,560)	(133,240)	(69,980)
<b>193 Direct Costs / Income</b>	<b>779,976</b>	<b>727,790</b>	<b>616,760</b>	<b>602,740</b>
194 Back Office Staffing Costs	125,770	133,090	77,010	79,010
195 Capital Charges	514,208	303,960	217,730	253,010
<b>196 Net Cost to General Fund</b>	<b>1,419,954</b>	<b>1,164,840</b>	<b>911,500</b>	<b>934,760</b>

**Detailed Breakdown of Leisure & Community Safety**

	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Hadleigh Swimming Pool (1570)</b>				
197 Management Fee	52,551	52,550	52,550	51,300
198 Premises	14,397	17,060	16,810	16,930
199 Premises - Insurances	1,168	1,290	1,060	1,060
200 Other Costs	44,268	36,700	18,550	400
201 Direct Staffing Costs	10,534	8,830	9,010	7,990
202 Reimbursement of costs	(1,500)	(1,500)	(1,500)	(1,500)
203 Government Contribution To Free Swimming	(26,889)	(25,170)	(8,710)	0
<b>204 Direct Costs / Income</b>	<b>94,529</b>	<b>89,760</b>	<b>87,770</b>	<b>76,180</b>
205 Back Office Staffing Costs	38,943	39,020	11,180	10,960
206 Capital Charges	29,920	74,800	49,090	84,720
<b>207 Net Cost of Service</b>	<b>163,392</b>	<b>203,580</b>	<b>148,040</b>	<b>171,860</b>

## Leisure & Community Safety (cont.)

Line	2009/10 Actual £	2010/11 Original £	Revised £	2011/12 Budget £
<b>Kingfisher Leisure Centre (1574)</b>				
208 Management Fee	122,619	122,620	122,620	119,700
209 Premises	20,933	31,030	30,620	30,930
210 Premises - Insurances	7,168	8,390	6,870	6,870
211 Legal and Other Costs	101,534	87,740	45,290	2,910
212 Operating Lease payments	6,910	6,910	6,910	6,910
213 Direct Staffing Costs	22,413	19,540	22,130	19,850
214 Government Contribution To Free Swimming	(62,747)	(58,740)	(20,330)	0
215 Reimbursement of costs	(13,500)	(13,500)	(13,500)	(13,500)
<b>216 Direct Costs / Income</b>	<b>205,330</b>	<b>203,990</b>	<b>200,610</b>	<b>173,670</b>
217 Back Office Staffing Costs	15,634	15,650	18,690	16,420
218 Capital Charges	471,468	213,540	153,590	163,240
<b>219 Net Cost of Service</b>	<b>692,432</b>	<b>433,180</b>	<b>372,890</b>	<b>353,330</b>
<b>Community Sports Coach, Sport &amp; Leisure Promotion (3923;1556;1557)</b>				
220 Courses, Coaching & Sport Development	20,736	17,600	15,460	18,090
221 Active Sport	6,000	0	6,000	6,000
222 Promotional Costs	2,529	2,550	650	2,550
223 Direct Staffing Costs	143,535	118,010	105,570	99,150
224 Fees and Charges	(17,680)	(300)	(4,280)	(1,320)
<b>225 Direct Costs / Income</b>	<b>161,120</b>	<b>137,860</b>	<b>123,400</b>	<b>124,470</b>
226 Back Office Staffing Costs	40,041	44,240	28,000	32,750
<b>227 Net Cost of Service</b>	<b>201,161</b>	<b>182,100</b>	<b>151,400</b>	<b>157,220</b>
<b>Be Active Leisure Inclusion (3922)</b>				
228 Other Costs	6,589	4,170	3,740	4,420
229 Direct Staffing Costs	49,552	46,650	45,420	57,860
230 Other Income	603	(1,900)	(400)	(400)
<b>231 Direct Costs / Income</b>	<b>56,744</b>	<b>48,920</b>	<b>48,760</b>	<b>61,880</b>
232 Back Office Staffing Costs	4,120	5,330	4,270	3,590
<b>233 Net Cost of Service</b>	<b>60,864</b>	<b>54,250</b>	<b>53,030</b>	<b>65,470</b>

## Leisure & Community Safety (cont.)

Line	2009/10 Actual £	2010/11 Original £	Revised £	2011/12 Budget £
<b>Community Safety (3914, 3915, 3918)</b>				
234 CCTV Operating Costs	30,512	30,880	31,380	31,840
235 Crime Prevention Initiatives	23,780	26,600	32,560	9,360
236 Contributions	36,652	34,820	31,580	24,370
237 Other Costs	1,464	2,250	2,060	1,960
238 Direct Staffing Costs	226,211	210,080	111,280	125,410
239 Suffolk CC Contribution	(69,243)	(69,000)	(65,660)	(38,420)
<b>240 Direct Costs / Income</b>	<b>249,376</b>	<b>235,630</b>	<b>143,200</b>	<b>154,520</b>
241 Back Office Staffing Costs	16,460	18,430	8,970	9,840
242 Capital Charges (re. CCTV)	12,820	15,620	15,050	5,050
<b>243 Net Cost of Service</b>	<b>278,656</b>	<b>269,680</b>	<b>167,220</b>	<b>169,410</b>
<b>Children's Play Programme (3924)</b>				
244 Supplies & Services	3,813	2,890	950	1,530
245 Transport Expenses	4,480	5,130	4,090	2,940
246 Direct Staffing Costs	36,307	36,060	26,840	22,390
247 Income	(31,723)	(32,450)	(18,860)	(14,840)
<b>248 Direct Costs / Income</b>	<b>12,877</b>	<b>11,630</b>	<b>13,020</b>	<b>12,020</b>
249 Back Office Staffing Costs	10,572	10,420	5,900	5,450
<b>250 Net Cost of Service</b>	<b>23,449</b>	<b>22,050</b>	<b>18,920</b>	<b>17,470</b>
<b>251 Total Leisure &amp; Community Safety</b>	<b>1,419,954</b>	<b>1,164,840</b>	<b>911,500</b>	<b>934,760</b>

**COMMUNITY DEVELOPMENT  
HEAD OF SERVICE - C FOTI**

**Community Grants, Arts & Tourism**

**Lead Manager(s) - K Coghlin**

**Summary of Community Grants, Arts & Tourism**

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
252 Premises Expenses	16,010	25,520	13,410	11,220
253 Supplies & Services	553,151	410,920	427,190	366,590
254 Direct Staffing Costs	289,775	242,830	263,920	201,560
255 Income	(73,123)	(52,390)	(66,210)	(32,060)
<b>256 Direct Costs / Income</b>	<b>785,813</b>	<b>626,880</b>	<b>638,310</b>	<b>547,310</b>
257 Back Office Staffing Costs	65,559	72,560	56,540	45,650
258 Capital Charges	3,553	(1,930)	2,410	2,410
<b>259 Net Cost to General Fund</b>	<b>854,925</b>	<b>697,510</b>	<b>697,260</b>	<b>595,370</b>

**Detailed Breakdown of Community Grants, Arts & Tourism**

	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>The Arts (1701)</b>				
260 Arts Development	23,043	8,990	14,090	3,990
261 Other Projects	1,964	500	180	360
262 Babergh Amplifier Subscription	3,060	3,220	9,160	3,220
263 Direct Staffing Costs	34,163	32,360	18,500	14,130
264 Arts Council Funding & Other Contributions	(4,908)	(90)	(11,170)	(90)
<b>265 Direct Costs / Income</b>	<b>57,322</b>	<b>44,980</b>	<b>30,760</b>	<b>21,610</b>
266 Back Office Staffing Costs	6,833	6,790	960	1,150
<b>267 Net Cost of Service</b>	<b>64,155</b>	<b>51,770</b>	<b>31,720</b>	<b>22,760</b>
<b>Tourism (1565-1568)</b>				
268 Repairs Contracts	2,509	1,680	2,680	840
269 Running Costs	7,521	4,610	4,750	4,400
270 Goods for Resale	38,916	20,000	20,000	10,000
271 Signs	2,147	2,020	2,020	2,020
272 Marketing (Advertising, Exhibitions etc.)	20,630	19,110	19,110	19,110
273 Other Costs	14,648	13,920	16,840	29,310
274 Direct Staffing Costs	172,357	135,390	156,830	85,970
275 Sale of Goods	(57,628)	(35,000)	(35,000)	(20,000)
276 Sudbury TC Reimbursement	(7,500)	(7,610)	(7,610)	0
277 Other Contributions	(3,586)	(4,190)	(6,560)	(6,470)
<b>278 Direct Costs / Income</b>	<b>190,014</b>	<b>149,930</b>	<b>173,060</b>	<b>125,180</b>
279 Back Office Staffing Costs	42,234	42,390	37,990	24,790
280 Capital Charges	3,553	(1,930)	2,410	2,410
<b>281 Net Cost of Service</b>	<b>235,801</b>	<b>190,390</b>	<b>213,460</b>	<b>152,380</b>

**Community Grants, Arts & Tourism (cont.)**

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Community Achievement Awards &amp; Young People's Activities (3909, 4815)</b>				
282 Community Achievement Awards	3,815	4,500	4,500	4,500
283 New Initiatives (Young People's Activities)	13,410	8,400	8,770	8,400
284 Other Costs	1,589	1,460	1,240	1,790
285 Direct Staffing Costs	31,057	23,600	53,360	53,500
286 Other Support	(4,510)	(5,500)	(5,870)	(5,500)
<b>287 Direct Costs / Income</b>	<b>45,361</b>	<b>32,460</b>	<b>62,000</b>	<b>62,690</b>
288 Back Office Staffing Costs	6,444	6,700	1,130	1,540
<b>289 Net Cost of Service</b>	<b>51,805</b>	<b>39,160</b>	<b>63,130</b>	<b>64,230</b>
<b>Grants (3809)</b>				
<b>Grant Recipients under £50k</b>				
290 Community Safety	29,773	24,580	24,850	21,310
291 Healthy Ambitions	126,390	98,080	97,940	89,920
292 Supporting the Local Economy	58,424	12,920	12,920	12,220
293 A Greener Babergh - Countryside Mgmt	66,778	61,350	63,700	57,070
294 Community Cohesion	42,500	20,000	20,000	8,000
295 Quay Theatre	51,500	51,500	51,500	35,000
<b>Grant Recipients over £50k</b>				
296 CABs	59,573	59,570	59,570	59,570
<b>Other Direct Costs</b>				
297 Miscellaneous Costs (CAB)	5,980	20,030	6,780	6,780
298 Direct Staffing Costs	52,198	51,480	35,230	47,960
<b>299 Direct Costs / Income</b>	<b>493,116</b>	<b>399,510</b>	<b>372,490</b>	<b>337,830</b>
300 Back Office Staffing Costs	10,048	16,680	16,460	18,170
<b>301 Net Cost of Service</b>	<b>503,164</b>	<b>416,190</b>	<b>388,950</b>	<b>356,000</b>
<b>302 Total Community Grants, Arts &amp; Tourism</b>	<b>854,925</b>	<b>697,510</b>	<b>697,260</b>	<b>595,370</b>

**COMMUNITY DEVELOPMENT  
HEAD OF SERVICE - C FOTI**

**Housing & Economic Development Services (Excl. Council Housing)**

**Lead Manager(s) - I Tippett & D Clarke**

**Summary of Housing & Economic Development Services**

Line	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
303 Supplies & Services	114,780	211,390	256,610	137,920
304 Transport Expenses	3,764	5,720	5,880	2,360
305 Transfer Payments	0	20	20	20
306 Direct Staffing Costs	416,940	412,030	454,000	387,540
307 Income	(234,708)	(273,450)	(343,930)	(180,980)
<b>308 Direct Costs / Income</b>	<b>300,776</b>	<b>355,710</b>	<b>372,580</b>	<b>346,860</b>
309 Back Office Staffing Costs	113,791	112,020	72,960	69,420
310 Capital Charges	52,391	21,190	21,130	21,140
<b>311 Net Cost to General Fund</b>	<b>466,958</b>	<b>488,920</b>	<b>466,670</b>	<b>437,420</b>

**Detailed Breakdown of Housing & Economic Development Services**

	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Economic Development (2301)</b>				
312 Business Expansion Loans	5,000	10,000	0	0
313 Choose Suffolk	0	17,000	17,000	17,000
314 New Initiatives	0	8,500	2,000	5,000
315 Other Costs	11,890	6,500	26,550	24,170
316 Direct Staffing Costs	95,655	76,690	83,960	84,490
317 Income	(10,640)	(5,600)	(6,200)	(200)
<b>318 Direct Costs / Income</b>	<b>101,905</b>	<b>113,090</b>	<b>123,310</b>	<b>130,460</b>
319 Back Office Staffing Costs	4,296	5,020	3,740	4,810
320 Capital Charges	17,391	17,390	18,180	18,180
<b>321 Net Cost of Service</b>	<b>123,592</b>	<b>135,500</b>	<b>145,230</b>	<b>153,450</b>
<b>Affordable Housing (3021)</b>				
322 Professional & Consultancy Fees	10,607	16,150	14,150	14,150
323 Direct Staffing Costs	81,789	82,970	147,790	126,150
<b>324 Direct Costs / Income</b>	<b>92,396</b>	<b>99,120</b>	<b>161,940</b>	<b>140,300</b>
325 Back Office Staffing Costs	22,003	24,020	6,960	6,640
<b>326 Net Cost of Service</b>	<b>114,399</b>	<b>123,140</b>	<b>168,900</b>	<b>146,940</b>

## Housing & Economic Development Services (Excl. Council Housing) (cont.)

Line	2009/10 Actual £	2010/11 Original £	2010/11 Revised £	2011/12 Budget £
<b>Homelessness &amp; Homelessness Initiative</b>				
327 B & B Accommodation	16,048	6,000	6,000	6,000
328 Other Costs	11,733	19,110	17,880	37,020
329 Direct Staffing Costs	72,705	69,080	36,990	40,940
330 Central Government Contribut'n	(35,224)	(30,000)	(31,050)	(50,000)
331 Income	(103)	(3,250)	(1,600)	(1,600)
<b>332 Direct Costs / Income</b>	<b>65,159</b>	<b>60,940</b>	<b>28,220</b>	<b>32,360</b>
333 Back Office Staffing Costs	18,757	19,320	13,340	12,820
<b>334 Net Cost of Service</b>	<b>83,916</b>	<b>80,260</b>	<b>41,560</b>	<b>45,180</b>
<b>Babergh Response (3054)</b>				
335 Purchase of Alarms	4,934	10,940	4,000	6,940
336 Running Costs	18,896	18,500	18,920	18,520
337 Direct Staffing Costs	38,142	43,270	7,050	5,960
338 Income	(105,006)	(111,000)	(91,000)	(111,280)
<b>339 Direct Costs / Income</b>	<b>(43,034)</b>	<b>(38,290)</b>	<b>(61,030)</b>	<b>(79,860)</b>
340 Back Office Staffing Costs	19,689	17,990	17,540	18,000
<b>341 Net Cost of Service</b>	<b>(23,345)</b>	<b>(20,300)</b>	<b>(43,490)</b>	<b>(61,860)</b>
<b>Other Housing Services</b>				
342 Debt Counselling & CAB Expenses	5,204	40,130	5,310	5,310
343 Computers & Software	0	12,000	62,000	2,800
344 Other Supplies & Services	34,232	52,300	88,700	3,390
345 Direct Staffing Costs	128,649	140,020	178,210	130,000
346 Central Government Contribut'n	(74,298)	(120,000)	(209,500)	(14,700)
347 Rental Income	(3,000)	(3,000)	(3,000)	(3,000)
348 Other Income	(6,437)	(600)	(1,580)	(200)
<b>349 Direct Costs / Income</b>	<b>84,350</b>	<b>120,850</b>	<b>120,140</b>	<b>123,600</b>
350 Back Office Staffing Costs	49,046	45,670	31,380	27,150
351 Capital Charges	35,000	3,800	2,950	2,960
<b>352 Net Cost of Service</b>	<b>168,396</b>	<b>170,320</b>	<b>154,470</b>	<b>153,710</b>
<b>353 Total Housing &amp; Economic Development</b>	<b>466,958</b>	<b>488,920</b>	<b>466,670</b>	<b>437,420</b>

