

**BABERGH DISTRICT COUNCIL**

**FROM: Director of Finance**

**REPORT NUMBER H162**

**TO: STRATEGY COMMITTEE**

**DATE OF MEETING 15 January 2009**

**2009/10 BUDGET AND FINANCIAL STRATEGY**

**1. PURPOSE OF REPORT**

- 1.1 To present the draft budget for 2009/10, which is based on proposals that have been considered by the Strategic and Financial Planning (SFP) Task Group and that will be scrutinised by both Overview and Scrutiny Committees.
- 1.2 Although further work is still required on some detailed aspects of the budget, an overall budget is being proposed for 2009/10 that delivers the Council's Medium-Term Strategic Plan priorities and achieves, as has been the case over the last five years, a Council Tax increase of no more than the rate of inflation.
- 1.3 The report also outlines the position in relation to the Council's Medium-Term Financial Strategy.

**2. RECOMMENDATIONS**

- 2.1 That the draft budget for 2009/10, attached in the appendices, and the proposed position on the use of General Fund and Earmarked Reserves as referred to in the report be approved, subject to:-
  - (a) The Strategic and Financial Planning Task Group giving further consideration to:
    - (i) the 2008/09 revised budget position and the aim of achieving a £400,000 saving in order to provide sufficient reserves to support the 2009/10 Budget proposals
    - (ii) the level of additional funding in 2009/10 for Medium-Term Plan priorities in light of the above
    - (iii) any impact this could have on the Task Group's suggested Council Tax increase of 2.9% for next year
  - (b) The Overview and Scrutiny Committees considering the draft budget proposals and the views of the Strategic and Financial Planning Task Group on the above prior to the final proposals returning to the Strategy Committee on the 12 February 2009 for final recommendations to the Council.

### 3. **FINANCIAL IMPLICATIONS**

- 3.1 Both the revised budget for 2008/09 and the draft budget proposals for 2009/10 have been affected by the impact of the economic downturn, resulting in additional cost pressures (see Appendix B) that have affected the level of anticipated use of reserves, savings and efficiencies that are required to achieve the overall budget proposals.
- 3.2 The assumptions involved in constructing the budget are based on latest forecasts of, for example, interest rates but the position on these and other factors affecting the budget will undoubtedly be subject to change during the year.
- 3.3 Despite these financial pressures and uncertainties, the SFP Task Group is currently proposing a Council Tax increase for 2009/10 of 2.9%, which is well below the September 2008 headline RPI of 5% (which is used by the Government for pensions and business rate increases) and this is still below the latest published inflation rate.
- 3.4 The Task Group expect this increase to be in line with Council Tax increases elsewhere and that achieving an increase below the 3.5% indicated to the O&S Committees, and indeed below 3%, will be seen as reasonable given the additional cost pressures and the additional funding proposed to support the Council's Medium-Term Plan (MTP) priorities.
- 3.5 However, the additional funding proposed to support the Council's Medium-Term Plan (MTP) priorities in the draft budget proposals, as detailed in Appendix C, are reliant on:
- Achieving an overall saving of £400,000 on the current year's budget
  - Further significant levels of efficiencies, savings and additional income in 2009/10 – see Appendix D.
- 3.6 In terms of 2008/09, the draft revised budget is based on the above assumptions. However, there is currently a shortfall of around £165,000 on the required savings expectation of £400,000.
- 3.7 Further work is being undertaken to produce a revised budget for 2008/09 that achieves the required level of savings to support the overall use of reserves strategy, which is explained later in the report, and ensure that the additional revenue funding for Medium-Term Plans recommended by the Task Group of £169,000 in 2009/10 is available.
- 3.8 There is, however, a significant risk that the savings in 2009/09 cannot be achieved, in which case the proposed additional funding will have to be reduced. The Task Group will be giving further consideration to these issues before the final budget proposals come back to the Strategy Committee.

- 3.9 The Council will have to ensure that the drive for further efficiencies, savings and additional income is seen as a high priority. The level of savings/income required in 2009/10 will require increased focus and attention, with regular and careful monitoring by senior management. Progress will be reported to the Overview and Scrutiny Committees as part of the quarterly Performance and Financial Management arrangements.
- 3.10 In relation to the years beyond 2009/10, the level of savings/income required will depend partly on improvements to the economic situation. If the downturn continues through 2010, future budgets will undoubtedly be under even more severe pressure unless significant additional savings or income are found, as there will not be the reserves available to support the continuation of 2009/10 expenditure and income levels.
- 3.11 Even with an improvement in economic conditions, the Council will still face an increasingly difficult challenge of achieving a continuing high level of required savings and additional income.

#### 4. **RISK MANAGEMENT**

- 4.1 The budget and this report is linked to the Council's significant Business Risk No. 7 – Financial, Performance and Risk Management. It also links to a number of other risks such as capacity and our local response to national issues eg the economic downturn. Key risks are detailed in paper H156, considered by the joint Overview & Scrutiny Committees on the 9 December 2008 (and in Paper H159).
- 4.2 As highlighted in section 3 of the report, in addition to the risks specifically highlighted in the above papers, there is currently a risk of not achieving the assumed level of savings in 2008/09 that are required to support the overall draft budget proposals for 2009/10.
- 4.3 The draft budgets have been based on assumptions that are considered to be sound and based on the best information available. However, for this year's budget there are far greater uncertainties over these assumptions than in the past, largely due to the impact of the economic downturn.
- 4.4 There is, therefore, a strong possibility that these assumptions could prove to be incorrect and that the actual position in a number of areas will be different to that assumed in the budget.
- 4.5 The Council has a modest cushion in terms of estimated reserves at the 31 March 2010 being £200,000 above the minimum level of £1.2m, although any additional use of reserves should be seen as a last resort.
- 4.6 A detailed Budget Risk Assessment will be submitted with the final budget proposals in February that clearly sets out the potential risks and uncertainties.

## 5. KEY INFORMATION

### Background

- 5.1 Papers H156 and H159, considered by a joint meeting of the two Overview and Scrutiny Committees on the 9 December 2008, summarise the approach to formulating the budget for next year and the key issues involved.
- 5.2 The Task Group have considered a number of significant changes that have arisen since that meeting, including issues raised at the O&S Committees meeting. These adjustments have been incorporated in the draft budget proposals before the Committee today and detailed in the various appendices to the report.

### 2009/10 Revenue Budget and Council Tax

- 5.3 The draft General Fund Revenue Budget, which is summarised in Appendix A, supports the Council's Strategic Plan priorities and is based on the approved Financial Strategy including, specifically, the aim of increasing Council Tax by no more than the rate of inflation.
- 5.4 Further details of the budgets for each service area are also attached in Appendix E. It should be emphasised that these still require further review and, where appropriate, possible adjustment in some areas. Any changes will be incorporated in the final proposals submitted to the Committee on the 12 February.
- 5.5 A summary of the key budget changes that have arisen since the SFP Task Group's proposals were submitted to the O&S Committees is set out below:

	Budget 2008/09 £000	Projection 2009/10	
		Paper H156 £000	Latest position £000
• Base budget (Net Revenue Expenditure)	10,391	10,646	10,646
• Inflation	+400	+460	+490
• Other Cost Pressures	+460	+632	+803
• MTP Priorities (incl. Prudential Borrowing and capital items)	+69	+400	+319
• Efficiencies, savings and additional income	-674	-892	-1,047
<b>Net Revenue Expenditure</b>	<b>10,646</b>	<b>11,246</b>	<b>11,211</b>
• Use of Reserves	-336	-685	-685
• Surplus/Deficit on Collection Fund	-10	+27	+27
• Government Formula Grant	-6,005	-6,122	-6,122
• Council Taxpayers	4,295	4,466	4,431
• Council Taxbase	32,750	32,900	32,830
<b>Council Tax for Band D property</b>	<b>£131.16 (+3.9%)</b>	<b>£135.75 (+3.5%)</b>	<b>£134.96 (+2.9%)</b>

5.6 Members attention is drawn to the following key changes since Paper H156:

- Other cost pressures have increased due to a further downwards reassessment of income from land charges, planning and building control fees and, in addition, falls in recyclable material prices affecting gate fees payable in relation to the MRF
- The Task Group has had to scale down the additional funding available for MTP priorities. The amount shown includes £150,000 for additional prudential borrowing costs and £169,000 for additional revenue budget items
- The level of efficiencies, savings and additional income has increased by £150,000 and the figure for 2009/10 is significantly higher than in 2008/09. Details are included in Appendix D and the main change since the O&S Committees relates to a reassessment of additional income from waste and recycling services
- The increased use of reserves in 2009/10 is only possible if the one-off saving of £400,000 is achieved in 2008/09, which in turn would impact on the level of funding available for MTP priorities and, possibly, the recommended Council Tax increase for 2009/10
- The O&S Committees were advised that a Council Tax increase of no more than 3.5% was being considered by the Task Group. The 2.9% increase currently proposed, along with a reduced assumption on the Council Taxbase growth (fewer additional properties as a result of the economic slowdown and lower collection rate), reduces Council Tax income by £35,000. A 1% variation in Council Tax amounts to £43,000 a year.

5.7 The Government's Formula Grant of £6,122,000 for 2009/10 is less than a 2% increase compared to this year, which is wholly insufficient to cover inflation and other cost pressures.

### **Review of Charges**

5.8 Discretionary charges have been reviewed in the light of the Council's Strategic Charging Policy and the draft charges for 2009/10 are attached at Appendix G. Main areas 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 3% unless there are good reasons for a different level of increase eg landfill tax increases that affect trade waste charges
- The charge for the Green Waste service should increase from £30 to £40 as it has not increased since 2005 and it will align the charge with Mid Suffolk in terms of the joint waste partnership. The service is seen as offering excellent value for money and those on benefit receive a 50% reduction.

5.9 Changes to statutory charges will be implemented as and when these are notified to the Council.

### **Position for Future Years**

5.10 When deciding on the budget and the level of Council Tax for 2009/10, it is important to do so in the context of the possible financial position in the longer term.

5.11 That position is difficult to assess in terms of the ongoing impact of the economic downturn and the prospects for future grant settlements resulting from the next Government's Comprehensive Spending Review, which will cover for the 3 years starting in 2011/12.

5.12 The position on reserves and borrowing costs resulting from the capital programme will impact on the position and this is explained further in the following sections of the report.

### **Reserves**

5.13 The Council has adopted a clear financial strategy over the years of maintaining adequate levels of General Fund reserves and a prudent approach to their use. The intention is that there should be a carefully phased reduction in their use, with a view the level being reduced to no less than £1.2m over a number of years. That level of reserves would not then be reduced any further.

5.14 The reserves strategy and proposed use is set out in sections 5.12 to 5.14 of Paper H156 although that may need amendment, as indicated earlier in the report, depending on the 2008/09 revised budget and savings position. There will be very limited reserves availability from 2010/11.

5.15 In terms of other reserves, the position is as follows:

- It has already been agreed that the Earmarked Capital Reserve of around £730,000 and £400,000 of the Business Rates Growth Reserve is to be used to finance the Hadleigh Community Facilities project
- The Invest to Save Fund of £45,000 will be used as appropriate to fund projects that achieve efficiency savings that support the budget
- In view of the latest position on the budget and general reserves, the creation of an LGR reserve of £100,000 (approved by Strategy Committee in July 2008 - Paper H78 refers) may need reconsideration. This will be looked at by the Task Group as part of the final budget proposals.

### **Capital Programme**

5.16 The proposed 3-year General Fund Capital Programme is summarised in Appendix H.

5.17 Members will see from this that there will be a need for substantial borrowing to undertake the programme. That was always anticipated as sources of capital finance from capital receipts has fallen and the proportion of those receipts that the Council can spend has reduced.

5.18 Key aspects of the potential financing of the programme are highlighted below:

- Borrowing requirements in 2008/09 are significant but less than originally anticipated
- The 2009/10 programme is heavily dependent on significant capital receipts and there are considerable risks relating to whether these will be received
- The borrowing requirement for 2009/10 of nearly £2.9m includes £1.9m for the refuse fleet replacement. Interest costs have to met in the 2009/10 revenue budget with capital repayment costs being required from 2010/11, which will add to the future pressures on the revenue budget

5.19 In terms of reducing the borrowing requirement, this can only be achieved if projects/schemes are either removed or reduced and a more restricted General Fund Capital Programme is approved.

5.20 The Task Group will consider what options exist to scale down the capital programme before the final budget proposals are submitted to the Strategy Committee in February. There may be, for example, scope to scale down and/or defer ICT or other spending in the light of LGR.

### **Medium-Term Financial Strategy**

5.21 Having regard to the factors outlined in the previous sections of the report, an indication of the possible financial picture for the next 3 years will be presented to the Strategy Committee in February, which will set out:

- The potential prospects and impact of inflation and cost pressures depending on the general economic situation over the next 3 years
- Likely prudential borrowing costs based on the current capital programme continuing
- The levels of reserves that could be available to support the budget
- The scale of efficiencies, savings and additional income that could be required

5.22 That position will, of course, have to be considered in the light of the LGR announcement and what actions Babergh will need to consider during 2009/10 to ensure an affordable budget for 2010/11 can be achieved whatever the Local Government Structure.