**CONTRACT & ASSET MANAGEMENT  
HEAD OF SERVICE - R JONES**

**Waste Collection**

**Lead Manager(s) - P Garnett**

**Subjective Analysis of Waste Collection**

Line	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
354 Premises & Transport Expenses	55,859	43,980	39,490	39,900
355 Supplies & Services	862,440	818,030	794,470	923,030
356 Agency and Contracted Services	1,844,394	1,738,950	1,754,220	1,749,320
357 Direct Staffing Costs	202,157	152,340	153,200	150,350
358 Income	(1,620,136)	(1,586,120)	(1,693,650)	(1,889,580)
<b>359 Direct Costs / Income</b>	<b>1,344,714</b>	<b>1,167,180</b>	<b>1,047,730</b>	<b>973,020</b>
360 Back Office Staffing Costs	56,410	57,410	59,230	67,140
361 Capital Charges	36,110	221,730	57,870	57,870
<b>362 Net Cost to General Fund</b>	<b>1,437,234</b>	<b>1,446,320</b>	<b>1,164,830</b>	<b>1,098,030</b>

**Detailed Breakdown of Waste Collection**

	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Domestic Waste Collection (2001)</b>				
363 Contractor Payments	1,535,988	1,405,140	1,405,140	1,393,570
364 Service Costs	77,787	84,330	64,700	69,610
365 Direct Staffing Costs	15,933	12,660	16,380	12,130
366 Income	(54,377)	(71,250)	(66,950)	(66,950)
<b>367 Direct Costs / Income</b>	<b>1,575,331</b>	<b>1,430,880</b>	<b>1,419,270</b>	<b>1,408,360</b>
368 Back Office Staffing Costs	24,891	26,290	21,040	22,200
369 Capital Charges	(13,748)	172,090	0	0
<b>370 Net Cost of Service</b>	<b>1,586,474</b>	<b>1,629,260</b>	<b>1,440,310</b>	<b>1,430,560</b>
<b>Trade &amp; Green Waste Collection (2002;2004;2015)</b>				
371 Contractor Payments	346,316	367,280	382,550	390,170
372 Trade Waste Disposal Charges	160,296	194,400	194,400	235,400
373 Other Costs	23,151	28,380	14,790	33,790
374 Direct Staffing Costs	104,687	68,590	73,920	73,030
375 Income	(720,831)	(735,960)	(797,000)	(817,000)
<b>376 Direct Costs / Income</b>	<b>(86,381)</b>	<b>(77,310)</b>	<b>(131,340)</b>	<b>(84,610)</b>
377 Back Office Staffing Costs	11,937	12,150	10,470	12,370
378 Capital Charges	(39,167)	(39,390)	2,350	2,350
<b>379 Net Cost of Service</b>	<b>(113,611)</b>	<b>(104,550)</b>	<b>(118,520)</b>	<b>(69,890)</b>

### Waste Collection (cont.)

Line	2009/10 Actual £	2010/11 Original £	2010/11 Revised £	2011/12 Budget £
<b>Recycling Strategy &amp; Consortium (2010-2014;2018)</b>				
380 Contractor Payments	47,949	39,440	46,000	40,750
381 Composting & Waste Minimisation	10,995	7,550	7,550	6,930
382 Service Costs	404,984	458,130	383,050	317,030
383 Direct Staffing Costs	81,537	71,090	62,900	65,190
384 Income	(689,702)	(762,600)	(739,700)	(780,630)
<b>385 Direct Costs / Income</b>	<b>(144,237)</b>	<b>(186,390)</b>	<b>(240,200)</b>	<b>(350,730)</b>
386 Back Office Staffing Costs	19,582	18,970	27,720	32,570
387 Capital Charges	89,026	89,030	55,520	55,520
<b>388 Net Cost of Service</b>	<b>(35,629)</b>	<b>(78,390)</b>	<b>(156,960)</b>	<b>(262,640)</b>
<b>389 Total Waste Collection</b>	<b>1,437,234</b>	<b>1,446,320</b>	<b>1,164,830</b>	<b>1,098,030</b>

**CONTRACT & ASSET MANAGEMENT  
HEAD OF SERVICE - R JONES**

**Open Spaces**

**Lead Manager(s) - M Tavernor & S Schleip**

**Summary of Open Spaces**

Line	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
390 Premises Expenses	203,826	204,460	187,060	194,670
391 Supplies & Services	94,190	110,510	109,940	106,290
392 Agency and Contracted Services	864,708	857,660	876,940	825,210
393 Direct Staffing Costs	316,612	289,200	166,990	172,750
394 Income	(76,020)	(61,860)	(75,210)	(74,930)
<b>395 Direct Costs / Income</b>	<b>1,403,316</b>	<b>1,399,970</b>	<b>1,265,720</b>	<b>1,223,990</b>
396 Back Office Staffing Costs	61,625	64,530	26,190	29,940
397 Capital Charges	14,136	17,800	47,020	50,080
<b>398 Net Cost to General Fund</b>	<b>1,479,077</b>	<b>1,482,300</b>	<b>1,338,930</b>	<b>1,304,010</b>

**Detailed Breakdown of Open Spaces**

	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Street Cleansing &amp; Abandoned Vehicles (2170 &amp; 2031)</b>				
399 Contractor Payments	527,114	540,640	531,350	516,230
400 Service Costs	4,623	7,870	6,690	6,020
401 Coll & Disp of Abandoned Vehicles	(124)	2,340	500	500
402 Premises Expenses	15,554	11,610	10,240	10,360
403 Direct Staffing Costs	71,170	63,840	29,470	29,950
404 Other Income	(15,719)	(20,200)	(17,400)	(17,400)
405 Recharge to Housing Revenue Account	(4,927)	(4,940)	(4,940)	(4,660)
<b>406 Direct Costs / Income</b>	<b>597,691</b>	<b>601,160</b>	<b>555,910</b>	<b>541,000</b>
407 Back Office Staffing Costs	14,205	14,600	8,090	9,070
<b>408 Net Cost of Service</b>	<b>611,896</b>	<b>615,760</b>	<b>564,000</b>	<b>550,070</b>
<b>Footpaths &amp; Countryside Management (1590; 1580-1589)</b>				
409 Footpath Advertisements	3,034	4,100	4,100	4,100
410 Other Costs	0	510	510	510
411 Income	(6,930)	(8,600)	(8,600)	(8,600)
412 Other Grants & Contributions	2,778	4,100	6,680	3,700
413 Village of the Year	753	1,050	920	920
414 Direct Staffing Costs	77,286	84,040	25,770	29,040
<b>415 Direct Costs / Income</b>	<b>76,921</b>	<b>85,200</b>	<b>29,380</b>	<b>29,670</b>
416 Back Office Staffing Costs	14,148	14,870	3,990	4,820
<b>417 Net Cost of Service</b>	<b>91,069</b>	<b>100,070</b>	<b>33,370</b>	<b>34,490</b>

## Open Spaces (cont.)

Line	2009/10 Actual £	2010/11 Original £	2010/11 Revised £	2011/12 Budget £
<b>Amenity Areas (1520)</b>				
418 Grounds Maintenance Contracts	216,761	214,920	222,390	200,400
419 Contribution to Housing Revenue Account	140,208	141,000	133,000	133,000
420 Plants, Trees, Shrubs, Stakes etc.	4,206	7,950	7,950	7,950
421 Playground Equipment	3,607	2,610	2,610	2,610
422 Other Running Costs	22,046	16,000	15,960	16,040
423 Direct Staffing Costs	87,738	71,300	53,340	54,760
424 Suffolk CC Reimbursement	(28,415)	(27,350)	(27,350)	(27,350)
425 Other Income	(11,329)	(9,900)	(9,900)	(9,900)
426 Legal Costs & Fees Recovered	(645)	0	0	0
<b>427 Direct Costs / Income</b>	<b>434,177</b>	<b>416,530</b>	<b>398,000</b>	<b>377,510</b>
428 Back Office Staffing Costs	10,202	10,330	10,080	10,330
429 Capital Charges	0	1,900	10,260	12,120
<b>430 Net Cost of Service</b>	<b>444,379</b>	<b>428,760</b>	<b>418,340</b>	<b>399,960</b>
<b>Parks &amp; Open Spaces (150*;153*;1550)</b>				
431 Grounds Maintenance Contracts	155,275	155,820	160,770	146,150
432 Maintenance Contracts	20,069	24,360	24,360	24,360
433 Other Premises Costs	6,598	10,960	2,970	10,380
434 Playground Equipment	5,903	7,620	7,620	7,620
435 Trees, Plants and Shrubs	12,504	12,760	12,480	12,690
436 Other Running Costs	19,716	20,210	20,490	20,280
437 Direct Staffing Costs	77,870	67,990	56,340	56,940
438 Fees and Charges	(2,101)	(1,020)	(1,020)	(1,020)
439 Recharge to Housing Revenue Account	(5,720)	(6,000)	(6,000)	(6,000)
<b>440 Direct Costs / Income</b>	<b>290,114</b>	<b>292,700</b>	<b>278,010</b>	<b>271,400</b>
441 Back Office Staffing Costs	15,045	16,010	3,950	5,660
442 Capital Charges	(1,405)	360	3,850	5,050
<b>443 Net Cost of Service</b>	<b>303,754</b>	<b>309,070</b>	<b>285,810</b>	<b>282,110</b>
<b>Flood Defence &amp; Land Drainage (3935; 3916)</b>				
444 Contract Payments	550	750	750	750
445 Other Direct Costs	1,315	1,600	1,600	1,600
446 Direct Staffing Costs	2,548	2,030	2,070	2,060
<b>447 Direct Costs / Income</b>	<b>4,413</b>	<b>4,380</b>	<b>4,420</b>	<b>4,410</b>
448 Back Office Staffing Costs	8,025	8,720	80	60
449 Capital Charges	15,541	15,540	32,910	32,910
<b>449 Net Cost of Service</b>	<b>27,979</b>	<b>28,640</b>	<b>37,410</b>	<b>37,380</b>
<b>450 Total Open Spaces</b>	<b>1,479,077</b>	<b>1,482,300</b>	<b>1,338,930</b>	<b>1,304,010</b>

**CONTRACT & ASSET MANAGEMENT  
HEAD OF SERVICE - R JONES**

**Asset Management & Other Services**

**Lead Manager(s) - S Schleip**

**Summary of Asset Management & Other Services**

Line	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
451 Premises Expenses	165,563	171,280	169,600	174,380
452 Supplies & Services	796,344	904,670	816,590	107,970
453 Transport Expenses	3,268	3,700	3,700	3,700
454 Agency and Contracted Services	127,726	132,190	128,190	130,150
455 Direct Staffing Costs	208,164	190,540	198,490	194,450
456 Income	(379,497)	(391,750)	(361,320)	(484,520)
<b>457 Direct Costs / Income</b>	<b>921,568</b>	<b>1,010,630</b>	<b>955,250</b>	<b>126,130</b>
458 Back Office Staffing Costs	129,382	131,750	84,400	88,510
459 Capital Charges	86,474	64,100	78,670	91,160
<b>460 Net Cost to General Fund</b>	<b>1,137,424</b>	<b>1,206,480</b>	<b>1,118,320</b>	<b>305,800</b>

**Detailed Breakdown of Asset Management & Other Services**

	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Car Parking (2410 - 2416)</b>				
461 Premises - Repairs and Maintenance	10,565	13,710	13,710	13,830
462 Premises - Grounds Maintenance	23,809	24,050	23,610	24,520
463 Premises - Other Running Costs	65,178	69,490	72,840	76,480
464 Other Costs	16,199	81,200	66,550	90,650
465 Direct Staffing Costs	68,672	58,430	75,900	74,210
466 Income	(48,901)	(220,520)	(182,900)	(332,330)
<b>467 Direct Costs / Income</b>	<b>135,522</b>	<b>26,360</b>	<b>69,710</b>	<b>(52,640)</b>
468 Back Office Staffing Costs	34,538	33,660	50,140	57,150
469 Capital Charges	8,387	9,380	11,170	20,930
<b>470 Net Cost of Service</b>	<b>178,447</b>	<b>69,400</b>	<b>131,020</b>	<b>25,440</b>
<b>Public Conveniences (2150)</b>				
471 Contract Payments	72,459	73,830	72,460	23,935
472 Sudbury TC Management Fee	29,325	34,000	30,000	30,000
473 Equipment, Repairs & Maintenance	12,825	16,460	18,820	21,310
474 Rates & Energy Charges	41,196	41,810	39,070	38,505
475 Direct Staffing Costs	7,210	5,750	9,700	5,810
476 Income	(7,101)	(6,050)	(5,050)	(5,050)
<b>477 Direct Costs / Income</b>	<b>155,914</b>	<b>165,800</b>	<b>165,000</b>	<b>114,510</b>
478 Back Office Staffing Costs	5,306	5,750	3,500	3,400
479 Capital Charges	104,490	30,600	21,990	22,410
<b>480 Net Cost of Service</b>	<b>265,710</b>	<b>202,150</b>	<b>190,490</b>	<b>140,320</b>

## Asset Management & Other Services (cont.)

Line	2009/10 Actual £	2010/11 Original £	Revised £	2011/12 Budget £
<b>Industrial &amp; Starter Units (2310-2315)</b>				
481 Premises Costs	4,067	3,430	4,720	3,840
482 Other Running Costs	2,033	310	310	310
483 Direct Staffing Costs	5,939	4,440	6,550	6,990
484 Income - Rents	(55,450)	(52,100)	(54,700)	(61,400)
485 Other Fees and Charges	(3,145)	(100)	(2,700)	(4,680)
<b>486 Direct Costs / Income</b>	<b>(46,556)</b>	<b>(44,020)</b>	<b>(45,820)</b>	<b>(54,940)</b>
487 Back Office Staffing Costs	11,727	12,200	1,500	1,720
488 Capital Charges	30,139	17,140	20,600	22,910
<b>489 Net Cost of Service</b>	<b>(4,690)</b>	<b>(14,680)</b>	<b>(23,720)</b>	<b>(30,310)</b>
<b>East House (3905)</b>				
490 Miscellaneous Expenses	7,497	6,040	5,780	1,150
491 Direct Staffing Costs	927	310	5,830	2,750
<b>492 Direct Costs / Income</b>	<b>8,424</b>	<b>6,350</b>	<b>11,610</b>	<b>3,900</b>
493 Back Office Staffing Costs	9,418	9,310	6,180	3,910
494 Capital Charges	(2,041)	(2,040)	12,500	12,500
<b>495 Net Cost of Service</b>	<b>15,801</b>	<b>13,620</b>	<b>30,290</b>	<b>20,310</b>
<b>Belle Vue House (3906)</b>				
496 Premises - Running Expenses	16,874	12,910	8,220	13,310
497 Premises - Repairs & Maintenance	3,345	3,100	3,100	5,100
498 Direct Staffing Costs	6,423	2,530	1,380	3,270
499 Income	(18,074)	(23,650)	(23,110)	(23,650)
<b>500 Direct Costs / Income</b>	<b>8,568</b>	<b>(5,110)</b>	<b>(10,410)</b>	<b>(1,970)</b>
501 Back Office Staffing Costs	5,288	5,590	2,330	3,640
502 Capital Charges	(54,500)	9,020	12,410	12,410
<b>503 Net Cost of Service</b>	<b>(40,644)</b>	<b>9,500</b>	<b>4,330</b>	<b>14,080</b>
<b>Asset Management (4809)</b>				
504 Valuation Work	10,662	27,810	15,310	15,310
505 Direct Staffing Costs	33,898	33,970	55,250	51,160
506 Miscellaneous Income	0	0	0	(5,600)
<b>507 Direct Costs / Income</b>	<b>44,560</b>	<b>61,780</b>	<b>70,560</b>	<b>60,870</b>
508 Back Office Staffing Costs	14,932	16,110	12,090	12,980
<b>509 Net Cost of Service</b>	<b>59,492</b>	<b>77,890</b>	<b>82,650</b>	<b>73,850</b>