6. **APPENDICES**

- A. General Fund Budget Summary
- B. Commitments and Additional Cost Pressures
- C. Medium-Term Plan priorities
- D. Efficiencies, Savings and Additional Income
- E. Detailed Service Budgets
- F. General Fund Charges
- G. 3 year Draft Capital Programme

7. **BACKGROUND INFORMATION**

Strategic and Financial Planning Group agendas, reports and notes of meetings

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<b>GENERAL FUND REVENUE BUDGET SUMMARY</b>
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Line	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
1 Natural and Built Environment	2,288,424	2,665,340	3,072,950	2,856,520
2 Community Development	2,322,348	2,532,800	3,186,410	2,793,040
3 Contract and Asset Management	3,055,331	3,268,440	3,252,070	3,417,890
4 Customer Services	1,706,446	1,755,730	1,664,580	1,691,420
5 Corporate Services	1,928,749	1,984,040	1,978,610	2,072,570
6 Medium Term Plans Priorities	0	0	0	169,000
7 Salary/Efficiency/Other savings and income	0	(250,910)	(50,000)	(525,000)
8 Other items yet to be identified/allocated	0	154,210	(166,050)	(111,020)
<b>9 Total Direct Service Costs</b>	<b>11,301,298</b>	<b>12,109,650</b>	<b>12,938,570</b>	<b>12,364,420</b>
10 Capital charges / Asset Management & Investment Income	(1,950,778)	(2,151,490)	(2,480,500)	(1,668,680)
11 Pension Adjustments	558,784	637,900	462,990	521,300
12 Transfers to/from Earmarked Reserves	(261,549)	50,000	(5,000)	0
<b>13 Net Revenue Expenditure</b>	<b>9,647,755</b>	<b>10,646,060</b>	<b>10,916,060</b>	<b>11,217,040</b>
14 Use of Reserves - General	329,278	(281,000)	(606,000)	(685,000)
15 Use of Reserves - Customer Access and Service Transformation	0	(55,000)	0	0
16 Prior year grant adjustments	0	0	0	0
<b>17 Budget Requirement - Babergh</b>	<b>9,977,033</b>	<b>10,310,060</b>	<b>10,310,060</b>	<b>10,532,040</b>
18 Deficit / Surplus (-) on Collection fund	(33,000)	(9,540)	(9,540)	21,370
19 Government Support	(5,836,310)	(6,005,030)	(6,005,030)	(6,122,670)
<b>20 Demand on Collection Fund</b>	<b>4,107,723</b>	<b>4,295,490</b>	<b>4,295,490</b>	<b>4,430,740</b>
21 Council Tax Base Resolution	32,539	32,750	32,750	32,830
22 Council Tax for Band D Property	<b>126.24</b>	<b>131.16</b>	<b>131.16</b>	<b>134.96</b>

## Appendix B

### Commitments and cost pressures

Item	Amount £000	Comments
<b>Community Development:</b> Gypsy / Traveller Liaison post	1.3	As per 2008-09 Suffolk-wide agreement.
	<b>1.3</b>	
<b>Contract &amp; Asset Management:</b> Open Spaces Contract	43	Adjustment between HRA & GF
Parks & Open Spaces	34	Additional horticultural purchases. Further consideration needed.
Hadleigh Pool	-	£25k in capital MTP Bids
Increased utility costs	25	HQ and Depots £33k x 75% GF
	<b>102</b>	
<b>Natural Built Environment:</b> Planning and Building Control	186	Reduction in fees due to economic downturn. Includes £11k for work connected to SWISS Centre and some structural checks.
MRF Gate Fees	75	Reduction in recycling material prices
	<b>261</b>	
<b>Customer Services:</b> Travel vouchers	8	Increased demand
HB/CTB admin grant	22	A reduction of 4% in the grant.
	<b>30</b>	
<b>Other items:</b> Investment Income	270	Significant reduction as a result of interest rate cuts and use of capital/S.106 monies
Land Charge fees	125	Reduction due to economic downturn.
ICT	9	Software licensing costs.
Translation costs	5	Increasing requirement re. enforcement/legal translation needs
	<b>409</b>	
<b>Grand Total</b>	<b>803.3</b>	

Appendix C

**Medium-Term Plan Bids – Draft recommendations for additional Budget funding**

Council priority/activity	Description	Estimated Annual Cost 2009/10 £	Capital Investment Need 2009/10 £
<b>Quality homes people can afford</b>			
Affordable Housing Toolkit – £7500 (one-off cost + subsequent annual running cost of £1000). <b>Task Group only happy to support if this can be funded from existing budgets</b>	<p>The Viability Toolkit will provide:</p> <ul style="list-style-type: none"> <li>• better understanding of the economic viability and the various development options of individual sites</li> <li>• greater ability to assess and compare the development viability of individual sites to ensure the most viable sites are allocated through the LDF process</li> <li>• increased ability to negotiate affordable housing and delivery of other planning obligations on open market sites</li> <li>• supporting information which will strengthen Social Housing Grant funding bids</li> </ul>	-	
Continuation of part-time housing enabler post	<p>This post will deliver additional affordable housing through:</p> <ul style="list-style-type: none"> <li>• identification of BDC land and site feasibility assessments</li> <li>• consultation exercises and promoting/delivering rural exception sites</li> </ul> <p>Will also progress the Gypsy &amp; Traveller housing needs &amp; sites identification exercise.</p>	20500	

Council priority/activity	Description	Estimated Annual Cost 2009/10 £	Capital Investment Need 2009/10 £
<b>Nightstop – Task Group would like to support, subject to further info. being provided</b>	A contracted service with the YMCA, who manage similar services within Bury St Edmunds and Mid Suffolk. Will help with the delivery of Homelessness Strategy target by providing emergency accommodation for homelessness 16 and 17 year olds. This in turn would lead to a reduction in the use of temporary bed and breakfast accommodation and meet the government targets for ending the use of this.	5000	
<b>Sanctuary scheme - Task Group would like to support, subject to further info. being provided</b>	To provide a secure base for Domestic Violence cases within people's own homes. Our intentions are to target 3 cases each year within the private housing market and 3 cases within the social rented sector. This forecast is based on the Lowestoft pilot study.	6000	
<b><i>Cleaner/ greener</i></b>			
CRED funding – meet £13000 annual cost from existing budgets in 2009/10	<p>Helping to meet council's obligations under the Climate Change Act 2008:</p> <ul style="list-style-type: none"> <li>• Enables BDC's contribution to LAA2; provides the delivery mechanism for co-ordinated climate change action across Suffolk; will contribute to Babergh's climate change assessment in CAA.</li> <li>• High profile public engagement on climate change matters enabling work with local businesses to reduce carbon impact.</li> <li>• Preparation of statutory Climate Change Action Plan and specialist support in developing and monitoring</li> </ul>	-	

Council priority/activity	Description	Estimated Annual Cost 2009/10 £	Capital Investment Need 2009/10 £
	<p>mechanisms to improve NI186/187/188</p> <ul style="list-style-type: none"> <li>• Bids for and secures additional funding for Climate Change initiatives.</li> <li>• Removes need for dedicated BDC resource and provides capacity.</li> </ul>		
Trade waste recycling –£80,000 capital and £25000 initial revenue cost (including annual borrowing costs of £15,000). <b>Task Group not supporting</b>	<p>Diversion of 1500t of municipal waste from landfill contributes to NI and LAA2 – ‘Diversion of Waste from landfill’. Does not contribute to ‘Recycling Targets’.</p> <p>Could be delayed 12 months by utilising capacity on Garden Waste vehicle to reduce operational and borrowing costs. Income dependant on materials prices – not currently a good time to enter market.</p>	-	-
Green waste scheme - extend	Expand customer base from 6,500 to 10,000. Meet demand to expand popular service. Increase income generation by £90,000 (already in plan). Increases ‘Recycling Rate’ by 1%	At least cost neutral	(£135,000 cost met by SCC DIF Fund)
Dedham Vale AONB and Stour Valley Project – <b>Fund £3800 revenue cost (continuing for the following 2 years) from increased community grants provision – see below</b>	<p>Increased involvement of communities in their local environment through the successful ‘Managing a Masterpiece’ lottery bid submitted by the partnership. There are 15 specific targets to be achieved over the three years covering aspects such as landscape, biodiversity, cultural heritage etc.</p> <p>Stage 1 award of £67000 in 2008, which enables a Stage 2 bid for £925000 to be developed. Match funding of £79000 sought from others Including Natural England.</p>	-	

Council priority/activity	Description	Estimated Annual Cost 2009/10 £	Capital Investment Need 2009/10 £
<b>Safer/ healthier</b>			
Substance misuse officer	<p>Currently this shared post with SCDC is funded externally but funds are only guaranteed until March 2009.</p> <p>The post focuses on reducing the harm done by drugs and alcohol to individuals and the wider community. This is a key objective of the Community Safety Partnership and a priority for SNTs; alcohol is a key driver for youth ASB and for criminal damage, which accounts for nearly 30% of all crime in Babergh.</p>	20000	
Enhanced ASB action: a) Mobile CCTV camera	<p>To provide effective mobile surveillance capacity. Will enable the Council to gather evidence and tackle criminal damage and serious ASB in specific 'hotspots'.</p> <p>District-wide use, where fixed CCTV coverage not available, leading to reduction in criminal damage is the biggest crime issue for BDC.</p>	2500 (capital financing costs)	14000
b) graffiti removal kits	To provide parishes and private individuals/businesses with the kits in the removal of graffiti. Good Practice indicates that if graffiti and other similar issues are tackled quickly they can prevent more serious crime taking hold.	5000	
Free swimming ( <b>commitment</b> )	This covers the net cost of existing swimmers, after Government grant. A capital grant of around £200,000 may also be received as a result of the Council's participation.	28000 (revised from £45000)	

Council priority/activity	Description	Estimated Annual Cost 2009/10 £	Capital Investment Need 2009/10 £
Hadleigh Pool repairs	Continuation of additional annual fund to enable the fabric of the pool to be maintained.	3500 (capital financing costs)	25000
Play equipment replacement (p.a.)	First year of a proposed annual rolling programme of this amount. Programme. The existing equipment is between 15 and 50 years old with a life expectancy of circa 10-15 years. Regular repairs that have kept this operational are becoming expensive and now major structural failure is starting to occur.	3500 (capital financing costs)	25000
<b><i>Vibrant places and strong communities</i></b>			
<b>Increased community grants – Task Group would like to see revised split between revenue and capital. Original bid was £25,000 each for revenue and capital.</b>	A general increase in funding for the Grants budget will directly increase outcomes as the funded projects are discrete with clear deliverable outputs for community projects. Could be focused on helping organisations affected by the economic downturn.	40000	10000
<b>Increase in grants officer hours – meet £5000 cost from existing staffing resources/budgets</b>	The additional hours (from two days per week to three) will ensure effective delivery of the new centralised grants process instigated 2008/09.	-	
CAB surgeries/other support	Increase the availability of debt advice (and related issues) during the economic downturn.  Flexible use of this to fund either outreach by CAB's or other alternative means to support to residents facing difficulties as a result of the economic downturn.	35000	

Council priority/activity	Description	Estimated Annual Cost 2009/10 £	Capital Investment Need 2009/10 £
Fuel poverty survey – <b>meet £3500 cost from existing budgets</b>	Implementation of Govt. statutory annual survey. Essential for NI187 data requirements.	-	
Publicity for an access network, via signposting on the website – <b>meet £5000 cost from CAST budget</b>	<p>Service take-up, by signposting support and advice that can be provided by other agencies eg on benefits, particularly for disadvantaged and hard to reach groups and those affected by the economic downturn.</p> <p>Babergh residents and business will be better informed on where and how they can access services within and outside the district</p>	-	
<b>Total</b>		<b>169000</b>	<b>74000</b>

**Appendix D****Efficiencies, Savings and Additional Income**

<b>Item</b>	<b>Amount £'000</b>	<b>Comments</b>
<b>Community Development:</b> Leisure Trust	40	Reduced Management fee as per Funding Agreement. No increase for utility costs requested by SSL.
Flatford VIC	25	Potential efficiency saving through joint arrangements with NT.
	<b>65</b>	
<b>Corporate Services:</b>		
Licensing fees	10	Reassessment of income levels.
	<b>10</b>	
<b>Contract &amp; Asset Management:</b> Refuse Collection	14	Bulky income charges, net of costs.
Green Waste/ Recycling Strategy	261	Increased fees and additional income from higher customer base and recycling payments – net of additional costs. Includes increase in green Waste Service charge from £30 to £40 to align with MID Suffolk.
Asset Management Valuations	9	Reduced Budget requirement
Other income	20	Net additional income from other services.
	<b>304</b>	
<b>Customer Services:</b> Discretionary Rate Relief	14	Expected savings under current policy. Increases possible though due to economic downturn.
Concessionary Fares scheme	92	Estimated potential saving compared to contingency provision. There are also significant savings in the 2008/09 Budget.
	<b>106</b>	

<b>Item</b>	<b>Amount £'000</b>	<b>Comments</b>
<b>Finance:</b>		
Contracts	55	Procurement savings from new joint insurance & banking contracts exercises - £70K x 75% GF
Audit & Fraud Team	8	Revised staffing establishment and review of IT audit requirements.
	<b>63</b>	
<b>Other Savings/income:</b>		
Staffing/other efficiencies	125	Target for Directors/Heads of Service. Additional provision for savings from not filling vacant posts and temporary posts ceasing.
CAST Project	115	Reduction in net expenditure and ongoing efficiency savings
Audit Commission Fees	12	Proposed national annual increases withdrawn.
Recruitment costs	15	Current base budget more than is needed currently.
Postages and printing	15	Savings following efficiency reviews.
Non-recurring items	105	One-off items in 2008/09 Base Budget.
Additional grants/income on various services	12	Minor variations that occur annually.
General allowance for other savings	100	Similar allowance as was made in the 2008/09 budget.
	<b>499</b>	
<b>Overall Total</b>	<b>1,047</b>	

<b>GENERAL FUND REVENUE SERVICES BUDGET SUMMARY</b>
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<b>NATURAL &amp; BUILT ENVIRONMENT</b>				
Line	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
23 Environmental Health & Health Improvement	564,631	620,360	605,350	623,380
24 Pest and Dog Control	45,749	48,690	55,940	56,700
25 Private Sector Housing Standards	33,478	32,620	44,510	45,880
26 Renovation Grants (Incl. Home Improvement Agency)	228,050	437,600	378,700	379,610
27 Licensing	157,290	205,180	238,220	214,770
28 Planning Policy	460,585	488,810	537,650	462,120
29 Conservation Areas/ Historic Buildings	108,292	66,020	94,910	50,570
30 Development Control	597,674	604,960	985,540	862,840
31 Planning Delivery Grant	(34,762)	20,000	21,460	10,660
32 Building Control	127,437	141,100	110,670	149,990
<b>33 Sub Total</b>	<b>2,288,424</b>	<b>2,665,340</b>	<b>3,072,950</b>	<b>2,856,520</b>

<b>COMMUNITY DEVELOPMENT</b>				
Line	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
34 Hadleigh Swimming Pool	204,968	203,340	249,170	169,000
35 Kingfisher Leisure Centre	413,630	415,550	699,860	509,620
36 Sport & Leisure (including Be Active)	147,651	173,700	329,070	299,040
37 Sports & Recreation Grants	124,774	131,820	5,400	5,670
38 Community Safety & Crime & Disorder Reduction Partnership	184,498	197,800	276,960	264,690
39 The Arts	120,945	141,980	66,930	58,110
40 Tourism	209,612	219,710	242,490	225,000
41 Economic Development	217,319	217,610	141,600	138,290
42 Community Energy Project & Babergh Communities Together	77,078	0	1,890	1,890
43 Grants and Contributions	266,525	326,320	581,970	622,370
44 Housing Strategy	61,347	62,040	104,360	105,680
45 Affordable Housing	181,398	317,230	382,410	266,730
46 Homelessness, Homelessness Initiative & Housing Advice	111,147	117,450	94,750	116,080
47 Babergh Response & Other Housing Services	1,456	8,250	9,550	10,870
<b>48 Sub Total</b>	<b>2,322,348</b>	<b>2,532,800</b>	<b>3,186,410</b>	<b>2,793,040</b>