### Asset Management & Other Services (cont.)

Line	2009/10 Actual £	2010/11 Original £	Revised £	2011/12 Budget £
<b>Passenger Transport Support &amp; Street Naming (3917 &amp; 3921)</b>				
510 Grounds Maintenancee & Premises Costs	1,410	1,410	1,410	1,440
511 Other Costs	5,810	6,580	6,950	6,950
512 Direct Staffing Costs	36,798	34,830	24,010	38,100
513 Miscellaneous Rents	(2,250)	(2,250)	(2,250)	(2,250)
<b>514 Direct Costs / Income</b>	<b>41,768</b>	<b>40,570</b>	<b>30,120</b>	<b>44,240</b>
515 Back Office Staffing Costs	34,693	34,710	5,080	5,710
<b>516 Net Cost of Service</b>	<b>76,461</b>	<b>75,280</b>	<b>35,200</b>	<b>49,950</b>
<b>Concessionary Travel (3911, 3912)</b>				
517 Contribution to Countywide Scheme	702,887	762,000	680,000	0
518 Reimbursement of Travel Vouchers	24,666	30,000	30,000	0
519 Other Administration Costs (inc Postage)	(12,410)	7,050	10,850	0
520 Payment for Railcards	22,500	0	0	0
521 Contracted Services	3,065	0	14,190	0
522 Direct Staffing Costs	48,297	50,280	19,870	12,160
523 District Council Contribution	(1,420)	0	0	0
524 Stock Balances	6,336	0	0	0
525 Central Government Funding	(220,554)	(90,430)	(90,430)	0
<b>526 Direct Costs / Income</b>	<b>573,367</b>	<b>758,900</b>	<b>664,480</b>	<b>12,160</b>
527 Back Office Staffing Costs	13,480	14,420	3,580	0
<b>528 Net Cost of Service</b>	<b>586,847</b>	<b>773,320</b>	<b>668,060</b>	<b>12,160</b>
<b>529 Total Asset Management &amp; Other Services</b>	<b>1,137,424</b>	<b>1,206,480</b>	<b>1,118,320</b>	<b>305,800</b>

**REVENUES & BENEFITS  
HEAD OF SERVICE - B HUNTER**

**Revenues & Benefits**

**Lead Manager(s) - A Wilcock & D Williams**

**Summary of Revenues & Benefits**

Line	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
530 SRP Costs	0	0	38,600	1,514,920
531 Supplies & Services	75,077	131,690	204,450	15,710
532 Transfer Payments	21,978,983	22,770,000	23,044,080	23,733,930
533 Direct Staffing Costs	1,431,419	1,429,020	1,388,690	13,240
534 Income	(22,807,220)	(23,592,980)	(23,819,960)	(24,463,090)
<b>535 Direct Costs / Income</b>	<b>678,259</b>	<b>737,730</b>	<b>855,860</b>	<b>814,710</b>
536 Back Office Staffing Costs	176,610	177,560	218,700	6,770
537 Capital Charges	(70,400)	(37,940)	0	0
<b>538 Net Cost to General Fund</b>	<b>784,469</b>	<b>877,350</b>	<b>1,074,560</b>	<b>821,480</b>

**Detailed Breakdown of Revenues & Benefits**

	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Housing/Council Tax Benefits &amp; Rent Rebates (32*)</b>				
539 Housing/C Tax Benefits Payments	21,849,633	22,670,400	22,937,050	23,625,840
540 War Widows Benefits	32,849	34,600	42,030	43,090
541 Other Costs	37,187	98,530	163,350	7,710
542 Direct Staffing Costs	938,630	947,310	923,190	6,900
<b>Government Grants:-</b>				
543 Housing/C Tax Benefits Grant	(21,996,389)	(22,822,230)	(23,085,490)	(23,778,700)
544 Admin & Other Grants	(562,706)	(538,690)	(478,790)	(452,330)
545 Legal Costs & Fees Recovered	(20)	0	0	0
<b>546 Direct Costs / Income</b>	<b>299,184</b>	<b>389,920</b>	<b>501,340</b>	<b>(547,490)</b>
547 Back Office Staffing Costs	37,850	47,460	60,700	920
548 Capital Charges	(31,289)	(16,860)	0	0
<b>549 Net Cost of Service</b>	<b>305,745</b>	<b>420,520</b>	<b>562,040</b>	<b>(546,570)</b>

## Revenues & Benefits (cont.)

Line	2009/10 Actual £	2010/11 Original £	2010/11 Revised £	2011/12 Budget £
<b>Council Tax Collection (2501)</b>				
550 Legal & Other Costs	18,487	20,150	15,730	5,760
551 Summons Costs Write-off	9,659	8,000	8,000	0
552 Direct Staffing Costs	357,005	342,420	330,220	5,280
553 Central Government Contribut'n	(4,284)	0	0	0
554 Summons Costs Recovered	(111,501)	(96,500)	(105,000)	(96,500)
<b>555 Direct Costs / Income</b>	<b>269,366</b>	<b>274,070</b>	<b>248,950</b>	<b>(85,460)</b>
556 Back Office Staffing Costs	119,652	106,710	130,270	4,210
557 Capital Charges	(15,644)	(8,430)	0	0
<b>558 Net cost of Service</b>	<b>373,374</b>	<b>372,350</b>	<b>379,220</b>	<b>(81,250)</b>
<b>NNDR Collection (2701)</b>				
559 Postage Costs & Courier Services	664	2,030	2,030	2,240
560 Other Costs	9,081	2,980	7,890	0
561 Discretionary Rate Relief	96,500	65,000	65,000	65,000
562 Direct Staffing Costs	135,784	139,290	135,280	1,060
563 Income - Legal Costs	(10,076)	(10,410)	(9,000)	(10,410)
564 Central Government Contribut'n	(125,150)	(125,150)	(125,150)	(125,150)
565 Miscellaneous Income	2,906	0	(9,080)	0
<b>566 Direct Costs / Income</b>	<b>109,709</b>	<b>73,740</b>	<b>66,970</b>	<b>(67,260)</b>
567 Back Office Staffing Costs	19,108	23,390	27,730	1,640
568 Capital Charges	(23,467)	(12,650)	0	0
<b>569 Net cost of Service</b>	<b>105,350</b>	<b>84,480</b>	<b>94,700</b>	<b>(65,620)</b>

**Revenues & Benefits (cont.)**

Line	2009/10 Actual £	2010/11 Original £	2010/11 Revised £	2011/12 Budget £
<b>Suffolk Revenues Partnership (2750)</b>				
570 Partnership Contribution	0	0	0	1,321,530
571 Implementation Costs	0	0	0	188,450
572 Direct Staffing Costs	0	0	38,600	4,940
573 <b>Direct Costs / Income</b>	<b>0</b>	<b>0</b>	<b>38,600</b>	<b>1,514,920</b>
574 <b>Net Cost of Service</b>	<b>0</b>	<b>0</b>	<b>38,600</b>	<b>1,514,920</b>
575 <b>Total Revenues &amp; Benefits</b>	<b>784,469</b>	<b>877,350</b>	<b>1,074,560</b>	<b>821,480</b>

**CORPORATE AND CENTRAL SERVICES  
HEAD OF SERVICE - A HUNKIN & B HUNTER**

**Corporate Management & Democratic Services**

**Lead Manager(s) - P Simon, R Amesbury & P Quirk**

**Summary of Corporate Management & Democratic Services**

Line	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
576 Supplies & Services	654,681	665,840	712,560	661,490
577 Transport Expenses	884	780	1,230	780
578 Direct Staffing Costs	1,371,043	1,376,630	1,515,380	1,536,140
579 Income	(473,571)	(446,610)	(602,880)	(500,210)
580 Other Costs	1,124	1,380	45,330	122,420
<b>581 Direct Costs / Income</b>	<b>1,554,161</b>	<b>1,598,020</b>	<b>1,671,620</b>	<b>1,820,620</b>
582 Back Office Staffing Costs	365,683	359,760	413,260	383,050
583 Capital Charges	(39,111)	(21,080)	0	0
<b>584 Net Cost to General Fund</b>	<b>1,880,733</b>	<b>1,936,700</b>	<b>2,084,880</b>	<b>2,203,670</b>

**Detailed Breakdown of Corporate Management & Democratic Services**

	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Corporate Management, Democratic Processes &amp; Shared Services (4802, 4813 &amp; 4901)</b>				
585 Members Allowances	211,788	238,780	226,070	229,390
586 Members Travel and Subs	13,711	13,100	13,100	13,100
587 Members Courses	11,141	12,950	12,950	12,950
588 Printing - Agendas etc.	20,483	22,470	26,570	28,270
589 Other Costs	34,779	25,700	21,910	18,310
590 Direct Staffing Costs	900,777	914,950	1,102,000	1,073,410
591 Miscellaneous Income	0	0	0	(1,600)
592 Recharge to HRA	(182,722)	(191,250)	(282,870)	(298,330)
<b>593 Direct Costs / Income</b>	<b>1,009,957</b>	<b>1,036,700</b>	<b>1,119,730</b>	<b>1,075,500</b>
594 Back Office Staffing Costs	290,895	273,890	320,320	290,040
595 Capital Charges	(15,644)	(8,430)	0	0
<b>596 Net Cost of Service</b>	<b>1,285,208</b>	<b>1,302,160</b>	<b>1,440,050</b>	<b>1,365,540</b>
<b>Performance Management &amp; Improvement (4811;4812)</b>				
597 Best Value - Research/Surveys	3,431	11,220	11,220	4,220
598 Other Expenses	89	3,800	340	410
599 Direct Staffing Costs	102,379	93,510	79,190	74,740
<b>600 Direct Costs / Income</b>	<b>105,899</b>	<b>108,530</b>	<b>90,750</b>	<b>79,370</b>
601 Back Office Staffing Costs	12,655	18,190	36,300	35,870
<b>602 Net Cost of Service</b>	<b>118,554</b>	<b>126,720</b>	<b>127,050</b>	<b>115,240</b>

**Corporate Management & Democratic Services (cont.)**

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Publicity and Information (3908)</b>				
603 Publications	35,333	35,320	35,320	35,330
604 Other Costs	652	730	730	730
605 Direct Staffing Costs	84,419	83,080	77,760	78,720
<b>606 Direct Costs / Income</b>	<b>120,404</b>	<b>119,130</b>	<b>113,810</b>	<b>114,780</b>
607 Back Office Staffing Costs	2,192	1,610	100	120
<b>608 Net Cost of Service</b>	<b>122,596</b>	<b>120,740</b>	<b>113,910</b>	<b>114,900</b>
<b>Bank Charges (4992), Audit Fees (4920) and Treasury Management (4971)</b>				
609 Treasury Management Costs	4,925	6,310	7,310	7,530
610 Credit Card Charges & Other Contributions	(3,555)	(3,890)	(10,450)	(3,680)
611 Audit Fees	164,696	153,600	156,920	133,600
612 Bank Charges	24,298	23,070	23,170	23,170
613 Direct Staffing Costs	73,797	68,130	71,660	68,450
614 Recharge to HRA	(48,000)	(42,790)	(21,040)	(22,810)
<b>615 Direct Costs / Income</b>	<b>216,161</b>	<b>204,430</b>	<b>227,570</b>	<b>206,260</b>
616 Back Office Staffing Costs	5,929	4,540	130	160
<b>617 Net Cost of Service</b>	<b>222,090</b>	<b>208,970</b>	<b>227,700</b>	<b>206,420</b>
<b>Elections &amp; Registration (2901, 4805, 4806, 4808)</b>				
618 Canvassing Fees	19,335	17,000	20,170	17,000
619 Other Costs	11,218	9,910	11,040	85,080
620 Adverts, printing, postage etc	33,914	25,520	29,870	31,290
621 Direct Staffing Costs	83,213	75,170	96,910	114,420
622 Sale of Register	(11,577)	(3,540)	(6,860)	(2,040)
<b>623 Direct Costs / Income</b>	<b>136,103</b>	<b>124,060</b>	<b>151,130</b>	<b>245,750</b>
624 Back Office Staffing Costs	15,134	28,020	22,920	23,960
625 Capital Charges	(7,822)	(4,220)	0	0
<b>626 Net Cost of Service</b>	<b>143,415</b>	<b>147,860</b>	<b>174,050</b>	<b>269,710</b>

**Corporate Management & Democratic Services (cont.)**

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Local Land Charges (3903)</b>				
627 County Council Fees & Other Costs	23,527	18,400	22,620	21,190
628 Direct Staffing Costs	116,560	131,550	83,280	115,910
629 Fees and Charges	(185,697)	(157,000)	(172,000)	(160,500)
<b>630 Direct Costs / Income</b>	<b>(45,610)</b>	<b>(7,050)</b>	<b>(66,100)</b>	<b>(23,400)</b>
631 Back Office Staffing Costs	35,681	30,100	33,180	32,790
632 Capital Charges	(15,644)	(8,430)	0	0
<b>633 Net Cost of Service</b>	<b>(25,573)</b>	<b>14,620</b>	<b>(32,920)</b>	<b>9,390</b>
<b>Other Services &amp; Partnerships (3940, 3919, 3946, 3902, 4807)</b>				
634 Provision for Legal/Redundancy Costs	0	0	45,000	84,000
635 Unallocated Overheads	1,124	1,380	330	38,420
636 Grants & Other Expenditure	42,244	48,740	94,480	700
637 Direct Staffing Costs	9,898	10,240	4,580	10,490
638 Suffolk CC Contribution	(42,020)	(48,140)	(93,660)	0
639 Other Income	0	0	(16,000)	(11,250)
<b>640 Direct Costs / Income</b>	<b>11,246</b>	<b>12,220</b>	<b>34,730</b>	<b>122,360</b>
641 Back Office Staffing Costs	3,197	3,410	310	110
<b>642 Net Cost of Service</b>	<b>14,443</b>	<b>15,630</b>	<b>35,040</b>	<b>122,470</b>
<b>643 Total Corporate Management &amp; Democratic Services</b>	<b>1,880,733</b>	<b>1,936,700</b>	<b>2,084,880</b>	<b>2,203,670</b>

**CORPORATE AND CENTRAL SERVICES  
HEAD OF SERVICE - A HUNKIN & B HUNTER**

**Other Corporate Services**

**Lead Manager(s) - P Quirk**

**Summary of Other Corporate Services**

Line	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
644 Supplies & Services	67,227	65,370	55,640	61,000
645 Direct Staffing Costs	29,743	31,050	14,840	16,490
646 Income	(85,555)	0	(35,950)	0
<b>647 Direct Costs / Income</b>	<b>11,415</b>	<b>96,420</b>	<b>34,530</b>	<b>77,490</b>
648 Back Office Staffing Costs	32,854	35,670	49,280	49,280
<b>649 Net Cost to General Fund</b>	<b>44,269</b>	<b>132,090</b>	<b>83,810</b>	<b>126,770</b>

**Detailed Breakdown of Other Corporate Services**

	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Civil Protection &amp; Emergency Planning (3930-3931)</b>				
650 Contribution to Suffolk County Council	29,100	29,830	29,100	26,630
651 Supplies and Services	1,978	2,660	2,660	1,490
652 Direct Staffing Costs	217	2,000	0	1,000
<b>653 Direct Costs / Income</b>	<b>31,295</b>	<b>34,490</b>	<b>31,760</b>	<b>29,120</b>
654 Back Office Staffing Costs	30,708	33,370	48,520	48,240
<b>655 Net Cost of Service</b>	<b>62,003</b>	<b>67,860</b>	<b>80,280</b>	<b>77,360</b>
<b>Other Corporate Activities (4803)</b>				
656 Local Government Association	12,636	11,080	11,080	11,080
657 Regional Employers Group	11,600	8,700	8,700	8,700
658 Rural Services Partnership	2,095	3,700	3,700	3,700
659 Western Suffolk LSP	9,555	9,000	0	9,000
660 Babergh East LSP	263	400	400	400
661 Direct Staffing Costs	29,526	29,050	14,840	15,490
<b>662 Direct Costs / Income</b>	<b>65,675</b>	<b>61,930</b>	<b>38,720</b>	<b>48,370</b>
663 Back Office Staffing Costs	2,146	2,300	760	1,040
<b>664 Net cost of Service</b>	<b>67,821</b>	<b>64,230</b>	<b>39,480</b>	<b>49,410</b>

**Other Corporate Services (cont.)**

Line	2009/10 Actual £	2010/11 Original £	2010/11 Revised £	2011/12 Budget £
<b>Business Rates Growth (3945)</b>				
665 Income	(85,555)	0	(35,950)	0
666 Direct Costs / Income	(85,555)	0	(35,950)	0
667 Net Cost of Service	(85,555)	0	(35,950)	0
668 <b>Total Other Corporate Services</b>	<b>44,269</b>	<b>132,090</b>	<b>83,810</b>	<b>126,770</b>

## GENERAL FUND RESERVES

### General Reserves

	2009/10	2010/11		2011/12	See
	Actual	Original	Revised	Budget	Note
	£000	£000	£000	£000	
Opening balance - 1 April	2,359	1,463	1,685	1,513	
Use	-674	-100	-52	-80	1
			-120	-130	2
<b>Closing balance - 31 March</b>	1,685	1,363	1,513	1,303	

### Notes

- (1) General use of reserves  
 (2) Use of reserves for initial net one-off/transitional costs for Mid Suffolk integration and merger - more could have to be used if capitalisation directions not received. There is also an outstanding legal case which could reduce reserves further.

### Earmarked Reserves

	Capital & Other Unspecified Projects	Business Rates Growth	Shared Services	Legal Costs	Total	
	£000	£000	£000	£000	£000	
Opening Balance 1/04/2010	602	482	25	150	1,259	
Addition 2010/11		36			36	
Use 2010/11	-602	-518	-25	-66	-1,211	
Inter-Reserve Transfers 2010/11					0	
<b>Estimated Balance 31/03/2011</b>	0	0	0	84	84	
Addition 2011/12	356				356	} 3
Use 2011/12				-84	-84	
<b>Estimated Balance 31/03/2012</b>	356	0	0	0	356	

### Note

- (3) Depends on progress/timing and outcome on legal case. Some or all of the £356k addition to the Capital and Other Unspecified earmarked reserve could be used in 2011/12.



## ***Council Tax***



<b>COUNCIL TAXES 2011/12</b>
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### APPROVED COUNCIL TAX FOR EACH DWELLING CATEGORY 2011/12

Dwelling Category	Babergh District Council £	Suffolk County Council £	Suffolk Police Authority £	Proportion of Band D
BAND A	92.67	751.02	107.16	6/9ths
BAND B	108.12	876.19	125.02	7/9ths
BAND C	123.56	1,001.36	142.88	8/9ths
BAND D	139.01	1,126.53	160.74	
BAND E	169.90	1,376.87	196.46	11/9ths
BAND F	200.79	1,627.21	232.18	13/9ths
BAND G	231.68	1,877.55	267.90	15/9ths
BAND H	278.02	2,253.06	321.48	18/9ths

### AVERAGE COUNCIL TAX - BAND D PROPERTY

	2010/11 £	2011/12 £
Suffolk County Council	1,126.53	1,126.53
Suffolk Police Authority	160.74	160.74
Babergh District Council	139.01	139.01
Town / Parish Councils (Average) *	61.82	63.71
Average Council Tax	1,488.10	1,489.99
<b>* Total Precepts £2,126,308 Divided By Tax Base (33,373.03)</b>		

### COUNCIL TAX - INDIVIDUAL PARISHES / PROPERTIES

The actual Council Tax applicable to individual properties in different parishes is arrived at by adding together the appropriate amounts set by Babergh District Council, Suffolk County Council and the Suffolk Police Authority for the band of the property (see above table) and the amount in respect of the Town/Parish Council Precept.



## Appendix E

### PARISH COUNCIL TAXES PER BAND D EQUIVALENT PROPERTY 2011/12

PARISH	2011/12 Parish Precept £	Tax Base	2011/12 Parish Precept £	PARISH	2011/12 Parish Precept £	Tax Base	2011/12 Parish Precept £
Acton	44,000.00	644.17	68.30	Kettlebaston	500.00	36.84	13.57
Aldham	1,100.00	84.76	12.98	Lavenham	27,000.00	866.98	31.14
Alpheton	2,613.00	111.29	23.48	Lawshall	7,000.00	368.18	19.01
Arwarton	0.00	54.95	0.00	Layham	8,500.00	250.43	33.94
Assington	6,500.00	173.99	37.36	Leavenheath	18,200.00	601.52	30.26
Belstead	8,000.00	91.89	87.06	Lindsey	2,195.00	83.98	26.14
Bentley	11,500.00	327.41	35.12	Little Cornard	2,250.00	142.75	15.76
Bildeston	18,000.00	400.78	44.91	Little Waldingfield	4,230.00	155.04	27.28
Boxford	32,890.00	518.23	63.47	Little Wenham	0.00	20.39	0.00
Boxted	400.00	53.88	7.42	Long Melford	72,500.00	1,494.85	48.50
Brantham	41,073.00	903.37	45.47	Milden	850.00	54.69	15.54
Brent Eleigh	500.00	83.03	6.02	Monks Eleigh	14,416.00	249.06	57.88
Brettenham	4,150.00	114.52	36.24	Nayland with Wissington	32,175.00	534.13	60.24
Bures St Mary	22,496.00	391.73	57.43	Nedging with Naughton	4,650.00	163.20	28.49
Burstall	4,000.00	93.32	42.86	Newton	8,000.00	216.22	37.00
Capel St Mary	67,703.00	1,141.27	59.32	Pinewood	123,162.00	1,500.72	82.07
Chattisham / Hintlesham	6,000.00	314.84	19.06	Polstead	14,500.00	386.34	37.53
Chelmondiston	23,000.00	422.01	54.50	Preston St Mary	4,000.00	88.35	45.27
Chelsworth	900.00	82.24	10.94	Raydon	8,700.00	214.42	40.57
Chilton	6,000.00	153.91	38.98	Semer	400.00	70.43	5.68
Cockfield	10,500.00	384.13	27.33	Shelley	0.00	32.27	0.00
Copdock & Washbrook	24,000.00	433.26	55.39	Shimpling	4,600.00	189.08	24.33
East Bergholt	23,000.00	1,129.15	20.37	Shotley	44,325.00	781.34	56.73
Edwardstone	4,935.00	168.87	29.22	Somerton	420.00	40.24	10.44
Elmsett	9,500.00	313.13	30.34	Sproughton	46,540.00	548.96	84.78
Freston	800.00	49.70	16.10	Stanstead	8,568.00	150.91	56.78
Glemsford	83,000.00	1,231.04	67.42	Stoke by Nayland	11,000.00	312.44	35.21
Great Cornard	198,466.00	2,730.30	72.69	Stratford St Mary	13,800.00	328.03	42.07
Great Waldingfield	30,500.00	571.74	53.35	Stutton	10,000.00	352.13	28.40
Great Wenham	0.00	63.00	0.00	Sudbury	580,000.00	4,548.76	127.51
Groton	3,850.00	130.31	29.54	Tattingstone	8,158.00	228.73	35.67
Hadleigh	295,935.00	2,887.53	102.49	Thorpe Morieux	1,900.00	106.16	17.90
Harkstead	2,500.00	115.61	21.62	Wattisham	1,500.00	45.53	32.95
Hartest	9,000.00	218.42	41.21	Whatfield	3,600.00	127.91	28.14
Higham	0.00	75.85	0.00	Wherstead	2,928.00	118.00	24.81
Hitcham	7,000.00	291.56	24.01	Woolverstone	2,600.00	94.24	27.59
Holbrook	18,900.00	635.83	29.72				
Holton St Mary	4,500.00	94.80	47.47				
Kersey	5,930.00	183.96	32.24				
				<b>TOTAL PRECEPT</b>	<b>2,126,308.00</b>		
				<b>TOTAL TAX BASE</b>		<b>33,373.03</b>	

Precepts in 2010/11 totalled £2,046,656. The 2011/12 total precepts, therefore, represent a 3.89% increase on the 2010/11 level.



# ***Capital Programme***



**General Fund - 4 Year Capital Programme 2010/11-2013/14 - Summary**

Line	PROJECTS	(1) 2010/11 £	(2) 2010/11 Rev £	(3) 2011/12 £	(4) 2012/13 £	(5) 2013/14 £	(6) Total 2011/14 £
1	ICT / Information Management	323,900	237,490	302,000	150,000	50,000	502,000
2	Contract & Asset Management	1,317,000	726,910	2,877,740	1,511,330	516,400	4,905,470
3	Community Development	548,800	655,970	179,510	128,500	128,500	436,510
4	Private Sector Housing	536,000	586,140	513,500	571,472	485,000	1,569,972
5	Natural & Built Environment	225,000	246,446	-	-	-	-
6	Mid Suffolk Merger Costs	-	186,000	212,000	60,000	444,000	716,000
7	<b>TOTAL GENERAL FUND CAPITAL PROGRAMME</b>	<b>2,950,700</b>	<b>2,638,956</b>	<b>4,084,750</b>	<b>2,421,302</b>	<b>1,623,900</b>	<b>8,129,952</b>

Line	CAPITAL FINANCING	2010/11 £	2010/11 Rev £	2011/12 £	2012/13 £	2013/14 £	Total 2011/14 £
8	Borrowing- non supported	768,000	56,505	1,820,840	1,468,830	814,900	4,104,570
9	Capital Receipts	1,124,798	295,000	1,880,600	587,000	530,000	2,997,600
10	Earmarked Reserves	-	602,200	-	-	-	-
11	LABGI	-	518,000	-	-	-	-
12	Grants / External Contributions- other	1,057,902	1,167,251	383,310	365,472	279,000	1,027,782
13	<b>TOTAL FINANCING</b>	<b>2,950,700</b>	<b>2,638,956</b>	<b>4,084,750</b>	<b>2,421,302</b>	<b>1,623,900</b>	<b>8,129,952</b>

**General Fund - 4 Year Capital Programme 2010/11-2013/14 - Detail**

Line	PROJECTS	(1) 2010/11 £	(2) 2010/11 Rev £	(3) 2011/12 £	(4) 2012/13 £	(5) 2013/14 £	(6) Total 2011/14 £
	<b>ICT / Information Management</b>						
	<b>Significant Major Projects</b>						
14	LAMP Phase 2		61,190				
	<b>Infrastructure</b>						
15	Rationalisation of Servers			20,000			20,000
16	E-mail Archiving	10,000		10,000			10,000
17	Ongoing Govt Connect Costs	20,000	10,000	20,000			20,000
18	Committed schemes	70,100	65,100	78,000	70,000	50,000	198,000
	<b>Applications</b>						
19	Health & Safety Audits	10,000					
20	Shared Services Integration	80,000	10,000	25,000	25,000		50,000
	<b>Service transformation</b>						
21	Broadband Development			50,000			50,000
22	MapRite	10,000	10,000	10,000			10,000
23	Land Terrier			16,000			16,000
24	Shared Service Working	55,000	12,960	30,000	25,000		55,000
25	Committed Schemes	68,800	68,240	43,000	30,000		73,000
26	<b>Total Expenditure</b>	<b>323,900</b>	<b>237,490</b>	<b>302,000</b>	<b>150,000</b>	<b>50,000</b>	<b>502,000</b>
	<b>Financing</b>						
27	Borrowing- non supported	5,000					
28	Capital Receipts	312,100	109,000	302,000	150,000	50,000	502,000
29	Earmarked Reserves		118,940				
30	Grants/ External Contributions- other	6,800	9,550				
31	<b>Total ICT / Information Management</b>	<b>323,900</b>	<b>237,490</b>	<b>302,000</b>	<b>150,000</b>	<b>50,000</b>	<b>502,000</b>

**General Fund - 4 Year Capital Programme 2010/11-2013/14 - Detail**

Line	PROJECTS	(1) 2010/11 £	(2) 2010/11 Rev £	(3) 2011/12 £	(4) 2012/13 £	(5) 2013/14 £	(6) Total 2011/14 £
	<b>Contract &amp; Asset Management</b>						
32	Street Parking Improvements	15,000	21,000	8,000	8,000	8,000	24,000
33	Planned Maintenance to H.Q.	40,000	36,350	35,000	35,000	35,000	105,000
34	Car Parks - Ticket Machines / Network Rail / Other						
	Planned Maintenance	140,000	156,700	40,000	40,000	40,000	120,000
35	Planned maintenance - Corporate Buildings	25,000	18,500	43,200	40,000	40,000	123,200
36	Pin Mill - Regeneration (Haven Gateway)	156,000	266,800				
37	Calais Street Pavilion - Demolition & Improvements		28,300				
38	Planned Maintenance at Kingfisher Leisure Centre	89,000	39,350	35,500	111,300	112,000	258,800
39	Enhancement of Kingfisher Facilities ( <b>see note 1</b> )	500,000	35,000	535,000			535,000
40	Hadleigh Pool Repairs			25,000	25,000	25,000	75,000
41	Hadleigh Community Facilities		8,010	2,031,040	167,030		2,198,070
42	Play Equipment	25,000	25,000	25,000	25,000	25,000	75,000
43	Waste Transfer Station ( <b>see note 1</b> )		18,900		600,000		600,000
44	Refuse Fleet replacement ( <b>see note 1</b> )	137,000			360,000	131,400	491,400
45	Bridge House Replacement Storage Facility	100,000					
46	Carbon Reduction ( <b>see note 2</b> )	90,000	73,000	100,000	100,000	100,000	300,000
47	<b>Total Expenditure</b>	<b>1,317,000</b>	<b>726,910</b>	<b>2,877,740</b>	<b>1,511,330</b>	<b>516,400</b>	<b>4,905,470</b>
	<b>Financing</b>						
48	Borrowing- non supported	371,800	35,505	1,716,040	1,134,330	480,400	3,330,770
49	Capital Receipts	639,200		1,161,700	377,000	36,000	1,574,700
50	Earmarked Reserves		430,095				
51	LABGI		25,405				
52	Grants/ External Contributions- other	306,000	235,905				
53	<b>Total Contract &amp; Asset Management</b>	<b>1,317,000</b>	<b>726,910</b>	<b>2,877,740</b>	<b>1,511,330</b>	<b>516,400</b>	<b>4,905,470</b>

Note 1 - Dependent on clear business case and generation of annual income or savings.

Note 2 - Invest to save - also results in annual savings.

**General Fund - 4 Year Capital Programme 2010/11-2013/14 - Detail**

Line	PROJECTS	(1) 2010/11 £	(2) 2010/11 Rev £	(3) 2011/12 £	(4) 2012/13 £	(5) 2013/14 £	(6) Total 2011/14 £
	<b>Community Development</b>						
54	East LSP grants (see note 3)	58,300	82,750	33,110			33,110
55	Community Grants	128,500	142,320	145,200	128,500	128,500	402,200
56	Hadleigh Swimming Pool Enhancement work	140,800	399,400				
57	University Campus Suffolk	187,000					
58	Children's Play Builder Scheme	2,500					
59	Children's Play Programme - Big Lottery funded	31,700	31,500	1,200			1,200
60	<b>Total Expenditure</b>	<b>548,800</b>	<b>655,970</b>	<b>179,510</b>	<b>128,500</b>	<b>128,500</b>	<b>436,510</b>
	<b>Financing</b>						
61	Borrowing- non supported	320,200		19,800	128,500	128,500	276,800
62	Capital Receipts	136,100		125,400			125,400
63	Earmarked Reserves						
64	LABGI		424,620				
65	Grants/ External Contributions- other	92,500	231,350	34,310			34,310
66	<b>Total Community Development</b>	<b>548,800</b>	<b>655,970</b>	<b>179,510</b>	<b>128,500</b>	<b>128,500</b>	<b>436,510</b>

Note 3 - Babergh just acting as banker - External Money Received to pay for this.

**General Fund - 4 Year Capital Programme 2010/11-2013/14 - Detail**

Line	PROJECTS	(1) 2010/11 £	(2) 2010/11 Rev £	(3) 2011/12 £	(4) 2012/13 £	(5) 2013/14 £	(6) Total 2011/14 £
	<b>Private Sector Housing</b>						
67	Private Sector Renewal - Mandatory	343,000	334,670	273,000	335,000	335,000	943,000
68	Private Sector Renewal - Discretionary	107,000	65,470	97,500	100,000	100,000	297,500
69	Affordable Housing Grants (see note 4)	86,000	186,000	143,000	136,472	50,000	329,472
70	<b>Total Expenditure</b>	<b>536,000</b>	<b>586,140</b>	<b>513,500</b>	<b>571,472</b>	<b>485,000</b>	<b>1,569,972</b>
	<b>Financing</b>						
71	Borrowing- non supported	71,000	21,000	85,000	206,000	206,000	497,000
72	Earmarked Reserves		53,165				
73	LABGI		67,975				
74	Capital Receipts	37,398		79,500			79,500
75	Grants/ External Contributions- other	427,602	444,000	349,000	365,472	279,000	993,472
76	<b>Total Private Sector Housing</b>	<b>536,000</b>	<b>586,140</b>	<b>513,500</b>	<b>571,472</b>	<b>485,000</b>	<b>1,569,972</b>

Note 4 - Includes use of S106 Monies.