<b>GENERAL FUND REVENUE SERVICES BUDGET SUMMARY</b>
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<b>CONTRACT &amp; ASSET MANAGEMENT</b>				
Line	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
49 Domestic Waste Collection	1,373,146	1,439,910	1,262,380	1,445,050
50 Trade & Green Waste Collection	(62,779)	(5,260)	(14,940)	(61,270)
51 Recycling Strategy & Consortium	(161,835)	(50,620)	(50,780)	(44,790)
52 Business Resource Efficiency (BREW) (2020)	0	0	30	30
53 Street Cleansing & Abandoned Vehicles	641,241	634,740	636,690	665,010
54 Footpaths	50,380	41,650	52,100	53,570
55 Countryside Management	93,357	96,090	44,580	41,860
56 Amenity Areas	390,766	384,160	438,920	446,070
57 Parks & Open Spaces	254,653	272,720	315,720	325,810
58 Other Services	50,854	50,860	62,870	64,150
59 Car Parking	142,094	134,690	155,420	136,600
60 Public Conveniences	201,986	189,690	193,190	200,210
61 Industrial & Starter Units	(65,500)	(18,620)	(11,300)	330
62 Other Corporate Assets (East House, Belle Vue House, Hadleigh Market)	59,650	(5,140)	30,630	26,410
63 Asset Management	52,635	66,200	82,580	74,670
64 Other Services	34,683	37,370	54,010	44,210
<b>65 Sub Total</b>	<b>3,055,331</b>	<b>3,268,440</b>	<b>3,252,070</b>	<b>3,417,890</b>
<b>CUSTOMER SERVICES</b>				
	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
66 Housing/Council Tax Benefits (Incl HRA)	351,867	510,870	413,590	448,680
67 Council Tax & Business Rates Collection	551,144	581,130	544,380	549,000
68 Concessionary Fares & Railcards	803,435	663,730	706,610	693,740
<b>69 Sub Total</b>	<b>1,706,446</b>	<b>1,755,730</b>	<b>1,664,580</b>	<b>1,691,420</b>

<b>GENERAL FUND REVENUE SERVICES BUDGET SUMMARY</b>
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<b>CORPORATE SERVICES</b>				
Line	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
70 Corporate Management (incl. Policy, Performance & Publicity/Comms)	647,400	709,430	702,330	712,990
71 External Audit & Other Corporate Costs	146,829	181,590	195,550	194,770
72 Democratic Processes	849,467	866,390	817,430	846,620
73 Electoral Registration & Elections	194,620	140,650	122,570	147,350
74 Local Land Charges	(21,324)	(9,600)	(31,050)	(9,380)
75 Civil Protection & Emergency Planning	39,775	42,540	71,490	67,060
76 Other	24,692	6,260	7,030	16,570
77 Community Achievement Awards	3,813	5,080	10,390	11,120
78 Local Agenda (3910)	0	0	4,390	4,600
78 Corporate Subscriptions	43,477	41,700	78,480	80,870
<b>79 Sub Total</b>	<b>1,928,749</b>	<b>1,984,040</b>	<b>1,978,610</b>	<b>2,072,570</b>
80 Other / Contingencies	0	(96,700)	(215,530)	(467,020)
<b>81 TOTAL</b>	<b>11,301,298</b>	<b>12,109,650</b>	<b>12,939,090</b>	<b>12,364,420</b>

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

Environmental Protection

Lead Manager(s) - J Kilgannon & J Rainer

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Environmental Health (2128-2135)</b>				
Analysts / Consultancy Fees	13,007	8,750	14,970	6,650
Health Improvement	0	100	100	100
Air Monitoring Expenses	5,030	8,700	11,280	9,100
Other Costs	6,096	12,220	13,250	14,560
Env. Protection Act Licence	(9,932)	(9,000)	(10,020)	(9,770)
Other Fees and Charges	(3,055)	(2,410)	(3,410)	(3,410)
<b>Direct Costs / Income</b>	<b>11,146</b>	<b>18,360</b>	<b>26,170</b>	<b>17,230</b>
Operational and Support Services	547,872	596,380	524,560	547,610
Capital Charges	5,614	5,620	5,610	5,610
<b>Net Cost of Service</b>	<b>564,632</b>	<b>620,360</b>	<b>556,340</b>	<b>570,450</b>
<b>CRED (Carbon Reduction) (2139)</b>				
Contributions & Promotion	0	0	5,000	0
<b>Direct Costs / Income</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>
Operational and Support Services	0	0	44,010	52,930
<b>Net Cost of Service</b>	<b>0</b>	<b>0</b>	<b>49,010</b>	<b>52,930</b>
<b>Total Environmental Health and Improvement</b>	<b>564,632</b>	<b>620,360</b>	<b>605,350</b>	<b>623,380</b>
<b>Pest Control (2136)</b>				
Contracted Services	32,236	33,240	33,240	34,070
Other Costs	240	430	430	430
Fees and Charges	(25,673)	(22,660)	(22,660)	(22,660)
<b>Direct Costs / Income</b>	<b>6,803</b>	<b>11,010</b>	<b>11,010</b>	<b>11,840</b>
Operational and Support Services	26,528	26,520	31,560	31,800
<b>Net Cost of Service</b>	<b>33,331</b>	<b>37,530</b>	<b>42,570</b>	<b>43,640</b>
<b>Dog Control (2137)</b>				
Contracted Services	3,460	2,500	4,000	4,000
Other Costs	0	200	200	200
Fees and Charges	(385)	(620)	(620)	(620)
<b>Direct Costs / Income</b>	<b>3,075</b>	<b>2,080</b>	<b>3,580</b>	<b>3,580</b>
Operational and Support Services	9,343	9,080	9,790	9,480
<b>Net Cost of Service</b>	<b>12,418</b>	<b>11,160</b>	<b>13,370</b>	<b>13,060</b>
<b>Total Pest &amp; Dog Control</b>	<b>45,749</b>	<b>48,690</b>	<b>55,940</b>	<b>56,700</b>

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

Environmental Protection cont.

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Housing Standards (3011)</b>				
Health Improvement Programme	5,000	5,000	0	0
<b>Direct Costs / Income</b>	5,000	5,000	0	0
Operational and Support Services	28,478	27,620	44,510	45,880
<b>Net Cost of Service</b>	<b>33,478</b>	<b>32,620</b>	<b>44,510</b>	<b>45,880</b>
<b>Total Private Sector Housing Standards</b>	<b>33,478</b>	<b>32,620</b>	<b>44,510</b>	<b>45,880</b>
<b>Renovation Grants (Admin) (3010)</b>				
Promotion and Publicity	883	920	920	950
<b>Direct Costs / Income</b>	883	920	920	950
Operational and Support Services	117,380	114,600	141,980	144,610
Capital Charges	83,156	285,600	191,600	191,600
<b>Net Cost of Service</b>	<b>201,419</b>	<b>401,120</b>	<b>334,500</b>	<b>337,160</b>
<b>Care and Repair (3059)</b>				
Direct Administration Costs	17,000	27,000	27,000	27,000
Other Costs	2,131	2,420	8,610	6,590
<b>Direct Costs / Income</b>	19,131	29,420	35,610	33,590
Operational and Support Services	7,501	7,060	8,590	8,860
<b>Net Cost of Service</b>	<b>26,632</b>	<b>36,480</b>	<b>44,200</b>	<b>42,450</b>
<b>Total Renovation Grants (Incl. Home Improvement Agency)</b>	<b>228,051</b>	<b>437,600</b>	<b>378,700</b>	<b>379,610</b>
<b>Licensing (4001-4027)</b>				
Legal Notices, Adverts, etc.	15,376	14,410	19,410	14,410
Licence Fee Income	(52,472)	(131,550)	(131,550)	(139,870)
Other Income	(86,178)	(9,090)	(12,090)	(9,090)
<b>Direct Costs / Income</b>	<b>(123,274)</b>	<b>(126,230)</b>	<b>(124,230)</b>	<b>(134,550)</b>
Operational and Support Services	280,564	331,410	362,450	349,320
<b>Net Cost of Service</b>	<b>157,290</b>	<b>205,180</b>	<b>238,220</b>	<b>214,770</b>
<b>Total Licensing</b>	<b>157,290</b>	<b>205,180</b>	<b>238,220</b>	<b>214,770</b>

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

Planning Policy and Control

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

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Planning Policy (2201 &amp; 2202)</b>				
Legal Notices and Adverts	1,400	1,000	1,000	1,000
Other Costs	43,923	28,620	190,230	32,480
Income	(9,196)	(7,500)	(82,630)	(12,500)
<b>Direct Costs / Income</b>	<b>36,127</b>	<b>22,120</b>	<b>108,600</b>	<b>20,980</b>
Operational and Support Services	424,458	466,690	429,050	441,140
<b>Net Cost of Service</b>	<b>460,585</b>	<b>488,810</b>	<b>537,650</b>	<b>462,120</b>
<b>Total Planning Policy</b>	<b>460,585</b>	<b>488,810</b>	<b>537,650</b>	<b>462,120</b>
<b>Conservation (2206 &amp; 2208)</b>				
Historic Buildings Grants & Conservation Area Appraisals	7,227	0	8,660	0
Sudbury HERS	1,572	5,000	5,000	0
Hire of Rooms	59	0	0	0
Sproughton Mill	(9,119)	0	0	0
<b>Direct Costs / Income</b>	<b>(261)</b>	<b>5,000</b>	<b>13,660</b>	<b>0</b>
Operational and Support Services	18,821	15,720	16,850	17,470
Capital Charges	89,733	45,300	64,400	33,100
<b>Net Cost of Service</b>	<b>108,293</b>	<b>66,020</b>	<b>94,910</b>	<b>50,570</b>
<b>Total Conservation Areas &amp; Historic Buildings</b>	<b>108,293</b>	<b>66,020</b>	<b>94,910</b>	<b>50,570</b>
<b>Development Control (2205)</b>				
Planning Advertisements	26,588	20,000	20,000	20,000
Consultants and Legal Fees	117,384	126,270	86,400	20,600
Other Costs	(15,986)	(20,950)	(20,950)	(28,950)
Planning Fees	(394,940)	(454,000)	(300,000)	(307,500)
Hire of Rooms	3,830	0	0	0
<b>Direct Costs / Income</b>	<b>(263,124)</b>	<b>(328,680)</b>	<b>(214,550)</b>	<b>(295,850)</b>
Operational and Support Services	860,796	953,590	1,220,040	1,178,640
Capital Charges	0	(19,950)	(19,950)	(19,950)
<b>Net Cost of Service</b>	<b>597,672</b>	<b>604,960</b>	<b>985,540</b>	<b>862,840</b>
<i>Transfer from/to Earmarked Reserve</i>	<i>0</i>	<i>(50,000)</i>	<i>0</i>	<i>0</i>
<b>Net Revenue Charge</b>	<b>597,672</b>	<b>554,960</b>	<b>985,540</b>	<b>862,840</b>
<b>Total Development Control</b>	<b>597,672</b>	<b>604,960</b>	<b>985,540</b>	<b>862,840</b>

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

**Planning Policy and Control cont.**

	2007/08 Actual	2008/09 Original	2008/09 Revised	2009/10 Budget
<b>Planning Delivery Grant (2210)</b>				
Consultants and Legal Fees	0	27,770	32,770	28,460
Other Costs	(52)	4,120	10,150	4,570
Government Grant - current year	(91,528)	(30,000)	(54,000)	(54,000)
Government Grant - prior years	7,980	(34,490)	(21,520)	(12,970)
Temporary Superannuation	407	0	0	0
<b>Direct Costs / Income</b>	<b>(83,193)</b>	<b>(32,600)</b>	<b>(32,600)</b>	<b>(33,940)</b>
Operational and Support Services	48,431	52,600	54,060	44,600
<b>Net Cost of Service</b>	<b>(34,762)</b>	<b>20,000</b>	<b>21,460</b>	<b>10,660</b>
<b>Total Planning Delivery Grant</b>	<b>(34,762)</b>	<b>20,000</b>	<b>21,460</b>	<b>10,660</b>
<b>Building Control (2203;2204 &amp; 3952)</b>				
Consultancy Fees and Other Costs	11,150	7,680	18,680	18,680
Income	(372,250)	(430,620)	(441,550)	(439,220)
<b>Direct Costs / Income</b>	<b>(361,100)</b>	<b>(422,940)</b>	<b>(422,870)</b>	<b>(420,540)</b>
Operational and Support Services	488,536	564,040	533,540	570,530
<b>Net Cost of Service</b>	<b>127,436</b>	<b>141,100</b>	<b>110,670</b>	<b>149,990</b>
<b>Total Building Control</b>	<b>127,436</b>	<b>141,100</b>	<b>110,670</b>	<b>149,990</b>
<b>TOTAL NATURAL &amp; BUILT ENVIRONMENT</b>	<b>2,288,424</b>	<b>2,665,340</b>	<b>3,072,950</b>	<b>2,856,520</b>