**General Fund - 4 Year Capital Programme 2010/11-2013/14 - Detail**

Line	PROJECTS	(1) 2010/11 £	(2) 2010/11 Rev £	(3) 2011/12 £	(4) 2012/13 £	(5) 2013/14 £	(6) Total 2011/14 £
	<b>Natural &amp; Built Environment</b>						
77	Green Waste Scheme Enhancement		135,000				
78	Air Quality Management	16,000	27,860				
79	Sudbury Town Centre Enhancement (HERS)		20,000				
80	Redevelopment of Sudbury Town Centre bus station	209,000	63,586				
81	<b>Total Expenditure</b>	<b>225,000</b>	<b>246,446</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Financing</b>						
82	Grants/ External Contributions- other	225,000	246,446				
83	<b>Total Natural &amp; Built Environment</b>	<b>225,000</b>	<b>246,446</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**General Fund - 4 Year Capital Programme 2010/11-2013/14 - Detail**

Line	PROJECTS	(1) 2010/11 £	(2) 2010/11 Rev £	(3) 2011/12 £	(4) 2012/13 £	(5) 2013/14 £	(6) Total 2011/14 £
84	Mid Suffolk Integration & Merger						
	Capitalised Redundancy Costs (see note 5)		186,000	200,000			200,000
85	ICT Integration Costs			12,000	60,000	444,000	516,000
86	<b>Total Expenditure</b>	<b>0</b>	<b>186,000</b>	<b>212,000</b>	<b>60,000</b>	<b>444,000</b>	<b>716,000</b>
	<b>Financing</b>						
87	Borrowing- non supported						
88	Capital Receipts		186,000	212,000	60,000	444,000	716,000
89	<b>Total Mid Suffolk Merger &amp; Integration</b>	<b>0</b>	<b>186,000</b>	<b>212,000</b>	<b>60,000</b>	<b>444,000</b>	<b>716,000</b>

Note 5 - Based on business case approved in September 2010. Currently being revised to reflect timing of CE and Senior Management Structure.

90	<b>TOTAL GENERAL FUND CAPITAL PROGRAMME</b>	<b>2,950,700</b>	<b>2,638,956</b>	<b>4,084,750</b>	<b>2,421,302</b>	<b>1,623,900</b>	<b>8,129,952</b>
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## ***Fees and Charges***



**PROPOSED GENERAL FUND CHARGES FOR 2010/12**

Line	Charges & Fees	2010/11 Charge		2011/12 Charge	
		Charge Less VAT (20%)	Charge to the Public	Charge Less VAT (20%)	Charge to the Public
	<b>Discretionary Charges</b>				
	<b>Licences (see note 1)</b>				
1	<b>Dog Breeding Establishments</b>				
2	- Annual		82.50		84.15
3	<b>Pet Shops</b>				
4	- Annual		109.00		111.18
5	<b>Riding Establishments</b>				
6	- Annual		127.00		129.54
			+ Vets' Fees		+ Vets' Fees
7	<b>Dangerous Wild Animals</b>				
8	- Annual		165.00		168.30
			+ Vets' Fees		+ Vets' Fees
9	<b>Sex Establishments</b>				
10	- Annual		- Fee on application		2,000.00
11	<b>Late Night Refreshment Houses</b>				
12	- Annual				
13	<b>Dermal Treatment Establishments</b>				
14	- Annual		82.50		84.15
15	<b>Pleasure Boats</b>				
16	- Annual		44.00		44.88
			+ surveyors' fees		+ surveyors' fees
17	<b>Boatmen</b>				
18	- Annual		22.50		22.95
19	<b>Hypnotists</b>				
20	- Annual		251.00		256.02
21	<b>Animal Boarding Establishments</b>				
22	- Annual		115.00		117.30
23	<b>Street Trading</b>				
24	- Band A (5 or more days a week)		2,330.00		2,376.60
25	- Band B (3 or 4 days a week)		1,560.00		1,591.20
26	- Band C (1 or 2 days a week)		780.00		795.60
27	<b>Processing Export Certifications</b>				
28	- Annual		71.00		72.42
29	<b>Motor Salvage Operators</b>				
30	- Three-year licence		94.00		95.88

**note 1**

See further details under 'Statutory Charges'

**PROPOSED GENERAL FUND CHARGES FOR 2010/12**

Line	Charges & Fees	2010/11 Charge		2011/12 Charge	
		Charge Less VAT (20%)	Charge to the Public	Charge Less VAT (20%)	Charge to the Public
	<b>Environmental Services</b>				
31	<b>Trade Waste</b> (see note 2)				
32	- 240 litre bin	391.00	469.20		423.00
33	- 360 litre bin	434.00	520.80		474.00
34	- 660 litre bin	547.00	656.40		609.00
35	- 1100 litre bin	698.00	837.60		791.00
36	<b>Recyclable Trade Waste</b>				
37	- 240 litre bin	362.00	434.40		358.00
38	- 360 litre bin	389.00	466.80		377.00
39	- 660 litre bin	466.00	559.20		431.00
40	- 1100 litre bin	564.00	676.80		495.00
41	<b>Bulky Refuse Collections</b>				
42	- Per visit for up to 5 items		25.00		22.00
43	- Per additional item thereafter		5.00		5.00
44	<b>Garden Waste Collection</b>				
45	Brown Bin Scheme		40.00		40.00
46	- Charge for the delivery of the bin:				
47	- For those on Benefit		5.50		2.50
48	- For those not on Benefit		11.00		5.00
49	Bulky Bag: for each collection				
50	- For those on Benefit		15.50		15.50
51	- For those not on Benefit		31.00		31.00
52	<b>Special Refuse Collections</b>				
53	- Contractors Rates + Council's admin Charge	Actual Cost	+ VAT	Actual Cost	+ VAT
54	<b>Public Conveniences</b>				
55	- Shotley Gate (use of WC)	0.17	0.20	0.17	0.20
56	- Gaol Lane, Sudbury (per visit)	0.17	0.20	0.17	0.20
57	<b>Street Cleansing</b>				
58	- Sale of Litter/Dog Dirt Bins	Actual Cost	+ VAT	Actual Cost	+ VAT
59	- Emptying of all bins installed after the 1st January 2001	+15% Admin 50% of Actual Cost	+ VAT	+15% Admin 50% of Actual Cost + 15% admin	+ VAT
60	<b>Food Hygiene Courses</b>				
61	- Basic Course (Per Candidate)		62.00		62.00
62	(group discounts negotiable)				
63	<b>Surrendered Food Certification</b>				
64	- Inspection	58.33	70.00	58.33	70.00
65	- Special Removal (Hourly)	Actual Cost + Hrly rate for Food Safety	+VAT	Actual Cost + Hrly rate for Food Safety	+VAT
66	<b>Water Sampling</b>				
67	- Risk Assessment	23.46	28.15		
68	- Collection & Analysis of Water Samples	28.33	34.00		
69	Env. Protection Act - general enquiries/register info	£53.50 minimum, plus hrly rate £31 for time in excess of 30 mins		£55.50 minimum, plus hrly rate £32 for time in excess of 30 mins	
70	<b>Other Registers</b>				
71	- Per Photocopy Sheet	3.33	4.00	3.33	4.00
72	<b>Food Register</b>				
73	- Copy of a Single Entry	3.33	4.00	3.33	4.00
74	- Copy of Whole Register	369.57	443.48	369.57	443.48

**note 2**

These are standard rates. Trade waste charges vary according to the service provided. Price on

**PROPOSED GENERAL FUND CHARGES FOR 2010/12**

Line	Charges & Fees	2010/11 Charge		2011/12 Charge	
		Charge Less VAT (20%)	Charge to the Public	Charge Less VAT (20%)	Charge to the Public
	<b>Leisure and Recreation Services</b>				
75	<b>Sudbury - Tennis (per court, per hour)</b>				
76	- Adults	3.33	4.00	3.33	4.00
77	- Children	1.67	2.00	1.67	2.00
78	- Advance block booking, minimum of 10 occasions (35% discount)				
79	<b>Sudbury - Putting</b>				
80	- Adults	1.25	1.50	Discontinued	
81	- Children	0.63	0.75		
82	<b>Hire of Friars Meadow / East House Meadow</b>				
83	- Caravans - per weekend (2 nights) (FM Only)		14.00		15.00
84	- Caravans - per additional night (FM Only)		7.00		7.50
85	- Small Circus - per operating day		110.00		120.00
86	- Small Circus - per non operating day		55.00		60.00
87	- Small Circus - deposit (for damage)		325.00		350.00
88	- Large Circus/Fair - per operating day		275.00		300.00
89	- Large Circus - per non operating day		125.00		135.00
90	- Large Circus - deposit (for damage)		700.00		700.00
91	- Non-Charity Fund Raising Events				
92	- per operating day		80.00		80.00
93	- per non operating day		30.00		30.00
94	- deposit (for damage)		375.00		350.00
95	<b>Tourism</b>				
96	- Commission on Accommodation Bookings.	10% of the value of the first night.		10% of the value of the first night.	
97	- Commission on National Express Bookings.	11% of the ticket value		11% of the ticket value	
		£1.50 - 1yr Coach Card		£1.50 - 1yr Coach Card	
		2.00	Family card 2+2	2.00	Family card 2+2
		1.50	Family card 1+1	1.50	Family card 1+1
98	Advertising Charges - Accommodation Section:				
99	- 1/8 page, with photo and 30 words	131.00	157.20	131.00	157.20
100	- 1/4 page, with up to 2 photos and 50 words	262.00	314.40	262.00	314.40
101	- 1/2 page, with up to 4 photos and 100 words	520.00	624.00	520.00	624.00
102	What to See and Do guide				
103	- 1/6 page	50.00	60.00	50.00	60.00
104	Guided Walks				
105	Adults		3.00		3.00
106	Children under 14 free		free		free
107	Groups	2.50 (minimum £20 per group)		2.50 (minimum £20 per group)	
108	<b>Sports &amp; Leisure Promotion</b>				
109	- Holiday Clubs/Courses		Mainly Free		Mainly Free
		Some charges may be applied, but these would be the exception and would vary		Some charges may be applied, but these would be the exception and would vary	

**PROPOSED GENERAL FUND CHARGES FOR 2010/12**

Line	Charges & Fees	2010/11 Charge		2011/12 Charge	
		Charge Less VAT (20%)	Charge to the Public	Charge Less VAT (20%)	Charge to the Public
	<b>Other Discretionary Charges</b>				
110	<b>Council Tax / Business Rates</b>				
111	- Summons Costs		53.00		53.00
112	- Liability order		11.00		11.00
113	<b>Senior Citizen Railcards</b>				
114	- Cost of Railcard		Actual Cost		Discontinued
115	<b>Local Land Charges</b>				
116	<b>Searches in respect of a single parcel of land</b> (see note 3).				
117	<b>Paper/printed requests:</b>				
118	- Official Certificate of Search (LLC1) & Replies to Part 1 (CON29) Enquiries.		137.00		140.00
119	- Part 1 CON29 Enquiries only (less Statutory fee for Certificate of Search)		112.00		115.00
120	- Search of the Land Charges register only (LLC1)		25.00		25.00
121	- Personal Search		0.00		0.00
122	- Part II Enquiries - per printed enquiry (note 4)		12.00		12.00
123	- Additional Enquiries		40.00		40.00
124	<b>Enquiries made via the National Land and Information Service:</b>				
125	- Official Certificate of Search (LLC1) & Replies to Part 1 (CON29) Enquiries. (Note 4)		132.00		140.00
126	- Part 1 CON29 Enquiries only (less Statutory fee for Certificate of Search) (Note 4)		107.00		115.00
127	- Search of the Land Charges register only (LLC1)		25.00		25.00
128	- Part II Enquiries - per printed enquiry (note 4)		12.00		12.00
129	- Additional Enquiries		40.00		40.00
130	<b>Enquiries made via Suffolk Searches:</b>				
131	- Official Certificate of Search (LLC1) & Replies to Part 1 (CON29)		132.00		140.00
132	- Part 1 CON29 Enquiries only (less Statutory fee for Certificate of Search)		107.00		115.00
133	- Search of the Land Charges register only (LLC1)		25.00		25.00
134	- Extract Of The Local Land Charge Register		22.00		22.00
135	- Individual Questions for PSA				
136	- Administration Fee		10.00		10.00
137	- Charge per question		1.50		1.50
138	- Charge for all Non-Public Questions		45.00		45.00
139	- Part II Enquiries - per printed enquiry (note 4)		12.00		12.00
140	- Additional Enquiries		40.00		40.00
139	<b>Search for additional parcels of Land</b>				
140	- Part 1 Enquiries only		16.00		16.00

**note 3**

Includes charge made by Suffolk County Council. Any increase above inflation will be added as necessary. Personal searches fee was £22 for April - August '10. From August '10 onward it is free

**note 4**

These prices include an Online application discount of £5

**PROPOSED GENERAL FUND CHARGES FOR 2010/12**

Line	Charges & Fees	2010/11 Charge		2011/12 Charge	
		Charge Less VAT (20%)	Charge to the Public	Charge Less VAT (20%)	Charge to the Public
141	<b>Hackney Carriage &amp; Private Hire Vehicles</b> (note 5)				
142	- Operator's licence (add CRB fee if required)				
143	- (1 vehicle)		130.00		130.00
144	- (2-3 vehicles)		190.00		190.00
145	- (4-6 vehicles)		240.00		240.00
146	- (7-9 vehicles)		305.00		305.00
147	- (10 plus vehicles)		365.00		365.00
148	HC/PH Vehicle (NEW)		297.00		297.00
149	HC/PH Vehicle (RENEWAL)		266.00		266.00
150	Vehicle Change (Replacement) Full Year		266.00		266.00
151	Vehicle Change (Accident/Repair) Same Expiry		266.00		266.00
152	Vehicle Swap (HC to PHV or PHV to HC)		75.00		75.00
153	Driver (NEW)		126.00		126.00
154	Driver (RENEWAL)		85.00		85.00
155	Replacement Badge (Lost/Stolen)		12.00		12.00
156	Replacement Plate (Rear)		24.00		24.00
157	Replacement Plate (Interior)		9.00		9.00
158	<b>Footpath Diversions</b>				
159	- Legal Notices, Adverts & any Specialist Professional Advice				
160	- To Developers/Public	Actual Cost	+ VAT	Actual Cost	+ VAT
161	- To Parish Councils	50% of Actual Cost	+ VAT	50% of Actual Cost	+ VAT
162	- Administration Charges				
163	- Per order with one path		1,500.00		1,650.00
164	- For each additional path (to a maximum of 5 paths per order)		200.00		200.00
165	- For each additional order required for legislative reasons				275.00
166	- For each additional order required as application contains more than five paths.				1,650.00
167	- For each additional landowner/occupier/lessee affected by the order				275.00

**note 5**

Vehicle Tests, Plate charges, CRB checks and DVLA searches may all be increased in line with supplier costs

**PROPOSED GENERAL FUND CHARGES FOR 2010/12**

Line	Charges & Fees	2010/11 Charge		2011/12 Charge	
		Charge Less VAT (20%)	Charge to the Public	Charge Less VAT (20%)	Charge to the Public
	<b>Other Discretionary Charges (cont'd)</b>				
168	<b>Babergh Response</b> (see note 6)				
169	- Private Sector (3000's per annum)	169.44	203.33	172.80	207.36
170	- Private Sector (400's per annum)	144.48	173.38	147.36	176.83
171	- External bodies (monitoring & maintenance per annum)		116.16		118.56
172	- One-off Installation Charge (free for those on Housing Benefits)	21.60	25.92	22.08	26.50
173	<b>Car Parking</b>				
174	- Long Stay Parking Charge	1.25	1.50	1.25	1.50
175	- Excess Parking Charge		45.00		55.00
176	- Excess Parking Charge (if paid within 14 days)		15.00		25.00
177	- Pin Mill Car Parking Charge				
178	Per hour between 8am & 5pm	0.25	0.30	0.42	0.50
179	- Pin Mill Residents Licence		109.00		163.50
180	<b>Building Control</b> (see note 7)				
181	- Fees (BRFE)				
			Charge varies in relation to size & type of development		Charge varies in relation to size & type of development
182	<b>Requests under the Freedom of Information Act</b> (see note 8)				
			Charges are applied for disbursements (e.g. photocopying, postage etc) therefore vary on a case-by-case		Charges are applied for disbursements (e.g. photocopying, postage etc) therefore vary on a case-by-case
183	<b>Planning</b>				
184	Copies of :-				
185	- Tree Preservation Orders	9.26	11.11	9.45	11.33
186	- Section 106 Agreements	9.26	11.11	9.45	11.33
187	- Dyeline Copying on Plans (A1 size)	9.04	10.85	9.22	11.06
188	- Decision Notices	4.74	5.69	4.83	5.80
189	- Complete copy of the Local Plan		51.50		51.50
190	- CD Version of the Local Plan	41.22	49.46	42.04	50.45
191	<b>NOTE: Local Plan charges to be confirmed</b>				
192	- OS Map Charges & Admin Fee				
193	Admin Fee (for 4 copies)	22.39	26.87	22.84	27.41
194	- Charge for A4 Photocopies	0.08	0.10	0.08	0.10
195	- Charge for A3 Photocopies	0.08	0.10	0.08	0.10
196	- Charge for A4 Listing copies	4.83	5.80	4.93	5.91
197	Complaints regarding high hedges		318.00		318.00
198	Planning Agreements and legal advice to public bodies		actual cost		actual cost

**note 6**

Those who cannot afford to pay the full annual charge pay a reduced amount.