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

**Leisure & Community Safety**

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

	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Hadleigh Swimming Pool (1570)</b>				
Management Fee	56,950	63,130	63,130	52,550
Premises	5,121	39,700	84,200	15,060
Premises - Insurances	2,530	1,860	1,650	1,490
Other Costs	0	200	200	200
<b>Direct Costs / Income</b>	<b>64,601</b>	<b>104,890</b>	<b>149,180</b>	<b>69,300</b>
Operational and Support Services	58,267	60,530	29,560	29,270
Capital Charges	82,100	37,920	70,430	70,430
<b>Net Cost of Service</b>	<b>204,968</b>	<b>203,340</b>	<b>249,170</b>	<b>169,000</b>
<b>Total Hadleigh Swimming Pool</b>	<b>204,968</b>	<b>203,340</b>	<b>249,170</b>	<b>169,000</b>
<b>Kingfisher Leisure Centre (1574)</b>				
Management Fee	133,722	147,300	147,300	122,620
Premises	18,107	23,510	27,940	24,060
Premises - Insurances	9,860	12,090	10,750	9,710
Legal and Other Costs	15,405	720	1,230	1,590
Operating Lease payments	6,910	6,910	6,910	6,910
Insurance claim	3,380	0	0	0
Reimbursement of costs	(15,000)	(15,000)	(15,000)	(15,000)
<b>Direct Costs / Income</b>	<b>172,384</b>	<b>175,530</b>	<b>179,130</b>	<b>149,890</b>
Operational and Support Services	39,806	45,090	39,090	36,990
Capital Charges	201,440	194,930	481,640	322,740
<b>Net Cost of Service</b>	<b>413,630</b>	<b>415,550</b>	<b>699,860</b>	<b>509,620</b>
<b>Total Kingfisher Leisure Centre</b>	<b>413,630</b>	<b>415,550</b>	<b>699,860</b>	<b>509,620</b>
<b>Sport &amp; Leisure Promotion (1556;1557;4815)</b>				
Courses, Coaching & Sport Development	30,871	17,750	25,440	16,590
Active Sport	6,000	6,000	6,000	6,000
Youth Strategy - New Initiatives	6,746	12,000	16,000	12,000
Promotional Costs	4,402	2,550	2,550	2,550
Fees and Charges	(5,956)	(1,000)	(5,190)	(1,000)
Suffolk CC Contribution	0	0	(900)	0
Beacon Council Award	(12,374)	(3,760)	0	0
<b>Direct Costs / Income</b>	<b>29,689</b>	<b>33,540</b>	<b>43,900</b>	<b>36,140</b>
Operational and Support Services	117,963	135,430	177,100	167,610
<b>Net Cost of Service</b>	<b>147,652</b>	<b>168,970</b>	<b>221,000</b>	<b>203,750</b>
<b>Be Active Leisure Inclusion (3922)</b>				
Service Costs	1,040	1,020	1,000	1,000
Contracted Services	5,119	5,500	500	500
Other Costs	1,711	3,170	3,300	3,520
Other Income	(11,080)	(11,100)	(1,000)	(1,000)
<b>Direct Costs / Income</b>	<b>(3,209)</b>	<b>(1,410)</b>	<b>3,800</b>	<b>4,020</b>
Operational and Support Services	3,210	2,120	63,420	55,430
<b>Net Cost of Service</b>	<b>1</b>	<b>710</b>	<b>67,220</b>	<b>59,450</b>

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

**Leisure & Community Safety cont.**

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Community Sports Coach (3923)</b>				
Service Costs	20,344	21,380	15,700	23,350
Other Costs	7,582	4,890	6,570	5,220
Sports Development Funding	(12,000)	(16,000)	(4,000)	(12,000)
Other Contributions	(10,020)	(7,000)	(2,000)	(2,000)
Other Income	(11,074)	(5,140)	(1,800)	(5,140)
<b>Direct Costs / Income</b>	<b>(5,169)</b>	<b>(1,870)</b>	<b>14,470</b>	<b>9,430</b>
Operational and Support Services	5,167	5,890	26,380	26,410
<b>Net Cost of Service</b>	<b>(2)</b>	<b>4,020</b>	<b>40,850</b>	<b>35,840</b>
<b>Total Sports and Leisure (Incl. Be Active)</b>	<b>147,651</b>	<b>173,700</b>	<b>329,070</b>	<b>299,040</b>
<b>Sports &amp; Recreation Grants (1601)</b>				
Grants	84,850	90,500	0	0
<b>Direct Costs / Income</b>	<b>84,850</b>	<b>90,500</b>	<b>0</b>	<b>0</b>
Operational and Support Services	39,924	41,320	5,400	5,670
<b>Net Cost of Service</b>	<b>124,774</b>	<b>131,820</b>	<b>5,400</b>	<b>5,670</b>
<b>Total Sports &amp; Recreation Grants</b>	<b>124,774</b>	<b>131,820</b>	<b>5,400</b>	<b>5,670</b>
<b>Community Safety (3914 &amp; 3915)</b>				
CCTV Operating Costs	68,778	62,600	59,130	32,130
Crime Prevention Initiatives	2,832	1,000	1,250	1,210
Substance Misuse Training Officer	5,595	5,740	2,740	2,740
Contracted Services	0	0	4,460	0
Community Cohesion Project	0	0	4,700	0
Contribution to Crime Audit	2,159	2,000	2,220	2,000
Staff Agency & Secondment Fees	0	0	1,630	13,000
Racial Harassment Initiative	3,464	4,460	0	0
<b>Direct Costs / Income</b>	<b>82,828</b>	<b>75,800</b>	<b>76,130</b>	<b>51,080</b>
Operational and Support Services	90,318	103,350	187,090	198,790
Capital Charges (re. CCTV)	11,351	10,120	10,120	10,120
<b>Net Cost of Service</b>	<b>184,497</b>	<b>189,270</b>	<b>273,340</b>	<b>259,990</b>
<b>Crime &amp; Disorder Reduction Partnership (3918)</b>				
Service Costs	33,935	35,970	36,270	37,720
Contributions	57,575	43,910	35,320	35,760
Government Grant - current year	(78,412)	(78,410)	(71,910)	(71,910)
Government Grant - prior year	(20,283)	0	0	0
<b>Direct Costs / Income</b>	<b>(7,185)</b>	<b>1,470</b>	<b>(320)</b>	<b>1,570</b>
Operational and Support Services	7,185	7,060	3,940	3,130
<b>Net Cost of Service</b>	<b>0</b>	<b>8,530</b>	<b>3,620</b>	<b>4,700</b>
<b>Total Community Safety &amp; Crime Disorder Reduction Partnership</b>	<b>184,497</b>	<b>197,800</b>	<b>276,960</b>	<b>264,690</b>

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

**Arts & Tourism**

Lead Manager(s) - K Coghlin

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>The Arts (1701)</b>				
Quay Theatre, Sudbury	48,560	50,240	0	0
Eastern Angles Theatre Company	800	800	0	0
Gainsborough's House, Sudbury	500	500	0	0
Suffolk Museum Partnership	1,000	1,000	0	0
Arts Development	7,608	11,000	16,540	13,390
Wider Picture Project	1,433	0	2,000	0
Central Printing Recharge	0	0	740	200
Eastern Orchestral Board	2,682	2,820	0	0
Arts Council East	3,060	3,220	3,060	3,220
Playschemes/SPACE (Arts & Crafts)	0	1,640	0	0
Dance East	5,500	5,780	0	0
Art Taster Projects/Rural Cinema	500	770	0	0
Summer in the Park	3,418	4,500	0	0
Sudbury TC Contribution	(3,000)	(3,000)	0	0
Arts Council Funding	(2,000)	0	0	0
Other Contributions	(1,544)	(840)	(90)	(90)
<b>Direct Costs / Income</b>	<b>68,517</b>	<b>78,430</b>	<b>22,250</b>	<b>16,720</b>
Operational and Support Services	52,381	63,550	44,680	41,390
Capital Charges	47	0	0	0
<b>Net Cost of Service</b>	<b>120,945</b>	<b>141,980</b>	<b>66,930</b>	<b>58,110</b>
<b>Total The Arts</b>	<b>120,945</b>	<b>141,980</b>	<b>66,930</b>	<b>58,110</b>
<b>Tourism (1565-1568)</b>				
Employees	121,485	131,310	131,410	136,630
Repairs Contracts	2,489	2,520	2,520	2,520
Running Costs	6,213	6,110	7,480	7,860
Goods for Resale	37,531	35,000	30,000	30,000
Signs	2,754	2,730	2,730	2,730
Marketing (Advertising, Exhibitions etc.)	20,241	18,550	18,550	18,550
Other Costs	16,196	20,120	16,860	17,140
Sale of Goods	(58,479)	(62,500)	(52,500)	(52,500)
Sudbury TC Reimbursement	(8,930)	(8,930)	(8,930)	(8,930)
Budget Savings	0	0	0	(25,000)
Other Contributions	(3,808)	(4,020)	(3,320)	(3,320)
<b>Direct Costs / Income</b>	<b>135,692</b>	<b>140,890</b>	<b>144,800</b>	<b>125,680</b>
Operational and Support Services	76,208	81,110	99,700	101,330
Capital Charges	(2,289)	(2,290)	(2,010)	(2,010)
<b>Net Cost of Service</b>	<b>209,611</b>	<b>219,710</b>	<b>242,490</b>	<b>225,000</b>
<b>Total Tourism</b>	<b>209,611</b>	<b>219,710</b>	<b>242,490</b>	<b>225,000</b>

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

**Economic & Community Development**

**Lead Manager(s) - N Henry**

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Economic Development (2301)</b>				
Business Workspace Grants	10,000	10,000	0	0
Enterprise Agency Contribution	4,000	4,500	0	0
Small Business Service	395	0	0	0
Business Expansion Loans	2,500	10,000	12,500	10,000
SDA Inward Investment	24,308	25,060	0	0
New Initiatives	7,550	8,500	8,500	8,500
Village & Community Shops/Parish Plans	5,000	5,000	0	0
Other Costs	30,511	14,420	10,840	6,510
Income	(13,081)	(5,600)	(7,840)	(5,600)
<b>Direct Costs / Income</b>	<b>71,183</b>	<b>71,880</b>	<b>24,000</b>	<b>19,410</b>
Operational and Support Services	129,737	129,330	100,520	101,800
Capital Charges	16,400	16,400	17,080	17,080
<b>Net Cost of Service</b>	<b>217,320</b>	<b>217,610</b>	<b>141,600</b>	<b>138,290</b>
<b>Total Economic Development</b>	<b>217,320</b>	<b>217,610</b>	<b>141,600</b>	<b>138,290</b>
<b>Community Energy Project &amp; Babergh Communities Together (2351)</b>				
Premises Expenses	395	0	0	0
Supplies and Services Costs	33,232	0	0	0
<b>Direct Costs / Income</b>	<b>33,627</b>	<b>0</b>	<b>0</b>	<b>0</b>
Operational and Support Services	43,452	0	1,890	1,890
<b>Net Cost of Service</b>	<b>77,079</b>	<b>0</b>	<b>1,890</b>	<b>1,890</b>
<b>Total Community Energy Project &amp; Babergh Communities Together</b>	<b>77,079</b>	<b>0</b>	<b>1,890</b>	<b>1,890</b>
<b>Grants and Contributions (3809)</b>				
Belle Vue House Lease Recharge	5,980	6,040	6,040	6,220
Grants (with analysis)	138,418	144,050	409,330	408,500
Suffolk CC Contribution	(26,690)	(28,020)	0	0
Misc Expenses & Donations	0	800	800	800
<b>Direct Costs / Income</b>	<b>117,708</b>	<b>122,870</b>	<b>416,170</b>	<b>415,520</b>
Overhead and Support Services	42,485	89,950	82,780	76,850
Capital Charges	106,333	113,500	83,020	130,000
<b>Net Cost of Service</b>	<b>266,526</b>	<b>326,320</b>	<b>581,970</b>	<b>622,370</b>
<b>Total Grants &amp; Contributions</b>	<b>266,526</b>	<b>326,320</b>	<b>581,970</b>	<b>622,370</b>

Housing Services (Excl. Council Housing)				
Lead Manager(s) - I Tippett & D Clarke				
	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Housing Strategy (3030, 3055 - 3057)</b>				
Rental Deposit Scheme	1,500	2,000	2,000	2,000
Rent In Advance Scheme	0	500	500	500
Other Costs	20	20	20	20
Income	(6,614)	(6,610)	(6,610)	(6,610)
<b>Direct Costs / Income</b>	<b>(5,094)</b>	<b>(4,090)</b>	<b>(4,090)</b>	<b>(4,090)</b>
Operational and Support Services	66,441	66,130	108,450	109,770
<b>Net Cost of Service</b>	<b>61,347</b>	<b>62,040</b>	<b>104,360</b>	<b>105,680</b>
<b>Total Housing Strategy</b>	<b>61,347</b>	<b>62,040</b>	<b>104,360</b>	<b>105,680</b>
<b>Affordable Housing (3021,3058)</b>				
Professional & Consultancy Fees	16,486	13,760	23,860	16,760
Income	(35,042)	(19,000)	0	0
<b>Direct Costs / Income</b>	<b>(18,556)</b>	<b>(5,240)</b>	<b>23,860</b>	<b>16,760</b>
Operational and Support Services	159,954	152,470	155,050	149,970
Capital Charges	40,000	170,000	203,500	100,000
<b>Net Cost of Service</b>	<b>181,398</b>	<b>317,230</b>	<b>382,410</b>	<b>266,730</b>
<b>Total Affordable Housing</b>	<b>181,398</b>	<b>317,230</b>	<b>382,410</b>	<b>266,730</b>

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

**Housing Services (Excl. Council Housing) cont.**

	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Homelessness, Homelessness Initiative &amp; Housing Advice (3050-3052)</b>				
Staff costs	15,041	14,540	21,560	29,380
B & B Accommodation	9,864	6,000	6,000	6,000
Grants	4,614	4,710	0	0
Other Costs	12,623	12,860	16,290	14,200
Income	(36,585)	(33,250)	(33,250)	(33,250)
<b>Direct Costs / Income</b>	<b>5,557</b>	<b>4,860</b>	<b>10,600</b>	<b>16,330</b>
Operational and Support Services	105,590	112,590	84,150	99,750
<b>Net Cost of Service</b>	<b>111,147</b>	<b>117,450</b>	<b>94,750</b>	<b>116,080</b>
<b>Total Homelessness, Homeless Initiative &amp; Housing Advice</b>	<b>111,147</b>	<b>117,450</b>	<b>94,750</b>	<b>116,080</b>
<b>Babergh Response (3054)</b>				
Purchase of Alarms	7,029	14,000	14,000	14,000
Running Costs	18,292	15,440	15,440	15,440
Income	(108,471)	(113,420)	(113,420)	(113,420)
<b>Direct Costs / Income</b>	<b>(83,150)</b>	<b>(83,980)</b>	<b>(83,980)</b>	<b>(83,980)</b>
Operational and Support Services	71,791	81,960	79,860	80,920
<b>Net Cost of Service</b>	<b>(11,359)</b>	<b>(2,020)</b>	<b>(4,120)</b>	<b>(3,060)</b>
<b>Housing Advances (3020)</b>				
Interest Charges to Borrowers	0	(100)	(100)	(100)
Fees and Charges	(120)	(500)	(500)	(500)
<b>Direct Costs / Income</b>	<b>(120)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>
Operational and Support Services	4,571	5,210	5,030	5,080
<b>Net Cost of Service</b>	<b>4,451</b>	<b>4,610</b>	<b>4,430</b>	<b>4,480</b>
<b>Other Housing Services (3953)</b>				
Debt Counselling	5,000	5,130	5,130	5,130
Rental Income	(3,000)	(5,590)	(5,590)	(5,590)
<b>Direct Costs / Income</b>	<b>2,000</b>	<b>(460)</b>	<b>(460)</b>	<b>(460)</b>
Operational and Support Services	2,364	2,120	4,390	4,600
Capital Charges	4,000	4,000	5,310	5,310
<b>Net Cost of Service</b>	<b>8,364</b>	<b>5,660</b>	<b>9,240</b>	<b>9,450</b>
<b>Total Babergh Response &amp; Other Housing Services</b>	<b>1,456</b>	<b>8,250</b>	<b>9,550</b>	<b>10,870</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>2,322,349</b>	<b>2,532,800</b>	<b>3,186,410</b>	<b>2,793,040</b>

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

**Waste Collection**

Lead Manager(s) - P Garnett

	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Domestic Waste Collection (2001)</b>				
Contractor Payments	1,236,506	1,294,920	1,234,920	1,425,890
Premises Expenses	30,092	22,900	36,630	38,080
Service Costs	26,223	27,750	32,000	33,550
Income	(59,067)	(46,300)	(70,700)	(66,210)
<b>Direct Costs / Income</b>	<b>1,233,754</b>	<b>1,299,270</b>	<b>1,232,850</b>	<b>1,431,310</b>
Operational and Support Services	103,500	104,750	43,280	27,490
Capital Charges	35,892	35,890	(13,750)	(13,750)
<b>Net Cost of Service</b>	<b>1,373,146</b>	<b>1,439,910</b>	<b>1,262,380</b>	<b>1,445,050</b>
<b>Total Domestic Waste</b>	<b>1,373,146</b>	<b>1,439,910</b>	<b>1,262,380</b>	<b>1,445,050</b>
<b>Trade &amp; Green Waste Collection (2002;2004)</b>				
Contractor Payments	272,079	309,470	319,570	341,200
Trade Waste Disposal Charges	133,977	118,500	130,000	155,650
Other Costs	29,870	39,350	32,860	28,880
Income	(569,334)	(566,400)	(582,230)	(651,230)
<b>Direct Costs / Income</b>	<b>(133,408)</b>	<b>(99,080)</b>	<b>(99,800)</b>	<b>(125,500)</b>
Operational and Support Services	70,629	78,190	108,620	109,860
Capital Charges	0	15,630	(23,760)	(45,630)
<b>Net Cost of Service</b>	<b>(62,779)</b>	<b>(5,260)</b>	<b>(14,940)</b>	<b>(61,270)</b>
<b>Total Trade &amp; Green Waste Collection</b>	<b>(62,779)</b>	<b>(5,260)</b>	<b>(14,940)</b>	<b>(61,270)</b>
<b>Recycling Strategy &amp; Consortium (2010-2014;2018)</b>				
Contractor Payments	45,550	41,000	41,000	42,030
Composting & Waste Minimisation	3,064	12,000	11,800	12,310
Service Costs	401,503	491,480	413,240	502,790
Income	(748,288)	(725,730)	(707,640)	(800,210)
<b>Direct Costs / Income</b>	<b>(298,171)</b>	<b>(181,250)</b>	<b>(241,600)</b>	<b>(243,080)</b>
Operational and Support Services	136,337	130,630	99,420	106,890
Capital Charges	0	0	91,400	91,400
<b>Net Cost of Service</b>	<b>(161,834)</b>	<b>(50,620)</b>	<b>(50,780)</b>	<b>(44,790)</b>
<i>Transfer from/to Earmarked Reserve</i>	<i>0</i>	<i>100,000</i>	<i>0</i>	<i>0</i>
<b>Net Revenue Charge</b>	<b>(161,834)</b>	<b>49,380</b>	<b>(50,780)</b>	<b>(44,790)</b>
<b>Total Recycling Strategy &amp; Consortium</b>	<b>(161,834)</b>	<b>(50,620)</b>	<b>(50,780)</b>	<b>(44,790)</b>
<b>Business Resource Efficiency (BREW) (2020)</b>				
Service Costs	94,750	0	5,210	0
Income	(94,788)	0	(5,210)	0
<b>Direct Costs / Income</b>	<b>(38)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Operational and Support Services	<b>38</b>	<b>0</b>	<b>30</b>	<b>30</b>
<b>Net Cost of Service</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>30</b>

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

Other Services

Lead Manager(s) - R Jones & M Tavernor

	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Street Cleansing (2170)</b>				
Contractor Payments	528,679	532,000	527,700	558,840
Service Costs	6,360	7,690	4,970	5,020
Premises Expenses	8,073	6,150	9,830	10,220
Recharge to Housing Revenue Account	0	(4,280)	(4,280)	(4,410)
Other Income	(16,492)	(17,400)	(17,400)	(17,400)
<b>Direct Costs / Income</b>	<b>526,620</b>	<b>524,160</b>	<b>520,820</b>	<b>552,270</b>
Operational and Support Services	81,791	80,440	102,530	99,440
<b>Net Cost of Service</b>	<b>608,411</b>	<b>604,600</b>	<b>623,350</b>	<b>651,710</b>
<b>Abandoned Vehicles (2031)</b>				
Coll & Disp of Abandoned Vehicles	910	2,500	2,500	2,500
Service Costs	2,529	3,050	3,050	3,050
Other Fees and Charges	1,420	(2,800)	(2,800)	(2,800)
<b>Direct Costs / Income</b>	<b>4,859</b>	<b>2,750</b>	<b>2,750</b>	<b>2,750</b>
Operational and Support Services	27,971	27,390	10,590	10,550
<b>Net Cost of Service</b>	<b>32,830</b>	<b>30,140</b>	<b>13,340</b>	<b>13,300</b>
<b>Total Street Cleansing &amp; Abandoned Vehicles</b>	<b>641,241</b>	<b>634,740</b>	<b>636,690</b>	<b>665,010</b>
<b>Footpaths (1590)</b>				
Footpath Advertisements	3,951	4,000	4,000	4,100
Other Costs	630	500	500	510
Legal Notices & Adverts Reimbursed	(1,845)	(4,000)	(4,000)	(4,000)
Administration Charge	(2,363)	(4,600)	(4,600)	(4,600)
<b>Direct Costs / Income</b>	<b>373</b>	<b>(4,100)</b>	<b>(4,100)</b>	<b>(3,990)</b>
Operational and Support Services	50,008	45,750	56,200	57,560
<b>Net Cost of Service</b>	<b>50,381</b>	<b>41,650</b>	<b>52,100</b>	<b>53,570</b>
<b>Total Footpaths</b>	<b>50,381</b>	<b>41,650</b>	<b>52,100</b>	<b>53,570</b>
<b>Countryside Management (1580-1589)</b>				
Suffolk Coasts & Heaths Project	17,150	17,720	0	0
Dedham Vale & Stour Valley Project	22,106	22,770	0	0
Other Grants & Contributions	25,257	25,360	12,160	8,640
Village of the Year	500	600	1,390	1,020
<b>Direct Costs / Income</b>	<b>65,013</b>	<b>66,450</b>	<b>13,550</b>	<b>9,660</b>
Operational and Support Services	28,344	29,640	31,030	31,690
Capital Charges	0	0	0	510
<b>Net Cost of Service</b>	<b>93,357</b>	<b>96,090</b>	<b>44,580</b>	<b>41,860</b>
<b>Total Countryside Management</b>	<b>93,357</b>	<b>96,090</b>	<b>44,580</b>	<b>41,860</b>

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

**Other Services cont.**

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Amenity Areas (1520)</b>				
Grounds Maintenance Contracts	185,248	174,530	205,970	218,680
Contribution to Housing Revenue Account	132,539	154,810	145,000	146,000
Plants, Trees, Shrubs, Stakes etc.	2,465	3,000	7,760	7,950
Playground Equipment	0	2,550	5,550	2,610
Other Running Costs	45,518	17,930	20,950	16,480
Suffolk CC Reimbursement	(26,968)	(27,350)	(27,350)	(27,350)
Other Income	(9,971)	(9,900)	(9,900)	(9,900)
Legal Costs & Fees Recovered	(1,570)	0	0	0
<b>Direct Costs / Income</b>	<b>327,261</b>	<b>315,570</b>	<b>347,980</b>	<b>354,470</b>
Operational and Support Services	63,506	68,590	90,940	91,600
<b>Net Cost of Service</b>	<b>390,767</b>	<b>384,160</b>	<b>438,920</b>	<b>446,070</b>
<b>Total Amenity Areas</b>	<b>390,767</b>	<b>384,160</b>	<b>438,920</b>	<b>446,070</b>
<b>Parks &amp; Open Spaces (150*;153*;1550)</b>				
Grounds Maintenance Contracts	135,510	165,000	152,420	161,850
Maintenance Contracts	25,873	23,770	23,770	24,360
Other Premises Costs	13,867	12,190	10,940	11,210
Playground Equipment	2,864	6,200	9,200	6,360
Information Signs	0	1,230	1,230	1,260
Trees, Plants and Shrubs	282	1,570	12,450	12,760
Other Running Costs	19,336	1,300	19,440	20,210
Fees and Charges	(881)	(1,020)	(1,020)	(1,020)
Recharge to Housing Revenue Account	(3,512)	(5,810)	(5,810)	(5,810)
<b>Direct Costs / Income</b>	<b>193,339</b>	<b>204,430</b>	<b>222,620</b>	<b>231,180</b>
Operational and Support Services	59,799	66,780	91,590	93,120
Capital Charges	1,514	1,510	1,510	1,510
<b>Net Cost of Service</b>	<b>254,652</b>	<b>272,720</b>	<b>315,720</b>	<b>325,810</b>
<b>Total Parks and Open Spaces</b>	<b>254,652</b>	<b>272,720</b>	<b>315,720</b>	<b>325,810</b>
<b>Flood Defence &amp; Land Drainage (3935; 3916)</b>				
Contract Payments	700	510	510	520
Other Direct Costs	1,667	1,420	1,420	1,430
<b>Direct Costs / Income</b>	<b>2,367</b>	<b>1,930</b>	<b>1,930</b>	<b>1,950</b>
Operational and Support Services	8,555	9,780	11,190	11,560
Capital Charges	15,541	15,540	15,540	15,540
<b>Net Cost of Service</b>	<b>26,463</b>	<b>27,250</b>	<b>28,660</b>	<b>29,050</b>
<b>Nayland Disused Burial Ground (3913)</b>				
Grounds Maintenance Contract	995	1,190	1,370	1,450
Repairs and Maintenance	132	340	320	330
Trees, Plants, Shrubs, etc.	0	100	100	100
<b>Direct Costs / Income</b>	<b>1,127</b>	<b>1,630</b>	<b>1,790</b>	<b>1,880</b>
Operational and Support Services	3,004	2,810	5,200	5,400
<b>Net Cost of Service</b>	<b>4,131</b>	<b>4,440</b>	<b>6,990</b>	<b>7,280</b>
<b>Sewerage Investigations (3936)</b>				
Repairs Contracts	40	0	0	0
<b>Direct Costs / Income</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>
Operational and Support Services	20,220	19,170	27,220	27,820
<b>Net Cost of Service</b>	<b>20,260</b>	<b>19,170</b>	<b>27,220</b>	<b>27,820</b>
<b>Total Other Services</b>	<b>50,854</b>	<b>50,860</b>	<b>62,870</b>	<b>64,150</b>

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

**Other Services cont.**

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Car Parking (2410 - 2416)</b>				
Employee Expenses	19,816	21,340	20,620	22,010
Premises - Repairs and Maintenance	11,461	13,370	13,370	13,710
Premises - Grounds Maintenance	14,300	9,330	24,360	25,850
Premises - Other Running Costs	60,158	62,330	61,950	64,780
Other Costs	7,970	8,880	27,830	40,980
Income	(28,659)	(36,610)	(74,860)	(106,020)
<b>Direct Costs / Income</b>	<b>85,046</b>	<b>78,640</b>	<b>73,270</b>	<b>61,310</b>
Operational and Support Services	57,049	56,050	76,150	66,570
Capital Charges	0	0	6,000	8,720
<b>Net Cost of Service</b>	<b>142,095</b>	<b>134,690</b>	<b>155,420</b>	<b>136,600</b>
<b>Total Car Parking</b>	<b>142,095</b>	<b>134,690</b>	<b>155,420</b>	<b>136,600</b>
<b>Public Conveniences (2150)</b>				
Contract Payments	68,543	59,040	70,470	74,820
Sudbury TC Management Fee	28,660	33,000	30,000	31,000
Equipment, Repairs & Maintenance	18,685	16,420	16,290	16,580
Rates & Energy Charges	36,746	36,370	38,340	39,710
Income	(80)	(50)	(50)	(50)
Charges - Gaol Lane	(5,361)	(7,800)	(7,800)	(7,800)
<b>Direct Costs / Income</b>	<b>147,193</b>	<b>136,980</b>	<b>147,250</b>	<b>154,260</b>
Operational and Support Services	23,867	21,790	12,360	12,370
Capital Charges	30,927	30,920	33,580	33,580
<b>Net Cost of Service</b>	<b>201,987</b>	<b>189,690</b>	<b>193,190</b>	<b>200,210</b>
<b>Total Public Conveniences</b>	<b>201,987</b>	<b>189,690</b>	<b>193,190</b>	<b>200,210</b>
<b>Industrial &amp; Starter Units (2310-2315)</b>				
Premises - Repairs & Maintenance	95	1,000	700	700
Premises - Grounds Maintenance	5,065	6,620	680	720
Premises - Other Costs	1,742	500	500	510
Rents	7,465	0	0	0
Other Running Costs	0	300	300	310
Rents	(59,038)	(51,640)	(54,780)	(42,100)
Other Fees and Charges	(46,450)	(100)	(100)	(100)
<b>Direct Costs / Income</b>	<b>(91,121)</b>	<b>(43,320)</b>	<b>(52,700)</b>	<b>(39,960)</b>
Operational and Support Services	11,659	10,740	18,930	17,820
Capital Charges	13,961	13,960	22,470	22,470
<b>Net Cost of Service</b>	<b>(65,501)</b>	<b>(18,620)</b>	<b>(11,300)</b>	<b>330</b>
<b>Total Industrial &amp; Starter Units</b>	<b>(65,501)</b>	<b>(18,620)</b>	<b>(11,300)</b>	<b>330</b>