**note 7**

Full details can be provided on request.

**note 8**

If the cost of complying with a request for information will be below £450, we will only charge for disbursements. If the cost of assembling the information will be more than £450 (on the basis of at least 18 hours of admin time collating the information at the rate of £25 per hour, being the rate set out in the fees guidelines issued by the Department of Constitutional Affairs), the Council is not obliged to provide that information.

**PROPOSED GENERAL FUND CHARGES FOR 2010/12**

Line	Charges & Fees	2010/11 Charge		2011/12 Charge	
		Charge Less VAT (20%)	Charge to the Public	Charge Less VAT (20%)	Charge to the Public
	<b>Statutory Charges</b> (see note 9)				
199	<b>Sale of Electoral Register</b>				
200	- Complete copy of whole register (Paper Copy & Posted)		370.00		370.00
201	- Complete copy of whole register (Paper Copy & Collected)		360.00		360.00
202	- Complete copy of whole register (on disc)	211.00	253.20	211.00	253.20
203	- Edited copy (Paper & Posted)		230.00		230.00
204	- Edited copy (Paper & Collected)		220.00		220.00
205	- Edited copy (on disc)	175.00	210.00	175.00	210.00
206	- Copy of 1 Parish - Depends on Number of Electors.		15.00 to £30.00		15.00 to £30.00
207	- e-mail full register	206.00	247.20	206.00	247.20
208	- e-mail edited register	170.00	204.00	170.00	204.00
209	- e-mail monthly updates	193.50	232.20	193.50	232.20
210	- Overseas electors' list - data	21.50	25.80	21.50	25.80
211	- Overseas electors' list - paper		15.00		15.00
212	<b>Licensing:</b>				
213	<b>Applications relating to premises' licences and club premises' certificates (including new applications, conversions and variations)</b>				
214	- Premises ( <b>initial fee</b> ), based on:				
215	- Rateable value nil - £4,300		100.00		100.00
216	- Rateable value £4,301 - £33,000		190.00		190.00
217	- Rateable value £33,001 - £87,000		315.00		315.00
218	- Rateable value £87,001 - £125,000		450.00		450.00
219	- Rateable value over £125,000		635.00		635.00
220	- Premises ( <b>annual payment</b> ), based on:				
221	- Rateable value nil - £4,300		70.00		70.00
222	- Rateable value £4,301 - £33,000		180.00		180.00
223	- Rateable value £33,001 - £87,000		295.00		295.00
224	- Rateable value £87,001 - £125,000		320.00		320.00
225	- Rateable value over £125,000		350.00		350.00
226	- Application for a personal licence		37.00		37.00
227	<b>Additional fee for exceptionally large events of a temporary nature requiring a premises' licence:</b>				
228	- Attendance 5,000 - 9,999		1,000.00		1,000.00
229	- Attendance 10,000 - 14,999		2,000.00		2,000.00
230	- Attendance 15,000 - 19,999		4,000.00		4,000.00
231	- Attendance 20,000 - 29,999		8,000.00		8,000.00
232	- Attendance 30,000 - 39,999		16,000.00		16,000.00
233	- Attendance 40,000 - 49,999		24,000.00		24,000.00
234	- Attendance 50,000 - 59,999		32,000.00		32,000.00
235	- Attendance 60,000 - 69,999		40,000.00		40,000.00
236	- Attendance 70,000 - 79,999		48,000.00		48,000.00
237	- Attendance 80,000 - 89,999		56,000.00		56,000.00
238	- Attendance 90,000 and over		64,000.00		64,000.00
239	- Application for making a provisional statement		195.00		195.00
240	- Application for a copy of a licence or summary		10.50		10.50
241	- Notification of change of name or address		10.50		10.50
242	- Temporary event notice		21.00		21.00
243	- Notice of interest in any premises		21.00		21.00
244	- Application to vary or specify individual as premises supervisor		23.00		23.00
245	- Interim authority notice		23.00		23.00
246	- Application to transfer premises' licence		23.00		23.00
247	<b>Betting, Gaming &amp; Lotteries</b> (Note 10)				

**note 9**

All of these charges are set by the Government and may be subject to change for 2011/12

**note 10**

All repealed and now under Gambling Act 2005 from 01.09.2007 - see Website for Gambling Act 2005 fees as resolved by L&A Committee. Some fees are discretionary up to prescribed maxima but others (permits) are not.

**PROPOSED GENERAL FUND CHARGES FOR 2010/12**

Line	Charges & Fees	2010/11 Charge		2011/12 Charge	
		Charge Less VAT (20%)	Charge to the Public	Charge Less VAT (20%)	Charge to the Public
	<b>Statutory Charges (Continued)</b>				
248	<b>Development Control</b> (see note 11)				
249	- Planning Application & Other Fees		Various		Various
250	<b>Env. Protection Act Authorisation</b> (note 12)				
251	<b>Application Fee:</b> -				
252	- Standard process		1,579.00		1,579.00
253	- Additional fee for operating without a permit		1,137.00		1,137.00
254	- Reduced fee activities (except VRs)		148.00		148.00
255	- PVR I & II combined		246.00		246.00
256	- Vehicle refinishers (VRs)		346.00		346.00
257	- Reduced fee activities: Additional fee for operating without a permit		68.00		68.00
258	<b>Annual Subsistence Charge:</b> -				
259	Standard process - Low		£739 (+£99)*		£739 (+£99)*
260	- Medium		£1111(+£149)*		£1111(+£149)*
261	- High		£1672 (+£198)*		£1672 (+£198)*
262	Reduced fee activities - Low		76.00		76.00
263	- Medium		151.00		151.00
264	- High		227.00		227.00
265	PVR I & II combined - Low		108.00		108.00
266	- Medium		216.00		216.00
267	- High		326.00		326.00
268	Vehicle refinishers - Low		218.00		218.00
269	- Medium		349.00		349.00
270	- High		524.00		524.00
271	Mobile screening and crushing plant, for first and second permits - Low		618.00		618.00
272	- Medium		989.00		989.00
273	- High		1,484.00		1,484.00
274	for the third to seventh permits - Low		368.00		368.00
275	- Medium		590.00		590.00
276	- High		884.00		884.00
277	eighth and subsequent permits - Low		189.00		189.00
278	- Medium		302.00		302.00
279	- High		453.00		453.00
280	Late payment Fee		50.00		50.00
281	<b>Transfer &amp; Surrender:</b> -				
282	Standard process transfer		162.00		162.00
283	Standard process partial transfer		476.00		476.00
284	New operator at low risk reduced fee activity		75.00		75.00
285	Reduced fee activities: partial transfer		45.00		45.00
286	<b>Temporary transfer for mobiles:</b> -				
287	First transfer		51.00		51.00
288	Repeat transfer		10.00		10.00
289	Repeat following enforcement or warning		51.00		51.00
290	<b>Substantial Change:</b> -				
291	Standard process		1,005.00		1,005.00
292	Standard process where the substantial change results in a new PPC activity		1,579.00		1,579.00
293	Reduced fee activities		98.00		98.00

**note 11**

Full details can be provided on request.

**note 12**

Provisional charges - will be confirmed by Government by April 2011. The additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation. Where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £99 to the Annual Subsistence Charge.

**PROPOSED GENERAL FUND CHARGES FOR 2010/12**

Line	Charges & Fees	2010/11 Charge		2011/12 Charge	
		Charge Less VAT (20%)	Charge to the Public	Charge Less VAT (20%)	Charge to the Public
	<b>Statutory Charges (Continued)</b>				
294	<b>Mobile Crushing and Screening Plant</b>				
295	(Where the process comprises mobile crushing and screening plant, the application fee and subsistence charge payable will be dependent upon the number of authorisations held by the operator.)				
296	<b>- 1-2 Authorisations</b>				
297	- Application Fee		1,579.00		1,579.00
298	- Subsistence Charge - Low		618.00		618.00
299	- Medium		989.00		989.00
300	- High		1,485.00		1,484.00
301	<b>- 3-7 Authorisations</b>				
302	- Application Fee		943.00		943.00
303	- Subsistence Charge - Low		368.00		368.00
304	- Medium		590.00		590.00
305	- High		884.00		884.00
306	<b>- 8+ Authorisations</b>				
307	- Application Fee (per additional authorisation)		477.00		477.00
308	- Subsistence Charge - Low (per additional authorisation)		189.00		189.00
309	- Medium		302.00		302.00
310	- High		453.00		453.00
311	<b>Dog Control (see note 13)</b>				
312	- First Offence (dog with Identification)		52.00		55.00
313	- First Offence (dog without Identification)		62.00		65.00
314	- Second & Subsequent Offences		62.00		65.00
315	<b>Abandoned Vehicles (where enforcement action taken)</b>				
316	- Removal costs		105.00		105.00
317	- Disposal costs		50.00		50.00
318	- Storage		12.00		12.00
319	<b>Abandoned Vehicles (Discretionary Charge)</b>				
320	- Voluntary surrender of vehicle	30.83	37.00	30.83	37.00

**note 13**

All charges include administrative and transportation costs plus a statutory £25 penalty.



***Housing Revenue  
Budget***



## COUNCIL HOUSING REVENUE BUDGET SUMMARY

Line	2009/10 Actual £	2010/11 Original £	Revised £	2011/12 Budget £
<b>Income:</b>				
1 Dwellings Rents	(12,563,278)	(12,732,240)	(12,789,670)	(13,391,290)
2 Garages and Other	(228,651)	(206,250)	(219,270)	(229,270)
3 Service and Facility Charges	(726,568)	(704,260)	(697,060)	(505,690)
4 Heating Charges and Other Income	(205,579)	(213,600)	(221,110)	(222,250)
5 Contributions towards expenditure	(140,208)	(141,000)	(133,000)	(133,000)
<b>6 Total Income</b>	<b>(13,864,284)</b>	<b>(13,997,350)</b>	<b>(14,060,110)</b>	<b>(14,481,500)</b>
<b>Expenditure:</b>				
7 Planned and Responsive Repairs	2,081,522	2,139,540	2,099,590	2,129,940
8 General Management	1,680,838	1,677,350	1,670,480	1,759,680
9 Special Services	1,599,151	1,572,100	1,570,260	1,568,280
10 Rent, Rates and Debt Provision	59,849	74,790	75,390	77,360
11 HRA Subsidy Payable to Government	4,779,836	4,960,000	5,049,000	5,390,000
12 Transfer to General Fund re HB Costs	96,677	75,000	45,010	46,140
13 Depreciation	3,065,557	2,984,970	3,341,810	3,478,830
14 Reduced Staffing Costs	0	(42,000)	0	(40,000)
<b>15 Total Expenditure</b>	<b>13,363,430</b>	<b>13,441,750</b>	<b>13,851,540</b>	<b>14,410,230</b>
<b>16 Net Cost Of Services</b>	<b>(500,854)</b>	<b>(555,600)</b>	<b>(208,570)</b>	<b>(71,270)</b>
17 Impairment & Asset Management Account	128,400	196,730	146,000	160,000
18 Premiums and Discounts, and Investment Income	247,301	256,560	256,640	211,320
<b>19 Net Operating Expenditure</b>	<b>(125,153)</b>	<b>(102,310)</b>	<b>194,070</b>	<b>300,050</b>
<b>20 Appropriations:</b>				
21 Revenue contribution to capital	401,000	616,000	616,000	928,000
22 Transfer to / (from) Major Repairs Reserve	(740,330)	(716,550)	(1,094,600)	(1,197,790)
23 Pensions Deficit	311,268	185,670	186,600	198,270
<b>24 Deficit / (Surplus)</b>	<b>(153,215)</b>	<b>(17,190)</b>	<b>(97,930)</b>	<b>228,530</b>
<b>HRA Reserve</b>				
25 Balance at 1 April	1,060,305	1,001,480	1,213,520	1,311,450
26 Surplus/(Deficit) for the year	153,215	17,190	97,930	(228,530)
<b>27 Balance at 31 March</b>	<b>1,213,520</b>	<b>1,018,670</b>	<b>1,311,450</b>	<b>1,082,920</b>

## Planned and Responsive Repairs

Summary Planned and Responsive Repairs				
Line	2009/10 Actual	2010/11		2011/12 Budget
Expenditure	£	Original	Revised	£
28 Premises Expenses	1,767,533	1,849,240	1,850,100	1,842,520
29 Supplies & Services	49,453	51,980	51,370	48,970
30 Direct Staffing Costs	263,918	236,210	197,080	235,700
<b>31 Total Expenditure</b>	<b>2,079,431</b>	<b>2,137,430</b>	<b>2,098,550</b>	<b>2,127,190</b>
32 Back Office Staffing Costs	2,091	2,110	1,040	2,750
<b>33 Net Cost to HRA</b>	<b>2,081,522</b>	<b>2,139,540</b>	<b>2,099,590</b>	<b>2,129,940</b>

Detailed Breakdown of Planned and Responsive Repairs				
Line	2009/10 Actual	2010/11		2011/12 Budget
Expenditure	£	Original	Revised	£
<b>Responsive Repairs (4571)</b>				
34 General Works	958,373	846,760	872,000	872,000
35 Insurance Excess	4,129	21,100	21,100	21,100
36 Other Costs	5,037	7,850	7,040	4,640
<b>37 Net Cost of Service</b>	<b>967,539</b>	<b>875,710</b>	<b>900,140</b>	<b>897,740</b>
<b>Planned Maintenance (4578 &amp; 4579)</b>				
38 Pre-painting Repairs & External Painting	220,825	336,720	256,720	326,050
<b>39 Net Cost of Service</b>	<b>220,825</b>	<b>336,720</b>	<b>256,720</b>	<b>326,050</b>
<b>Tenancy Changes (4573)</b>				
40 Redecoration Grants to Tenants	44,532	46,640	46,640	46,640
41 Internal Repairs	376,616	311,260	488,010	409,850
<b>Direct Costs / Income</b>	<b>421,148</b>	<b>357,900</b>	<b>534,650</b>	<b>456,490</b>
<b>42 Net Cost of Service</b>	<b>421,148</b>	<b>357,900</b>	<b>534,650</b>	<b>456,490</b>