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

**Other Services cont.**

	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Hadleigh Market (3907)</b>				
Premises Costs	262	40	480	40
Rents	(2,274)	(2,250)	(2,250)	(2,250)
Legal Notices and Adverts	206	0	0	0
<b>Direct Costs / Income</b>	<b>(1,806)</b>	<b>(2,210)</b>	<b>(1,770)</b>	<b>(2,210)</b>
Operational and Support Services	4,610	3,360	5,340	5,540
<b>Net Cost of Service</b>	<b>2,804</b>	<b>1,150</b>	<b>3,570</b>	<b>3,330</b>
<b>East House (3905)</b>				
Miscellaneous Expenses	9,500	2,030	5,400	3,380
<b>Direct Costs / Income</b>	<b>9,500</b>	<b>2,030</b>	<b>5,400</b>	<b>3,380</b>
Operational and Support Services	5,854	4,590	9,060	10,460
Capital Charges	(3,734)	(14,160)	4,560	4,560
<b>Net Cost of Service</b>	<b>11,620</b>	<b>(7,540)</b>	<b>19,020</b>	<b>18,400</b>
<b>Belle Vue House (3906)</b>				
Premises - Running Expenses	14,239	9,970	9,720	9,520
Premises - Repairs & Maintenance	3,038	4,000	4,000	4,000
Income	(31,310)	(27,780)	(27,780)	(27,780)
<b>Direct Costs / Income</b>	<b>(14,033)</b>	<b>(13,810)</b>	<b>(14,060)</b>	<b>(14,260)</b>
Operational and Support Services	3,883	4,680	10,640	9,430
Capital Charges	55,375	10,380	11,460	9,510
<b>Net Cost of Service</b>	<b>45,225</b>	<b>1,250</b>	<b>8,040</b>	<b>4,680</b>
<b>Total Other Corporate Assets</b>	<b>59,649</b>	<b>(5,140)</b>	<b>30,630</b>	<b>26,410</b>
<b>Asset Management (4809)</b>				
Valuation Work	5,671	33,500	33,500	24,340
<b>Direct Costs / Income</b>	<b>5,671</b>	<b>33,500</b>	<b>33,500</b>	<b>24,340</b>
Operational and Support Services	46,963	32,700	49,080	50,330
<b>Net Cost of Service</b>	<b>52,634</b>	<b>66,200</b>	<b>82,580</b>	<b>74,670</b>
<b>Total Asset Management</b>	<b>52,634</b>	<b>66,200</b>	<b>82,580</b>	<b>74,670</b>
<b>Other Services (3917 &amp; 3921)</b>				
Signs and Other Materials	8,009	12,990	23,490	13,170
<b>Direct Costs / Income</b>	<b>8,009</b>	<b>12,990</b>	<b>23,490</b>	<b>13,170</b>
Operational and Support Services	26,675	24,380	30,520	31,040
<b>Net Cost of Service</b>	<b>34,684</b>	<b>37,370</b>	<b>54,010</b>	<b>44,210</b>
<b>Total Other Services</b>	<b>34,684</b>	<b>37,370</b>	<b>54,010</b>	<b>44,210</b>
<b>TOTAL CONTRACT &amp; ASSET MANAGEMENT</b>	<b>3,055,331</b>	<b>3,268,440</b>	<b>3,252,070</b>	<b>3,417,890</b>

**CUSTOMER SERVICES  
HEAD OF SERVICE - B SOUTHGATE**

Customer Services

Lead Manager(s) - A Wilcock & D Williams

	2007/08 Actual £	2008/09		2009/10 Budget £
		Original £	Revised £	
<b>Housing/Council Tax Benefits (3201/3205;3210/3202/3212)</b>				
Housing/C Tax Benefits Payments	10,282,561	10,797,140	11,399,330	12,319,010
War Widows Benefits	30,295	25,700	20,000	21,350
Other Costs	65,243	41,110	70,680	34,590
Year End Balances	35,114	0	(35,110)	0
Computer Equpt Purchases	2,660	0	150	0
<b>Government Grants:-</b>				
Housing Benefits Grant	(6,189,341)	(6,506,950)	(7,037,000)	(7,740,700)
Council Tax Benefits Grant	(4,191,058)	(4,375,520)	(4,405,000)	(4,625,250)
Admin & Other Grants	(583,700)	(528,320)	(506,120)	(483,720)
Legal Costs & Fees Recovered	(1,526)	(2,500)	(2,500)	(2,500)
<b>Direct Costs / Income</b>	<b>(549,752)</b>	<b>(549,340)</b>	<b>(495,570)</b>	<b>(477,220)</b>
Deferred Charges	0	(39,900)	(39,900)	(39,900)
Operational and Support Services	930,149	1,070,930	987,050	1,007,380
<b>Net Cost of Service</b>	<b>380,397</b>	<b>481,690</b>	<b>451,580</b>	<b>490,260</b>
<b>Rent Rebates on HRA Dwellings (3203)</b>				
Housing Benefits Payments	6,736,092	7,041,750	7,042,670	7,472,270
War Widows Benefits	10,706	27,900	20,000	21,220
<b>Government Grants:-</b>				
Housing Benefits Grant	(6,727,357)	(6,993,780)	(7,028,000)	(7,456,710)
Recharge from Housing Revenue Account	(50,485)	(49,390)	(87,000)	(92,310)
<b>Direct Costs / Income</b>	<b>(31,044)</b>	<b>26,480</b>	<b>(52,330)</b>	<b>(55,530)</b>
Operational and Support Services	2,514	2,700	14,340	13,950
<b>Net Cost of Service</b>	<b>(28,530)</b>	<b>29,180</b>	<b>(37,990)</b>	<b>(41,580)</b>
<b>Total Housing / Council Tax Benefits (incl. HRA)</b>	<b>351,867</b>	<b>510,870</b>	<b>413,590</b>	<b>448,680</b>
<b>Council Tax Collection (2501)</b>				
Legal & Other Costs	11,627	8,150	8,150	8,150
Summons Costs Write-off	6,093	8,000	8,000	8,000
Summons Costs Recovered	(101,485)	(89,500)	(89,500)	(89,500)
<b>Direct Costs / Income</b>	<b>(83,765)</b>	<b>(73,350)</b>	<b>(73,350)</b>	<b>(73,350)</b>
Operational and Support Services	508,983	557,060	524,740	531,270
Capital Charges	0	(19,950)	(19,950)	(19,950)
<b>Net cost of Service</b>	<b>425,218</b>	<b>463,760</b>	<b>431,440</b>	<b>437,970</b>
<b>NNDR Collection (2701)</b>				
Postage Costs & Courier Services	1,008	2,030	2,030	2,030
Other Costs	811	1,170	1,090	1,090
Discretionary Rate Relief	108,868	113,770	100,000	100,000
Fixed Legal Charges	(8,387)	(10,410)	(10,410)	(10,410)
Central Government Contribut'n	(121,708)	(120,500)	(120,500)	(120,500)
Miscellaneous Income	0	0	(3,610)	0
<b>Direct Costs / Income</b>	<b>(19,408)</b>	<b>(13,940)</b>	<b>(31,400)</b>	<b>(27,790)</b>
Operational and Support Services	145,334	161,240	174,270	168,750
Capital Charges	0	(29,930)	(29,930)	(29,930)
<b>Net cost of Service</b>	<b>125,926</b>	<b>117,370</b>	<b>112,940</b>	<b>111,030</b>
<b>Total Council Tax &amp; NNDR Collection</b>	<b>551,144</b>	<b>581,130</b>	<b>544,380</b>	<b>549,000</b>

**CUSTOMER SERVICES  
HEAD OF SERVICE - B SOUTHGATE**

**Customer Services cont.**

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Concessionary Bus Passes (3911)</b>				
Pay to SCC - CBF	773,874	774,000	800,000	830,000
Reimbursement of Travel Vouchers	13,812	12,000	20,000	20,000
Reception Staff - Babergh & Sudbury T.C.	2,637	1,300	3,260	3,340
Other Administration Costs (inc Postage)	9,012	9,230	7,680	8,200
Contracted Services	23,538	0	35,000	0
Issue of Bus Passes	(1,807)	0	0	0
Central Government Funding	0	0	(215,000)	(221,000)
Central Government Contribution	(61,152)	(215,000)	0	0
<b>Direct Costs / Income</b>	<b>759,914</b>	<b>581,530</b>	<b>650,940</b>	<b>640,540</b>
Operational and Support Services	33,120	71,440	48,100	45,360
<b>Net Cost of Service</b>	<b>793,034</b>	<b>652,970</b>	<b>699,040</b>	<b>685,900</b>
<b>Senior Citizens Railcards (3912)</b>				
Payment for Railcards	21,420	20,000	20,000	20,000
Issue of Railcards	(21,375)	(20,000)	(20,000)	(20,000)
Admin Fee Charged	(30)	(50)	(50)	(50)
<b>Direct Costs / Income</b>	<b>15</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>
Operational and Support Services	10,386	10,810	7,620	7,890
<b>Net Cost of Service</b>	<b>10,401</b>	<b>10,760</b>	<b>7,570</b>	<b>7,840</b>
<b>Total Concessionary Fares &amp; Rail Cards</b>	<b>803,435</b>	<b>663,730</b>	<b>706,610</b>	<b>693,740</b>
<b>TOTAL CUSTOMER SERVICES</b>	<b>1,706,446</b>	<b>1,755,730</b>	<b>1,664,580</b>	<b>1,691,420</b>

**CORPORATE SERVICES  
HEAD OF SERVICE - A HUNKIN**

**Corporate Management & Democratic Services**

Lead Manager(s) - H Javadi, J Rees, P Simon & R Amesbury

	2007/08	2008/09		2009/10
	Actual	Original	Revised	Budget
	£	£	£	£
<b>Corporate Management (4802)</b>				
Civic Expenses	35,326	9,840	31,950	7,500
Government Grant	(38)	0	0	0
<b>Direct Costs / Income</b>	<b>35,288</b>	<b>9,840</b>	<b>31,950</b>	<b>7,500</b>
Operational and Support Services	352,248	416,340	401,090	432,420
<b>Net Cost of Service</b>	<b>387,536</b>	<b>426,180</b>	<b>433,040</b>	<b>439,920</b>
<b>Performance Management &amp; Improvement (4811;4812)</b>				
Best Value - Research/Surveys	10,727	11,720	12,210	11,220
Other Best Value Expenses	56	1,010	1,920	800
<b>Direct Costs / Income</b>	<b>10,783</b>	<b>12,730</b>	<b>14,130</b>	<b>12,020</b>
Operational and Support Services	95,358	112,170	115,390	118,270
<b>Net Cost of Service</b>	<b>106,141</b>	<b>124,900</b>	<b>129,520</b>	<b>130,290</b>
<b>Publicity and Information (3908)</b>				
Publications	33,663	33,830	34,050	35,860
Other Costs	1,237	1,470	730	730
<b>Direct Costs / Income</b>	<b>34,900</b>	<b>35,300</b>	<b>34,780</b>	<b>36,590</b>
Overhead and Support Services	118,823	123,050	104,990	106,190
<b>Net Cost of Service</b>	<b>153,723</b>	<b>158,350</b>	<b>139,770</b>	<b>142,780</b>
<b>Total Corporate Management (Incl. Policy, Performance &amp; Publicity)</b>	<b>647,400</b>	<b>709,430</b>	<b>702,330</b>	<b>712,990</b>
<b>Bank Charges (4992), Audit Fees (4920) and Treasury Management (4971)</b>				
Treasury Management Costs	4,000	6,000	6,000	6,000
Other Costs	375	380	560	560
Credit Card Admin Charges	(3,937)	(3,980)	(4,670)	(4,670)
Recharge to HRA	(37,799)	(44,880)	(44,880)	(44,880)
<b>Direct Costs / Income</b>	<b>(37,361)</b>	<b>(42,480)</b>	<b>(42,990)</b>	<b>(42,990)</b>
Operational and Support Services	184,190	224,070	238,540	237,760
<b>Net Cost of Service</b>	<b>146,829</b>	<b>181,590</b>	<b>195,550</b>	<b>194,770</b>
<b>Total External Audit &amp; Corporate Costs</b>	<b>146,829</b>	<b>181,590</b>	<b>195,550</b>	<b>194,770</b>

**CORPORATE SERVICES  
HEAD OF SERVICE - A HUNKIN**

**Corporate Management & Democratic Services cont.**

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Democratic Processes (4901)</b>				
Basic Allowance	150,365	163,350	163,350	168,250
Special Responsibility/Co-optees' Allowance	45,909	61,910	61,910	63,770
Chairman & Vice Chairman's Allowance	3,800	6,560	10,560	6,760
Members Travel and Subs	13,760	13,100	13,100	13,100
Members Courses	16,247	11,450	11,450	12,950
Printing - Agendas etc.	22,483	26,020	18,070	28,780
Other Costs	32,842	23,810	25,200	24,400
Recharge to HRA	(174,136)	(199,210)	(199,210)	(199,210)
<b>Direct Costs / Income</b>	<b>111,270</b>	<b>106,990</b>	<b>104,430</b>	<b>118,800</b>
Operational and Support Services	738,197	779,350	732,950	747,770
Capital Charges	0	(19,950)	(19,950)	(19,950)
<b>Net cost of Service</b>	<b>849,467</b>	<b>866,390</b>	<b>817,430</b>	<b>846,620</b>
<b>Total Democratic Processes</b>	<b>849,467</b>	<b>866,390</b>	<b>817,430</b>	<b>846,620</b>
<b>Electoral Registration (2901)</b>				
Canvassing Fees	17,333	18,090	18,090	17,000
Postage Costs	21,172	14,500	14,500	15,000
Car Mileage Allowance	44	0		
Printing / Stationery	4,416	3,780	2,020	2,180
Other Costs	2,620	1,180	12,020	14,010
Sale of Register	(7,619)	(1,740)	(1,500)	(3,000)
<b>Direct Costs / Income</b>	<b>37,966</b>	<b>35,810</b>	<b>45,130</b>	<b>45,190</b>
Operational and Support Services	71,534	82,010	71,810	69,850
Capital Charges	0	(9,980)	(9,980)	(9,980)
<b>Net Cost of Service</b>	<b>109,500</b>	<b>107,840</b>	<b>106,960</b>	<b>105,060</b>
<b>Conducting Elections (4805,4806,4808)</b>				
Expenses and Fees	55,760	1,620	1,620	1,620
Polling Booths storage	(40)	100	60	70
Adverts, printing, postage etc	16,133	1,650	630	4,120
Suffolk CC Reimbursement	(14,232)	0	0	0
Contribution to Council costs	(1,445)	0	0	0
<b>Direct Costs / Income</b>	<b>56,176</b>	<b>3,370</b>	<b>2,310</b>	<b>5,810</b>
Operational and Support Services	28,238	28,620	11,320	33,720
<b>Net Cost of Service</b>	<b>84,414</b>	<b>31,990</b>	<b>13,630</b>	<b>39,530</b>
<b>Boundary Reviews (4807)</b>				
Other Costs	0	100	100	100
<b>Direct Costs / Income</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>100</b>
Operational and Support Services	707	720	1,880	2,660
<b>Net cost of Service</b>	<b>707</b>	<b>820</b>	<b>1,980</b>	<b>2,760</b>
<b>Total Electoral Registration &amp; Elections</b>	<b>194,621</b>	<b>140,650</b>	<b>122,570</b>	<b>147,350</b>
<b>Local Land Charges (3903)</b>				
County Council Fees	30,983	44,530	10,700	9,030
Insurance	4,647	6,290	4,740	4,250
Printing and Stationery	466	470	530	530
Fees and Charges	(269,284)	(292,370)	(150,000)	(139,870)
<b>Direct Costs / Income</b>	<b>(233,188)</b>	<b>(241,080)</b>	<b>(134,030)</b>	<b>(126,060)</b>
Operational and Support Services	211,864	251,430	122,930	136,630
Capital Charges	0	(19,950)	(19,950)	(19,950)
<b>Net Cost of Service</b>	<b>(21,324)</b>	<b>(9,600)</b>	<b>(31,050)</b>	<b>(9,380)</b>
<b>Total Local Charges</b>	<b>(21,324)</b>	<b>(9,600)</b>	<b>(31,050)</b>	<b>(9,380)</b>

**CORPORATE SERVICES  
HEAD OF SERVICE - A HUNKIN**

**Corporate Management & Democratic Services cont.**

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Unallocated Central Overheads (3940)</b>				
Pension Costs	835,927	732,570	714,630	714,720
Recharged Pension Costs	(836,208)	(731,800)	(714,190)	(714,190)
<b>Direct Costs / Income</b>	<b>(281)</b>	<b>770</b>	<b>440</b>	<b>530</b>
Operational and Support Services	2,363	2,150	4,470	4,660
<b>Net Cost of Service</b>	<b>2,082</b>	<b>2,920</b>	<b>4,910</b>	<b>5,190</b>
<b>Partnership Agreements (3919;3946)</b>				
Grants	71,516	0	0	0
Suffolk CC Contribution	(47,785)	0	(8,500)	0
Year End Balance	(4,594)	0	0	0
<b>Direct Costs / Income</b>	<b>19,137</b>	<b>0</b>	<b>(8,500)</b>	<b>0</b>
Operational and Support Services	0	0	4,740	4,850
<b>Net Cost of Service</b>	<b>19,137</b>	<b>0</b>	<b>(3,760)</b>	<b>4,850</b>
<b>Sudbury Freeman (3902)</b>				
Stationery	28	0	0	0
Hire of Rooms	85	0	0	0
Misc Expenses & Donations	290	500	500	500
<b>Direct Costs / Income</b>	<b>403</b>	<b>500</b>	<b>500</b>	<b>500</b>
Overhead and Support Services	3,071	2,840	5,380	6,030
<b>Net Cost of Service</b>	<b>3,474</b>	<b>3,340</b>	<b>5,880</b>	<b>6,530</b>
<b>Total Other Costs</b>	<b>24,693</b>	<b>6,260</b>	<b>7,030</b>	<b>16,570</b>

**Other Corporate Services**

**Lead Manager(s) - J Rees & N Henry**

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Civil Protection &amp; Emergency Planning (3930-3931)</b>				
Contribution to Suffolk County Council	28,635	30,930	31,800	31,830
Supplies and Services	1,449	1,790	7,190	2,730
<b>Direct Costs / Income</b>	<b>30,084</b>	<b>32,720</b>	<b>38,990</b>	<b>34,560</b>
Overhead and Support Services	9,692	9,820	32,500	32,500
<b>Net Cost of Service</b>	<b>39,776</b>	<b>42,540</b>	<b>71,490</b>	<b>67,060</b>
<b>Total Civil Protection &amp; Emergency Planning</b>	<b>39,776</b>	<b>42,540</b>	<b>71,490</b>	<b>67,060</b>

**CORPORATE SERVICES  
HEAD OF SERVICE - A HUNKIN**

**Other Corporate Services cont.**

	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
<b>Community Achievement Awards (3909)</b>				
Other Costs	4,882	6,350	4,660	5,490
Income	(4,250)	(4,250)	(4,500)	(4,500)
<b>Direct Costs / Income</b>	<b>632</b>	<b>2,100</b>	<b>160</b>	<b>990</b>
Operational and Support Services	3,180	2,980	10,230	10,130
<b>Net cost of Service</b>	<b>3,812</b>	<b>5,080</b>	<b>10,390</b>	<b>11,120</b>
<b>Total Community Achievement Awards</b>	<b>3,812</b>	<b>5,080</b>	<b>10,390</b>	<b>11,120</b>
<b>Local Agenda (3910)</b>				
<b>Direct Costs / Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Operational and Support Services	0	0	4,390	4,600
<b>Net cost of Service</b>	<b>0</b>	<b>0</b>	<b>4,390</b>	<b>4,600</b>
<b>Total Community Achievement Awards</b>	<b>0</b>	<b>0</b>	<b>4,390</b>	<b>4,600</b>
<b>Corporate Subscriptions (4803)</b>				
Local Government Associations	13,404	14,020	14,020	14,020
Regional Employers Group	12,574	12,880	12,880	12,880
Rural Services Partnership	4,300	4,400	4,400	4,400
Western Suffolk LSP	10,938	10,000	10,000	10,000
Babergh East LSP	261	400	400	400
Partnership Fund	2,000	0	0	0
<b>Direct Costs / Income</b>	<b>43,477</b>	<b>41,700</b>	<b>41,700</b>	<b>41,700</b>
Operational and Support Services	0	0	36,780	39,170
<b>Net cost of Service</b>	<b>43,477</b>	<b>41,700</b>	<b>78,480</b>	<b>80,870</b>
<b>Total Corporate Services</b>	<b>43,477</b>	<b>41,700</b>	<b>78,480</b>	<b>80,870</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>1,928,749</b>	<b>1,984,040</b>	<b>1,978,610</b>	<b>2,072,570</b>

## CORPORATE DIRECTORATES AND OTHER CENTRAL ACTIVITIES

### Chief Executive & Corporate Directorates

Line		2007/08	2008/09		2009/10
		Actual £	Original £	Revised £	Budget £
1	Salaries & Wages (inc. NI & Pensions)	8,194,931	8,914,640	8,914,270	9,319,050
2	Other Employee Costs	305,080	365,830	448,650	383,490
3	Supplies and Services	913,927	990,930	1,061,200	963,830
4	Transport Expenses	281,020	288,970	286,230	277,240
5	Capital Charges	164,178	593,670	500,690	480,640
6	Miscellaneous Income	(89,739)	(72,390)	(137,730)	(105,170)
7	<b>Total Costs</b>	<b>9,769,397</b>	<b>11,081,650</b>	<b>11,073,310</b>	<b>11,319,080</b>

### Administrative Buildings & Canteen

Line		2007/08	2008/09		2009/10
		Actual £	Original £	Revised £	Budget £
8	Administrative Buildings	358,468	354,540	379,120	396,870
9	Canteen	36,357	34,170	33,920	35,400
10	Customer Care	21,447	21,410	21,410	21,410
11	<b>Direct Costs / Income</b>	<b>416,272</b>	<b>410,120</b>	<b>434,450</b>	<b>453,680</b>
12	Operational and Support Services	75,642	66,940	62,470	61,170
13	Capital Charges	45,160	45,160	48,220	48,580
14	<b>Total Cost of Service</b>	<b>537,074</b>	<b>522,220</b>	<b>545,140</b>	<b>563,430</b>

### Central & Office Services

Line		2007/08	2008/09		2009/10
		Actual £	Original £	Revised £	Budget £
15	Cent. Reception & Telephones	44,322	34,430	34,430	34,430
16	Central Printing, Stationery, Supplies & Postage	94,317	123,050	133,540	123,350
17	<b>Direct Costs / Income</b>	<b>138,639</b>	<b>157,480</b>	<b>167,970</b>	<b>157,780</b>
18	Operational and Support Services	225,463	252,810	281,200	276,850
	Capital Charges	0	0	0	0
19	<b>Total Cost of Service</b>	<b>364,102</b>	<b>410,290</b>	<b>449,170</b>	<b>434,630</b>

<b>CORPORATE DIRECTORATES AND OTHER CENTRAL ACTIVITIES</b>
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<b>Depots, Vehicles &amp; Plant</b>
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Line	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
20 Depots	29,084	17,220	34,280	36,670
21 Vehicles and Plant	5,053	5,820	5,850	5,850
<b>22 Direct Costs / Income</b>	<b>34,137</b>	<b>23,040</b>	<b>40,130</b>	<b>42,520</b>
23 Operational and Support Services	9,081	9,700	12,190	11,400
24 Capital Charges	14,942	14,940	10,900	10,900
<b>25 Total Cost of Service</b>	<b>58,160</b>	<b>47,680</b>	<b>63,220</b>	<b>64,820</b>

<b>Customer Access &amp; Service Transformation - CAST</b>
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Line	2007/08	2008/09		2009/10
	Actual £	Original £	Revised £	Budget £
26 Implementation Costs	86,049	179,000	149,950	40,000
27 Operational Costs	0	43,000	38,000	32,000
28 Other Costs	79,822	56,000	60,000	0
<b>29</b>	<b>165,871</b>	<b>278,000</b>	<b>247,950</b>	<b>72,000</b>
30 BPR & DIP Savings	(65,577)	(78,000)	(68,000)	(70,000)
31 Efficiency Programme Savings	(38,000)	(88,000)	(88,000)	(114,000)
<b>32 Total Cost of Service</b>	<b>62,294</b>	<b>112,000</b>	<b>91,950</b>	<b>(112,000)</b>
33 Recharge to HRA	(33,174)	(57,000)	(49,590)	52,000
<b>34 Net Cost to General Fund</b>	<b>29,120</b>	<b>55,000</b>	<b>42,360</b>	<b>(60,000)</b>

<b>PROPOSED GENERAL FUND CHARGES FOR 2009/10</b>
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<b>Charges &amp; Fees</b>	2008/09 Charge		2009/10 Charge	
	Charge Less VAT	Charge to the Public	Charge Less VAT	Charge to the Public
<b>Discretionary Charges</b>				
<b>Licences (see note 1)</b>				
<b>Dog Breeding Establishments</b>				
- Annual		80.00		82.50
<b>Pet Shops</b>				
- Annual		106.00		109.00
<b>Riding Establishments</b>				
- Annual		123.00		127.00
		+ Vets' Fees		+ Vets' Fees
<b>Dangerous Wild Animals</b>				
- Annual		160.00		165.00
		+ Vets' Fees		+ Vets' Fees
<b>Sex Establishments</b>				
- Annual			- Fee on application	
<b>Late Night Refreshment Houses</b>				
- Annual				
<b>Dermal Treatment Establishments</b>				
- Annual		80.00		82.50
<b>Pleasure Boats</b>				
- Annual		43.00		44.00
		+ surveyors' fees		+ surveyors' fees
<b>Boatmen</b>				
- Annual		22.00		22.50
<b>Hypnotists</b>				
- Annual		244.00		251.00
<b>Animal Boarding Establishments</b>				
- Annual		112.00		115.00
<b>Street Trading</b>				
- Band A (5 or more days a week)		2,260.00		2,330.00
- Band B (3 or 4 days a week)		1,510.00		1,560.00
- Band C (1 or 2 days a week)		755.00		780.00
<b>Processing Export Certifications</b>				
- Annual		69.00		71.00
<b>Motor Salvage Operators</b>				
- Three-year licence		91.00		94.00

**note 1**

See further details under 'Statutory Charges'

<b>PROPOSED GENERAL FUND CHARGES FOR 2009/10</b>
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Charges & Fees	2008/09 Charge		2009/10 Charge	
	Charge Less VAT	Charge to the Public	Charge Less VAT	Charge to the Public
<b>Environmental Services</b>				
<b>Pest Control</b> (see note 2)				
- Insect Pests (per non-refundable call out charge)	35.06	40.32	See Note 2	See Note 2
- Eradication of mice / rats	35.06	40.32	See Note 2	See Note 2
<b>Trade Waste</b> (see note 3)				
- 240 litre bin	352.34	405.19	354.78	408.00
- 360 litre bin	371.06	426.72	410.43	472.00
- 660 litre bin	460.43	529.50	511.30	588.00
- 1100 litre bin	554.89	638.12	639.13	735.00
<b>Recyclable Trade Waste (new service)</b>				
- 240 litre bin	254.47	292.64	290.43	334.00
- 360 litre bin	285.96	328.85	313.04	360.00
- 660 litre bin	306.38	352.34	333.04	383.00
- 1100 litre bin	316.60	364.09	348.70	401.00
<b>Bulky Refuse Collections</b>				
- Per visit for up to 5 items		22.00		24.00
- Per additional item thereafter		5.00		5.00
<b>Garden Waste Collection</b>				
Brown Bin Scheme				
- For those on Benefit		15.00		20.00
- For those not on Benefit		30.00		40.00
- Charge for the delivery of the bin:				
- For those on Benefit		5.00		5.00
- For those not on Benefit		10.00		10.00
Bulky Bag: for each collection				
- For those on Benefit		15.00		15.00
- For those not on Benefit		30.00		30.00
<b>Special Refuse Collections</b>				
- Contractors Rates + Council's admin Charge	Actual Cost	+ VAT	Actual Cost	+ VAT
<b>Public Conveniences</b>				
- Shotley Gate (use of WC)	0.17	0.20	0.17	0.20
- Gaol Lane, Sudbury (per visit)	0.17	0.20	0.17	0.20
<b>Street Cleansing</b>				
- Sale of Litter/Dog Dirt Bins	Actual Cost +15% Admin	+ VAT	Actual Cost +15% Admin	+ VAT
- Emptying of all bins installed after the 1st January 2001	50% of Actual Cost	+ VAT	50% of Actual Cost	+ VAT
<b>Food Hygiene Courses</b>				
- Basic Course (Per Candidate) (group discounts negotiable)		60.00		62.00
<b>Surrendered Food Certification</b>				
- Inspection	59.13	68.00	60.87	70.00
- Special Removal (Hourly)		+VAT		+VAT
<b>Water Sampling</b>				
- Collection & Analysis of Water Samples	28.70	33.00	29.57	34.00
<b>Env. Protection Act - general enquiries/register info</b>				
- From 2006/07 onwards, a minimum charge will be applied, with an hourly rate then charged for time spent in excess of one half hour		£53.50 minimum, plus hrly rate £31		£53.50 minimum, plus hrly rate £31
<b>Other Registers</b>				
- Per Photocopy Sheet	3.40	4.00	3.48	4.00
<b>Food Register</b>				
- Copy of a Single Entry	3.40	4.00	3.48	4.00
- Copy of Whole Register	359.13	413.00	369.57	425.00

**note 2**

Those on income related benefits pay one third of the charge currently. Prices may vary according to which contractor performs the work on behalf of the Council.