## Planned and Responsive Repairs (Cont.)

Detailed Breakdown of Planned and Responsive Repairs (cont.)				
	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Special Items (4601 - 4699)</b>				
43 External Walls	920	2,050	2,500	2,500
44 Garage Repairs	22,998	15,350	10,000	10,000
45 Dampness & Condensation	14,828	21,010	16,000	16,000
46 Stairlifts	3,820	4,100	4,100	4,100
47 Electrical Works	46,288	40,410	46,000	46,000
48 Internal Plumbing	9,438	5,880	5,880	5,880
49 Asbestos Removal	4,534	6,660	6,660	6,660
<b>50 Total Programmed Work</b>	<b>102,826</b>	<b>95,460</b>	<b>91,140</b>	<b>91,140</b>
51 Estate Maintenance	12,886	16,990	18,000	18,000
52 Tidying Gardens	38,830	50,480	39,000	39,000
53 Internal Decorations for the Elderly	0	75,750	5,750	10,000
54 Garden Paths	14,790	22,350	22,350	22,350
55 Sheltered Units	5,782	7,180	7,180	7,180
56 Fences/Gates	21,698	29,370	22,000	22,000
57 Other	450	33,310	4,540	1,540
<b>58 Total Non-Programmed Work</b>	<b>94,436</b>	<b>235,430</b>	<b>118,820</b>	<b>120,070</b>
<b>59 Net Cost of Service</b>	<b>197,262</b>	<b>330,890</b>	<b>209,960</b>	<b>211,210</b>
<b>Administration and Supervision (4577)</b>				
60 Direct Staffing Costs	263,918	236,210	197,080	235,700
<b>61 Direct Costs / Income</b>	<b>272,657</b>	<b>236,210</b>	<b>197,080</b>	<b>235,700</b>
62 Back Office Staffing Costs	2,091	2,110	1,040	2,750
<b>63 Net Cost of Service</b>	<b>274,748</b>	<b>238,320</b>	<b>198,120</b>	<b>238,450</b>
<b>64 Total Planned and Responsive Repairs</b>	<b>2,081,522</b>	<b>2,139,540</b>	<b>2,099,590</b>	<b>2,129,940</b>

## General Management

### Summary of General Management

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Expenditure</b>				
65 Premises Expenses	1,806	0	3,080	3,190
66 Supplies & Services	62,086	72,070	134,010	74,880
67 Direct Staffing Costs	1,222,096	1,228,220	978,760	1,060,000
68 Income	(85,876)	(88,240)	(92,760)	(93,580)
<b>69 Total Expenditure</b>	<b>1,200,112</b>	<b>1,212,050</b>	<b>1,023,090</b>	<b>1,044,490</b>
70 Back Office Staffing Costs	512,015	490,480	647,390	704,160
71 Capital Charges	(31,289)	(25,180)	0	0
<b>72 Net Cost to HRA</b>	<b>1,680,838</b>	<b>1,677,350</b>	<b>1,670,480</b>	<b>1,748,650</b>

### Detailed Breakdown of General Management

	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Policy &amp; Management &amp; Allocation of Tenancies</b>				
73 Insurance & Stationery	0	3,000	0	0
74 Other Costs	44,091	41,830	116,690	43,570
75 Direct Staffing Costs	989,485	1,004,000	775,600	822,950
76 Income	(16,576)	(16,450)	(26,120)	(15,730)
77 Grant Income	(31,289)	(25,180)	0	0
<b>78 Direct Costs / Income</b>	<b>985,711</b>	<b>1,007,200</b>	<b>866,170</b>	<b>850,790</b>
79 Back Office Staffing Costs	271,044	267,730	348,370	384,220
<b>80 Net Cost of Service</b>	<b>1,256,755</b>	<b>1,274,930</b>	<b>1,214,540</b>	<b>1,235,010</b>
<b>Rent Collection and Accounting (4502)</b>				
81 Contracted Services	11,924	16,400	13,400	13,400
82 Other Costs	6,142	9,130	5,230	19,330
83 Direct Staffing Costs	232,611	224,220	203,160	237,050
84 Legal Costs & Fees Recovered	(35,440)	(39,890)	(34,200)	(39,940)
<b>85 Direct Costs / Income</b>	<b>215,237</b>	<b>209,860</b>	<b>187,590</b>	<b>229,840</b>
86 Back Office Staffing Costs	58,249	31,500	16,150	21,600
<b>87 Net Cost of Service</b>	<b>273,486</b>	<b>241,360</b>	<b>203,740</b>	<b>251,440</b>

## General Management (cont.)

Detailed Breakdown of General Management (cont.)				
Line	2009/10 Actual £	2010/11 Original £	2010/11 Revised £	2011/12 Budget £
<b>Democratic Process (4505)</b>				
88 Other Miscellaneous	1,735	1,710	1,770	1,770
89 Corporate Costs Rechargeable to Supporting	(33,860)	(31,900)	(32,440)	(37,910)
90 Contribution to Democratic Process	182,722	191,250	282,870	298,340
91 <b>Net Cost of Service</b>	<b>150,597</b>	<b>161,060</b>	<b>252,200</b>	<b>262,200</b>
92 <b>Total General Management</b>	<b>1,680,838</b>	<b>1,677,350</b>	<b>1,670,480</b>	<b>1,748,650</b>

## Special Services

### Summary of Special Services

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Expenditure</b>				
93 Premises Expenses	470,129	460,560	412,230	441,420
94 Supplies & Services	235,188	252,050	253,860	245,930
95 Transport Expenses	13,724	10,180	13,860	13,810
96 Direct Staffing Costs	499,067	451,040	480,810	430,900
97 Agency and Contracted Services	218,446	221,710	232,430	226,160
98 Income	(1,053,432)	(1,034,670)	(1,027,330)	(837,180)
<b>99 Direct Costs / Income</b>	<b>383,122</b>	<b>360,870</b>	<b>365,860</b>	<b>521,040</b>
100 Back Office Staffing Costs	163,086	177,220	177,380	210,350
<b>101 Net Cost to HRA</b>	<b>546,208</b>	<b>538,090</b>	<b>543,240</b>	<b>731,390</b>

### Detailed Breakdown of Special Services

	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
<b>Sheltered Units (Non Supporting People) (42*)</b>				
102 Premises - Repairs & Maintenance	92,798	59,310	71,530	68,080
103 Premises - Energy	222,896	208,560	163,250	187,380
104 Premises - Other Running Costs	50,620	62,800	49,180	53,590
105 Premises - Furniture and Equipment	12,433	21,730	16,690	12,410
106 Premises - Grounds Maintenance	23,928	23,870	17,540	18,960
107 Community Alarm System	37,720	37,430	41,010	41,790
108 Other Costs	173,277	168,550	175,710	171,350
109 Direct Staffing Costs	393,216	356,410	346,180	294,600
110 Service Charges	(215,122)	(216,110)	(216,110)	(144,070)
111 Energy Charges	(198,487)	(208,950)	(217,160)	(218,360)
112 Other Income	0	(6,000)	0	0
113 Recharges to Supporting People Schemes	(291,245)	(297,400)	(297,400)	(297,400)
<b>114 Direct Costs / Income</b>	<b>302,034</b>	<b>210,200</b>	<b>150,420</b>	<b>188,330</b>
115 Back Office Staffing Costs	83,019	100,240	97,310	113,250
<b>116 Net Cost of Service</b>	<b>385,053</b>	<b>310,440</b>	<b>247,730</b>	<b>301,580</b>

## Special Services (cont.)

Detailed Breakdown of Special Services (cont.)				
	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Homeless Units (Non Supporting People) (4541, 4542 &amp; 4543)</b>				
117 Premises - Repairs & Maintenance	13,228	12,900	9,660	8,310
118 Premises - Energy	1,094	1,530	4,630	5,620
119 Premises - Other Running Costs	12,185	12,550	10,290	11,040
120 Premises - Furniture and Equipment	1,200	2,500	1,900	1,900
121 Supplies and Services	1,408	1,060	1,380	1,410
122 Direct Staffing Costs	21,825	20,610	73,290	73,880
123 Service Charges	(2,834)	(2,900)	0	0
124 Energy Charges	(663)	(800)	(800)	(840)
125 Other Income	(2,785)	(950)	(2,650)	(2,650)
<b>126 Direct Costs / Income</b>	<b>44,658</b>	<b>46,500</b>	<b>97,700</b>	<b>98,670</b>
127 Back Office Staffing Costs	13,678	14,030	13,220	13,760
<b>128 Net Cost of Service</b>	<b>58,336</b>	<b>60,530</b>	<b>110,920</b>	<b>112,430</b>
<b>Sheltered Units (Supporting People) (4318-4352)</b>				
129 Government Grant	(369,976)	(341,770)	(341,770)	(243,920)
130 Community Alarm Charges	(105,909)	(98,500)	(98,500)	(77,020)
131 Recharges from Non-Supporting People Schemes	291,245	297,400	297,400	297,400
<b>132 Direct Costs / Income</b>	<b>(184,640)</b>	<b>(142,870)</b>	<b>(142,870)</b>	<b>(23,540)</b>
133 Back Office Staffing Costs	60,800	57,530	58,490	68,360
<b>134 Net Cost of Service</b>	<b>(123,840)</b>	<b>(85,340)</b>	<b>(84,380)</b>	<b>44,820</b>
<b>Communal Services &amp; Community Alarms (4586 &amp; 4387)</b>				
135 Repairs, Maintenance and Equipment	12,344	10,480	15,730	14,250
136 Energy and Other Premises Costs	15,519	31,890	27,290	32,130
137 Community Alarm Phone Costs	2,099	1,450	1,880	1,880
<b>138 Direct Costs / Income</b>	<b>29,962</b>	<b>43,820</b>	<b>44,900</b>	<b>48,260</b>
139 Back Office Staffing Costs	3,115	2,830	3,600	7,580
<b>140 Net Cost of Service</b>	<b>33,077</b>	<b>46,650</b>	<b>48,500</b>	<b>55,840</b>

## Special Services (cont.)

Detailed Breakdown of Special Services (cont.)				
	2009/10	2010/11		2011/12
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Estate Sewerage (4562)</b>				
141 Premises - Repairs and Maintenance	6,298	6,290	6,290	6,360
142 Premises - Other Running Costs	6,592	6,380	6,380	6,750
143 Other Costs	7,749	8,130	9,030	10,460
144 Direct Staffing Costs	5,051	4,820	4,970	4,940
145 Income	(17,096)	(17,030)	(17,030)	(17,030)
<b>146 Direct Costs / Income</b>	<b>8,594</b>	<b>8,590</b>	<b>9,640</b>	<b>11,480</b>
147 Back Office Staffing Costs	1,782	2,080	3,660	5,810
<b>148 Net Cost of Service</b>	<b>10,376</b>	<b>10,670</b>	<b>13,300</b>	<b>17,290</b>
<b>Amenity Areas (4561)</b>				
149 Grounds Maintenance Contracts	194,331	197,650	213,790	204,820
150 Repairs and Maintenance	3,163	7,880	7,880	7,880
151 Other Running Costs	31,263	37,430	37,560	37,470
152 Plants, Trees, Shrubs, Stakes etc.	1,473	6,700	3,200	6,700
153 Playground Equipment	6,462	8,450	11,950	8,450
154 Other Costs	0	820	820	820
155 Direct Staffing Costs	76,639	65,700	53,330	54,470
156 Contribution from General Fund	(140,208)	(141,000)	(133,000)	(133,000)
<b>157 Direct Costs / Income</b>	<b>173,123</b>	<b>183,630</b>	<b>195,530</b>	<b>187,610</b>
158 Back Office Staffing Costs	555	390	1,080	1,560
<b>159 Net Cost of Service</b>	<b>173,678</b>	<b>184,020</b>	<b>196,610</b>	<b>189,170</b>
<b>Roads and Footpaths (4400)</b>				
160 Premises Expenses	2,128	2,560	2,560	2,560
161 Supplies and Services	4,927	4,940	4,940	4,660
162 Direct Staffing Costs	2,336	3,500	3,040	3,010
<b>163 Net Cost of Service</b>	<b>9,528</b>	<b>11,120</b>	<b>10,560</b>	<b>10,260</b>
<b>164 Total Special Services</b>	<b>546,208</b>	<b>538,090</b>	<b>543,240</b>	<b>731,390</b>

## Council Housing - Capital Programme

		-----Planned Expenditure-----					
		Original 2010/11	Revised 2010/11	2011/12	2012/13	2013/14	Total Cost of Schemes £
		£	£	£	£	£	£
<b>COUNCIL HOUSING SCHEMES</b>							
<b>Planned Maintenance Programmes</b>							
1	Rewiring	190,000	154,800	200,500	112,220	112,220	579,740
2	Roofing	100,000	93,400	113,700	286,940	581,280	1,075,320
3	Doors and Windows	228,680	231,080	220,000	206,390	206,400	863,870
4	Central Heating	971,250	984,550	611,250	341,120	341,120	2,278,040
5	Kitchens/bathrooms	450,000	676,500	471,000	472,480	472,480	2,092,460
6	Garage doors	15,150	12,750	62,900	118,200	11,820	205,670
7	Fences/Gates	89,000	74,200	89,600	120,240	120,240	404,280
8	Paths/Walls	76,130	36,830	85,900	98,820	98,820	320,370
9	Common Areas	11,840	13,440	41,860	2,870	2,880	61,050
10	Disabled Adaptations	294,220	357,920	323,720	325,000	325,000	1,331,640
11	Electrical Works	10,000	10,000	10,000			20,000
12	Internal Plumbing	10,000	10,000	10,000			20,000
13	Dampness and Condensation	20,000	20,000	20,000	30,000	30,000	100,000
14	Decent Homes - Improvements		21,700				21,700
15	Stock Condition Survey	157,000	25,000	60,000			85,000
16	Contingent Major Repairs	124,000		348,000	181,620		529,620
17	Parking Areas					78,910	78,910
18	<b>Total Planned Maintenance</b>	<b>2,747,270</b>	<b>2,722,170</b>	<b>2,668,430</b>	<b>2,295,900</b>	<b>2,381,170</b>	<b>10,067,670</b>

## Council Housing - Capital Programme

COUNCIL HOUSING SCHEMES	-----Planned Expenditure-----					Total Cost of Schemes £
	Original 2010/11 £	Revised 2010/11 £	2011/12 £	2012/13 £	2013/14 £	
<b>Other Programmes</b>						
19 Conversions/Adaptations	60,000	88,000	35,570	36,000	36,000	195,570
20 Sheltered Units - General Imps.	78,440	92,040	15,900	40,000	40,000	187,940
21 Smoke Alarms (Babergh Standard)	60,000	24,800	59,350	47,300	47,300	178,750
22 Insulation Improvements (Babergh Standard)	100,000	147,800	100,000	68,000	68,000	383,800
23 Street parking improvements	14,400	29,000	12,000	10,000	10,000	61,000
24 Major Refurbishments	180,000	148,800	120,000	200,000	120,000	588,800
25 Parking areas/Estate impms./Estate maintenance	45,000	69,200	42,380	44,680	40,000	196,260
26 Structural Works	229,000	99,800	154,400	121,220	121,230	496,650
27 Sewage Treatment works				1,900	1,300	3,200
28 Software/Surveys	50,000	50,000	25,000	25,000	25,000	125,000
29 Additional ICT Projects	20,000	10,400		25,000	25,000	60,400
30 Asset Register		13,500				13,500
31 Regeneration Schemes	9,980	27,980	10,970			38,950
32 Asbestos	9,910	9,910	10,000		10,000	39,910
<b>33 TOTAL COUNCIL HOUSING SCHEMES</b>	<b>3,604,000</b>	<b>3,533,400</b>	<b>3,254,000</b>	<b>2,925,000</b>	<b>2,925,000</b>	<b>12,637,400</b>

## Total Investment Programme - Proposed Financing

PROPOSED FINANCING	-----Planned Expenditure-----					Total £
	Original 2010/11 £	Revised 2010/11 £	2011/12 £	2012/13 £	2013/14 £	
34 Borrowing - supported	550,000	550,000	-	-	-	550,000
35 Revenue	616,000	616,000	928,000	650,000	650,000	2,844,000
36 Grants/External Contributions	25,000	25,000	25,000	25,000	25,000	100,000
37 Major Repairs Allowance	2,413,000	2,342,400	2,301,000	2,250,000	2,250,000	9,143,400
<b>38 TOTAL INVESTMENT</b>	<b>3,604,000</b>	<b>3,533,400</b>	<b>3,254,000</b>	<b>2,925,000</b>	<b>2,925,000</b>	<b>12,637,400</b>

PROPOSED HOUSING REVENUE ACCOUNT CHARGES FOR 2011/12

**Service charges - incorporating  
Accommodation and Supporting People  
charges**

	Supporting People	Accommodation	2010/11 Total Service Charge (48 weeks)	Supporting People	Accommodation	2011/12 Total Service Charge (48 weeks)
<b>Sheltered Accommodation</b>						
<b>Very Sheltered Accommodation - Level One</b>						
William Wood House	43.55	} 31.29	74.84	37.92	22.34	60.26
Sydney Brown Court	42.31		73.60	36.84	21.92	58.76
<b>Other Sheltered Accommodation</b>						
<b>- Level Two</b>						
Steeds Meadow	29.52	} 10.49	29.52	15.82	5.36	21.18
Elizabeth Court	30.06		30.06	15.82	5.63	21.45
Playford Court	26.82		26.82	15.82	4.64	20.46
Clibbon House	-		-	-	-	-
<b>- Levels Three and Four</b>						
Springlands	26.91	} 7.83	34.74	15.82	4.08	19.90
Tenterpiece	27.06		34.89	9.49	6.85	16.34
Parkers Way	20.95		28.78	9.49	5.70	15.19
Hill House	35.53		43.36	9.49	7.40	16.89
Grimwood Corner	21.42		29.25	9.49	5.31	14.80
Newell Court	22.18		30.01	9.49	2.21	11.70
Clover Court	43.27		51.10	9.49	6.99	16.48
Gayford Court	22.01		29.84	9.49	3.75	13.24
Taylor Close	20.23		28.06	9.49	5.31	14.80
Samford Close	33.39		41.22	9.49	10.36	19.85
Angel Street	17.40		25.23	9.49	13.38	22.87
Ash Street	33.85		41.68	9.49	5.33	14.82
Spring Street	24.58		32.41	9.49	6.24	15.73
Inkerman Terrace	24.34		32.17	9.49	7.08	16.57
Bradfield Avenue	16.61		24.44	9.49	6.25	15.74
<b>Service Charges</b>						
Old School House, Hadleigh:						
- 1 person unit	-	26.55	26.55	-	26.55	26.55
- 2 person unit	-	29.79	29.79	-	29.79	29.79

**Light & Heat (Private Rooms and Communal Areas)**

	Private Rooms	Communal Areas	2010/11 Total Light & Heat Charge	Private Rooms	Communal Areas	2011/12 Total Light & Heat Charge
- Level One Bedsits (Very Sheltered Accommodation)	9.87	3.38	13.25	10.36	3.55	13.91
- Level One Non-Bedsits (Very Sheltered Accommodation)	19.72	6.80	26.52	20.71	7.14	27.85
- Level Two Bedsits (Sheltered Accommodation)	7.16	2.23	9.39	7.52	2.34	9.86
- Level Two Non-Bedsits (Sheltered Accommodation)	14.35	4.48	18.83	15.07	4.70	19.77
- Level Three, where applicable, Bedsits (Sheltered Accommodation)	7.94	0.71	8.65	8.34	0.75	9.08
- Level Three, where applicable, Non-Bedsits (Sheltered Accommodation)	15.88	1.46	17.34	16.67	1.53	18.21
- Homeless Units Bedsits	n/a	n/a	n/a	n/a	n/a	n/a
- Homeless Units Non-Bedsits	n/a	n/a	n/a	n/a	n/a	n/a
<b>Old School House</b>						
- 1 person unit			11.02	8.68	2.89	11.57
- 2 person unit			12.36	9.74	3.24	12.99

**Furnishing Charges**

	2010/11	2010/11
<b>Homeless Units</b>		
- 1 Person Unit	5.17	5.17
- 2 Person Unit	6.20	6.20

**Garage Rents**

Garages casually let to council tenants	6.26	6.57
Garages casually let to private tenants	7.85	8.36



## ***Staffing & Manpower Budget***



# ***HQ Staffing and Associated Costs***

This section shows all of the costs associated with the delivery of services, the management and operation of the Council.

The costs include direct and indirect staffing and agency costs relating to the services that are paid for by Council Taxpayers, Council Housing Rents and Government Grants. Some staffing costs are directly charged to services and so are excluded from this section and are included in the services budgets. A small proportion of staffing costs are charged to capital schemes or are rechargeable (which are funded by specific charges, e.g. for repair work).

The annual salaries and staffing budget includes estimated staffing savings relating to anticipated vacancies and reductions in staffing numbers as well as savings on staff terms and conditions.

An explanation of costs that are included in the budgets are given below: -

- Salaries & Wages are the direct costs of Staff relating to the services that are paid for by Council Tax Payers, Government Grants and Council Housing Rents.
- Other Employee Costs include items such as training and qualification costs for staff.
- Supplies & Services is everything from computer software, to books, to legal costs.
- Transport Expenses include the cost of employee allowances/leased cars, fuel and wear & tear reimbursement, and public transport costs.
- Contract Costs are primarily the cost of maintaining the grass areas around the HQ.
- Capital Charges include items such as depreciation on assets such as buildings and computer hardware & software.
- Miscellaneous Income includes items such as contributions to staff costs from other authorities, employee leased car contributions and rent of depots.

In terms of charging out the costs to services, these are allocated based on an appropriate apportionment percentage. These charges are included in the services' total costs and are shown under the headings "Direct Staffing Costs" and "Back Office Staffing costs".

Please note that Capital Charges do not impact on the Council Tax and Housing Rent levels.



## ESTABLISHMENT & MANPOWER BUDGET

Line	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
1 Salaries & Wages (inc. NI & Pensions)	8,821,762	8,561,580	8,076,660	7,285,720
2 Other Employee Costs	413,451	423,880	361,060	320,080
3 Supplies and Services	1,252,427	1,213,690	1,298,830	1,212,050
4 Transport Expenses	270,897	262,370	256,590	224,680
5 Contract Costs	10,361	10,750	10,750	10,960
6 Capital Charges	520,921	594,030	610,510	426,450
7 Miscellaneous Income	(153,740)	(140,990)	(126,040)	(86,350)
8 Reduced Staffing Costs		(167,000)	0	(165,000)
<b>9 Total HQ Costs</b>	<b>11,136,079</b>	<b>10,758,310</b>	<b>10,488,360</b>	<b>9,228,590</b>
<hr/>				
	2009/10	2010/11		2011/12
	Actual £	Original £	Revised £	Budget £
10 Natural and Built Environment	2,399,067	2,360,540	2,249,370	2,268,220
11 Community Development	1,198,018	1,125,300	1,039,160	1,140,320
12 Contract & Asset Management	2,245,552	2,237,920	2,141,140	2,173,000
13 Revenues & Benefits	971,518	880,620	857,420	0
14 Corporate Services	3,397,206	3,449,870	3,326,110	3,171,390
15 Finance & Audit	924,718	871,060	875,160	640,660
16 Reduced Staffing Costs		(167,000)		(165,000)
<b>17 Total HQ Costs</b>	<b>11,136,079</b>	<b>10,758,310</b>	<b>10,488,360</b>	<b>9,228,590</b>



## **Further Information**

Further information on any of these matters can be obtained from:

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# ***Glossary***



## **EXPLANATION OF TERMS**

### **Actual**

The term is often used as an abbreviation for actual expenditure. It refers to the amount spent against a budget in a particular period.

### **Best Value Accounting**

The Best Value Accounting Code of Practice (BVACOP). The statutory guide to financial accounting for local authorities. The code ensures that a consistent and comparable calculation of the total cost of services is provided by all local authorities.

### **Budget**

A statement of an authority's plans for net revenue or capital expenditure over a specified period of time. The annual budget is prepared as part of the Council's Annual Strategic Financial Planning process. The Budget, once approved, provides the basis upon which expenditure (and income) is authorised, monitored and controlled. Legally every Council must set a budget by the 11th March preceding the financial year.

### **Business Rates (or National Non Domestic Rates - NNDR)**

These are paid on commercial, business and non-residential properties. The Government determines the level, although the Council is responsible for its billing and collection. The proceeds are pooled nationally and then redistributed amongst local authorities.

### **Capital Charges**

These are charges attributable to the assets used by the relevant service/s such as depreciation, impairment and amortisation. These charges do not impact on the Council Tax. The negative charges are where the capital contributions and government grants deferred written off exceed the depreciation charge.

### **Capital Expenditure**

This is expenditure that provides an asset which is capable of providing a benefit for more than one year e.g. the acquisition, construction and enhancement of buildings, land, vehicles and equipment etc. Rules and regulations govern the manner in which the Council can undertake capital expenditure e.g. prudential borrowing. All expenditure is revenue expenditure unless it can be clearly demonstrated that it is 'expenditure for capital purposes'.

### **Capital Financing**

The raising of money to pay for the capital expenditure, for example, by borrowing, leasing, capital receipts, revenue or grants. Under the Code of Practice on Capital Accounting, individual service areas are charged for the use of their assets by means of a notional interest and depreciation charge.

### **Capital Programme**

The capital schemes that the authority proposes to undertake over a set time; the Council has a 3 year programme for both Council Housing and General Fund services.

### **Capital Receipts**

These are monies received from the sale of assets e.g. Council buildings and surplus land.

### **Contracted Services**

Costs associated with services that are 'contracted out', such as the Waste and Open Spaces contract.

## Council Tax

Council Tax is a tax that is set by the billing authority, and is levied on all domestic dwellings, whether houses, bungalows, flats, maisonettes, mobile homes or houseboats and either rented or owned. This is based on a value set by the Government.

## Council Tax base

The Council Tax base is used to calculate how much each property will be charged to cover the total net costs of the Council and the precepting authorities. The total net expenditure is divided by the Council Tax base to give the amount to be paid by individual households. The Council Tax base is calculated in line with Government regulations.

Council tax requires that all domestic properties are placed in one of nine valuation bands. The Government has determined that the Council Tax level for each of the bands is assessed as a proportion of the tax rate for a band D property.

Each year the Council must estimate the equivalent number of Band D properties, after allowing for discounts, exemptions, losses on collection fund etc.

## Council Tax - Valuation Bands

Each domestic dwelling is valued into one of eight bands according to what it might reasonably have been expected to fetch had it been sold on the open market as at 1st April 1991. The eight valuation bands for England are:-

Valuation Band	Range of Values	Relative Liability for Tax
A	Up to £40,000 (incl.)	6/9 ths
B	> £40,000 but not > £52,000	7/9 ths
C	> £52,000 but not > £68,000	8/9 ths
D	> £68,000 but not > £88,000	1 (or 9/9 ths)
E	> £88,000 but not > £120,000	11/9 ths
F	> £120,000 but not > £160,000	13/9 ths
G	> £160,000 but not > £320,000	15/9 ths
H	> £320,000	18/9 ths

(> - greater than)

## Direct Staffing Costs & Back Office Support

These are the staffing and other employee-related costs associated with the running of Council services, either front-line staff directly engaged with the service, or those providing support, such as legal and accounting services.

## Equality Impact Assessment

Equality impact assessment (EIA) is designed to assess the impact local government policies have on communities. It is also aimed to help to reduce negative impacts and increase positive impacts for disadvantaged people within communities that use local government services. Equality impact assessments also help to provide and generate suggestions for improvements to the delivery of local government services.

The Equality Standard for Local government (ESLG) requires local authorities to carry out equality impact assessments with regard to race, gender and disability, and ensures that legislative requirements are met.

## **Fees and Charges**

Fees and charges are levied on a wide range of services. Discretion in pricing policy is available in some areas but some charges are fixed naturally. Income from fees and charges reduces the amount to be raised from Council Tax. Financial regulations require that all scales of charges or other levels of income shall be reviewed not less than annually.

## **Formula Grant**

This is the grant that the Government pays to the Council in order to bridge the gap between Council Tax and total assessment of the Council's need to spend. It comprises 2 elements – Revenue Support Grant and NNDR.

## **Grants and Contributions**

Income derived from specific Government grants, contributions from other local authorities and receipts from other external sources.

## **Housing Revenue Account**

The Housing Revenue Account (HRA) is the Council's landlord account and is 'ring fenced' for this purpose. Income to the HRA is mostly generated by the rents and service charges paid by tenants and leaseholders, while expenditure is on the management and maintenance of the Council's housing stock, including loan charges incurred for capital works.

## **Housing Subsidy**

Housing Revenue Account Subsidy is a Central Government grant to local authorities with council housing in order to assist them in meeting the costs of running their housing stock and for the repayment of rent rebate (housing benefit) to council housing tenants less an amount related to rent income received. In the case of Babergh District Council, this amounts to a substantial negative subsidy position which is paid to the Government. This is because the assumed rental income received by the Council exceeds the Government prescribed management and maintenance allowances.

## **Investment Income**

Income from the investment of revenue and capital account balances.

## **LABGI (The Local Authority Business Growth Incentives)**

It is a financial incentive scheme to encourage economic growth by allowing local authorities to retain a share of increased Non Domestic Rate (NDR) revenue. Authorities are free to spend LABGI revenues on their own local priorities.

## **Manpower Budget**

This includes direct and " Back office" staffing and agency costs relating to General Fund Business Units and Housing Revenue. Those staffing costs directly related and charged to services are excluded from this section and are included in the services' budgets. A small proportion of staffing costs are charged to Capital schemes and rechargeable works accounts (which are funded by specific admin. Charges, e.g. for repair work).

## **Medium Term Financial Strategy (MTFS)**

The Medium Term Financial Strategy (MTFS) is an important part of the Council's Strategic and Financial Planning Process, which aims to ensure that all revenue resources are directed towards delivery of the Council' Strategic priorities. The Strategy describes the financial direction of the Council and outlines the financial pressures over a 3 year period.

## **Net Cost of Service**

The cost of providing a service after the deduction of income and specific grants.

## **Policy & Budget Framework**

The framework by which the Council's Strategic priorities and financial planning process is outlined and the authority's one year delivery plan is based on.

## **Precepting Authority**

Precepts and (request for money) are received from County Council and Town/Parish Councils, Police Authorities. The District Council collects such monies for itself and on behalf of the other authorities. Monies collected are paid into the Collection Fund. Any surplus or deficit on the Collection Fund is then shared with each Council / Authority.

## **Premises**

Costs associated with the repair, alteration and maintenance of buildings, fixed plant and grounds; energy costs, rent, rates and water charges; fixtures and fittings; cleaning and domestic supplies.

## **Procurement**

Procurement is the full range of activities related to purchasing goods, services and works. Procurement can range from contracting for an entire service to purchasing small assets such as office equipment. Effective procurement supports the Council's aims and objectives, in helping to deliver quality services and efficiencies which meet the current and future needs of local people and are based on value for money. The Council has a procurement strategy which details how procurement is achieved.

## **Reserves and Balances**

These are monies that are held at the end of the year, after allowing for all the expenditure and income that has taken place. Some of these monies are earmarked for specific purposes.

## **Revenue Expenditure**

This is expenditure on the day to day running of the authority e.g. wages and salaries, non domestic rates, heating, lighting etc.

## **Revenue Expenditure Funded from Capital Under Statute**

This is expenditure incurring during the year that may be capitalised under statutory provisions but does not result in the creation of fixed assets. This is charged as expenditure to the relevant service revenue account in the year.

## **Revised Budgets**

The approved Budget is amended for any changes in costs and income, and budget virements. It is an update of the anticipated out-turn for the current year and is prepared in conjunction with the Budget for the following year. The revised budget also includes approved carry forwards from previous year.

## **Supplies and Services**

Costs associated with the provision of equipment, furniture and materials, catering, printing, stationery and general office expenses; professional fees/services; communications and computing; miscellaneous expenses; grants and subscriptions; contributions to funds and provisions.

## **Supporting People**

The Supporting People Programme Grant has been in place since 2003 with strict guidance in place limiting use of funding to Housing Related Support. From 2010/11 will be paid as part of the Area Based Grant.

## **Transport**

Costs associated with the provision, hire, maintenance and/or use of transport; including travelling allowances.