**note 3**

These are standard rates. Trade waste charges vary according to 2 the service provided. Price on application.

<b>PROPOSED GENERAL FUND CHARGES FOR 2009/10</b>
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Charges & Fees	2008/09 Charge		2009/10 Charge	
	Charge Less VAT	Charge to the Public	Charge Less VAT	Charge to the Public
<b>Leisure and Recreation Services</b>				
<b>Sudbury - Tennis (per court, per hour)</b>				
- Adults	3.48	4.00	3.48	4.00
- Children	1.74	2.00	1.74	2.00
- Advance block booking, minimum of 10 occasions (35% discount)		26.00		26.00
<b>Sudbury - Putting</b>				
- Adults	1.30	1.50	1.30	1.50
- Children	0.65	0.75	0.65	0.75
<b>Hire of Friars Meadow</b>				
- Caravans - per weekend (2 nights)		13.00		14.00
- Caravans - per additional night		6.50		7.00
- Small Circus - per operating day		100.00		110.00
- Small Circus - per non operating day		50.00		55.00
- Small Circus - deposit (for damage)		300.00		325.00
- Large Circus/Fair - per operating day		250.00		275.00
- Large Circus - per non operating day		100.00		125.00
- Large Circus - deposit (for damage)		650.00		700.00
- Non-Charity Fund Raising Events				
- per operating day		75.00		80.00
- per non operating day		30.00		30.00
- deposit (for damage)		350.00		375.00
<b>Hire of East House Meadow</b>				
- Small Circus - per operating day		100.00		110.00
- Small Circus - per non operating day		50.00		55.00
- Small Circus - deposit (for damage)		300.00		325.00
- Large Circus/Fair - per operating day		250.00		275.00
- Large Circus - per non operating day		100.00		125.00
- Large Circus - deposit (for damage)		650.00		700.00
<b>Tourism</b>				
- Commission on Accommodation Bookings.		10% of the value of the first night.		10% of the value of the first night.
- 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
Advertising Charges - Accommodation Section:				
- 1/8 page, with photo and 30 words	131.00	150.65	131.00	150.65
- 1/4 page, with up to 2 photos and 50 words	262.00	301.30	262.00	301.30
- 1/2 page, with up to 4 photos and 100 words	520.00	598.00	520.00	598.00
What to See and Do guide				
- 1/6 page	79.00	90.85	79.00	90.85
<b>Sports &amp; Leisure Promotion</b>				
- Holiday Clubs/Courses		Various		Various
		Depending on the course and current market rates		Depending on the course and current market rates

<b>PROPOSED GENERAL FUND CHARGES FOR 2009/10</b>
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Charges & Fees	2008/09 Charge		2009/10 Charge	
	Charge Less VAT	Charge to the Public	Charge Less VAT	Charge to the Public
<b>Other Discretionary Charges</b>				
<b>Council Tax / Business Rates</b>				
- Summons Costs		50.00		52.00
- Liability order		11.00		11.00
<b>Senior Citizen Railcards</b>				
- Cost of Railcard		Actual Cost		Actual Cost
<b>Local Land Charges</b>				
<b>Searches in respect of a single parcel of land</b> (see note 4).				
<b>Paper/printed requests:</b>				
- Official Certificate of Search (LLC1) & Replies to Part 1 (CON29) Enquiries.		139.00		139.00
- Part 1 CON29 Enquiries only (less Statutory fee for Certificate of Search)		114.00		114.00
- Search of the Land Charges register only (LLC1)		25.00		25.00
<b>Enquiries made via the National Land and Information Service:</b>				
- Official Certificate of Search (LLC1) & Replies to Part 1 (CON29) Enquiries. (Note 5)		139.00		134.00
- Part 1 CON29 Enquiries only (less Statutory fee for Certificate of Search) (Note 5)		114.00		109.00
- Search of the Land Charges register only (LLC1)		25.00		25.00
- Part II Enquiries - per printed enquiry (note 4)		12.00		12.00
- Additional Enquiries		40.00		40.00
<b>Enquiries made via Suffolk Searches:</b>				
- Official Certificate of Search (LLC1) & Replies to Part 1 (CON29) Enquiries.				134.00
- Part 1 CON29 Enquiries only (less Statutory fee for Certificate of Search)				109.00
- Search of the Land Charges register only (LLC1)				25.00
- Personal Search		11.00		11.00
- Individual Questions for PSA				
- Administration Fee				10.00
- Charge per question				1.50
- Charge for all Non-Public Questions				45.00
<b>Search for additional parcels of Land</b>				
- Part 1 Enquiries only		16.00		16.00

**note 4**

Includes charge made by Suffolk County Council. Any increase above inflation will be added as necessary.

**note 5**

These prices include an Online application discount of £5

<b>PROPOSED GENERAL FUND CHARGES FOR 2009/10</b>
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Charges & Fees	2008/09 Charge		2009/10 Charge	
	Charge Less VAT	Charge to the Public	Charge Less VAT	Charge to the Public
<b>Hackney Carriage &amp; Private Hire Vehicles</b> (note 6)				
- Operator's licence (add CRB fee if required)				
- (1-3 vehicles)		125.00		129.00
- (4-6 vehicles)		150.00		154.00
- (7 plus vehicles)		175.00		180.00
- Vehicle Licence renewal (valid for 1 year, inc test (A) and free plates(B)&(C))		210.00		216.00
- Vehicle Licence - First Application (inc test (A) & plates (B) & (C))		240.00		247.00
- Change of vehicle mid licence (same expiry date, inc test & plates)		185.00		191.00
- Change of vehicle mid licence (Full Year Licence, inc test (A) & plates (B) & (C))		210.00		216.00
HC/PHV VEHICLE TEST (A)		45.00		45.00
- Plate (exterior) deposit or replacement (B)		22.00		22.00
- Plate (interior) deposit or replacement (C)		8.00		8.00
MOGO PLATE BRACKET (optional purchase)		20.00		20.00
- Driver's Licence NEW (inc CRB (E), DVLA checks (F) & Badge (D))		101.00		104.00
- Driver's Licence RENEWAL		60.00		62.00
- Driver's Licence REPLACEMENT		15.00		15.00
- Driver's Badge deposit or replacement (D)		10.00		10.00
- CRB Check (E)		36.00		36.00
DVLA SUBJECT ACCESS SEARCH (DRIVER HISTORY & ENTITLEMENT) (subject to periodic amendment) (F)		5.00		5.00
ADMIN FEE FOR MINOR LICENCE AMENDMENTS & REVISIONS		15.00		15.00
<b>Footpath Diversions</b>				
- Legal Notices & Adverts				
- To Developers/Public	Actual Cost	+ VAT	Actual Cost	+ VAT
- To Parish Councils	50% of Actual Cost	+ VAT	50% of Actual Cost	+ VAT
- Administration Charges				
- Estimated average cost per application	869.57	1,000.00	891.30	1,030.00
- Additional Paths	114.78	132.00	118.26	136.00
Technical advice (relating to land drainage and flooding)		actual cost		actual cost

**note 6**

2008/9 charges as agreed by consultation. 2009/10 are increased by inflation - NB Vehicle Tests, Plate charges, CRB checks and DVLA searches may all be increased in line with supplier costs

<b>PROPOSED GENERAL FUND CHARGES FOR 2009/10</b>
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Charges & Fees	2008/09 Charge		2009/10 Charge	
	Charge Less VAT	Charge to the Public	Charge Less VAT	Charge to the Public
<b>Other Discretionary Charges (cont'd)</b>				
<b>Contact Care</b> (see note 7)				
- Private Sector (3000's per annum)	159.84	183.82	164.64	189.34
- Private Sector (400's per annum)	135.84	156.22	140.16	161.18
- External bodies (monitoring & maintenance per annum)		109.50		112.80
- One-off Installation Charge (free for those on Housing Benefits)	19.74	22.70	20.35	23.40
<b>Car Parking</b>				
- Excess Parking Charge		45.00		45.00
- Excess Parking Charge (if paid within 10 days)		15.00		15.00
- Pin Mill Car Parking Charge				
Per hour between 8am & 5pm	0.26	0.30	0.26	0.30
- Pin Mill Residents Licence		109.00		109.00
<b>Building Control</b> (see note 8)				
- Fees (BRFE)				
	Charge varies in relation to size & type of development		Charge varies in relation to size & type of development	
	Charges are applied for disbursements (e.g. photocopying, postage etc) therefore vary on a case-by-case basis.		Charges are applied for disbursements (e.g. photocopying, postage etc) therefore vary on a case-by-case basis.	
<b>Requests under the Freedom of Information Act</b> (see note 9)				
<b>Planning</b>				
Copies of :-				
- Tree Preservation Orders	8.98	10.33	9.26	10.65
- Section 106 Agreements	8.98	10.33	9.26	10.65
- Dyeline Copying on Plans (A1 size)	8.77	10.08	9.04	10.40
- Decision Notices	4.60	5.29	4.74	5.45
- Complete copy of the Local Plan		50.00		51.50
- CD Version of the Local Plan	40.00	46.00	41.22	47.40
<b>NOTE: Local Plan charges to be confirmed</b>				
- OS Map Charges & Admin Fee				
Admin Fee (for 4 copies)	21.74	25.00	22.39	25.75
- Charge for A4 Photocopies	0.43	0.50	0.44	0.50
- Charge for A3 Photocopies	0.22	0.25	0.22	0.25
- Charge for A4 Listing copies	4.70	5.40	4.83	5.55
Complaints regarding high hedges		309.00		318.00
Planning Agreements and legal advice to public bodies		actual cost		actual cost

**note 7**

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

**note 8**

Full details can be provided on request.

**note 9**

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.

<b>PROPOSED GENERAL FUND CHARGES FOR 2009/10</b>
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Charges & Fees	2008/09 Charge		2009/10 Charge	
	Charge Less VAT	Charge to the Public	Charge Less VAT	Charge to the Public
<b>Statutory Charges</b> (see note 10)				
<b>Sale of Electoral Register</b>				
- Complete copy of whole register (Paper Copy & Posted)		370.00		370.00
- Complete copy of whole register (Paper Copy & Collected)		360.00		360.00
- Complete copy of whole register (on disc)		211.00		211.00
- Edited copy (Paper & Posted)		230.00		230.00
- Edited copy (Paper & Collected)		220.00		220.00
- Edited copy (on disc)		175.00		175.00
- Copy of 1 Parish - Depends on Number of Electors.		15.00		15.00
		to £30.00		to £30.00
- e-mail full register		206.00		206.00
- e-mail edited register		170.00		170.00
- e-mail monthly updates		193.50		193.50
- Overseas electors' list - data		21.50		21.50
- Overseas electors' list - paper		15.00		15.00
<b>Licensing:</b>				
<b>Applications relating to premises' licences and club premises' certificates (including new applications, conversions and variations)</b>				
- Premises ( <b>initial fee</b> ), based on:				
- Rateable value nil - £4,300		100.00		100.00
- Rateable value £4,301 - £33,000		190.00		190.00
- Rateable value £33,001 - £87,000		315.00		315.00
- Rateable value £87,001 - £125,000		450.00		450.00
- Rateable value over £125,000		635.00		635.00
- Premises ( <b>annual payment</b> ), based on:				
- Rateable value nil - £4,300		70.00		70.00
- Rateable value £4,301 - £33,000		180.00		180.00
- Rateable value £33,001 - £87,000		295.00		295.00
- Rateable value £87,001 - £125,000		320.00		320.00
- Rateable value over £125,000		350.00		350.00
- Application for a personal licence		37.00		37.00
<b>Additional fee for exceptionally large events of a temporary nature requiring a premises' licence:</b>				
- Attendance 5,000 - 9,999		1,000.00		1,000.00
- Attendance 10,000 - 14,999		2,000.00		2,000.00
- Attendance 15,000 - 19,999		4,000.00		4,000.00
- Attendance 20,000 - 29,999		8,000.00		8,000.00
- Attendance 30,000 - 39,999		16,000.00		16,000.00
- Attendance 40,000 - 49,999		24,000.00		24,000.00
- Attendance 50,000 - 59,999		32,000.00		32,000.00
- Attendance 60,000 - 69,999		40,000.00		40,000.00
- Attendance 70,000 - 79,999		48,000.00		48,000.00
- Attendance 80,000 - 89,999		56,000.00		56,000.00
- Attendance 90,000 and over		64,000.00		64,000.00
- Application for making a provisional statement		195.00		195.00
- Application for a copy of a licence or summary		10.50		10.50
- Notification of change of name or address		10.50		10.50
- Temporary event notice		21.00		21.00
- Notice of interest in any premises		21.00		21.00
- Application to vary or specify individual as premises supervisor		23.00		23.00
- Interim authority notice		23.00		23.00
- Application to transfer premises' licence		23.00		23.00
<b>Betting, Gaming &amp; Lotteries (Note 11)</b>				

**note 10**

All of these charges are set by the Government and may be subject to change for 2009/10.

**note 11**

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. Note: Some fees are discretionary up to a prescribed maxima but others (permits) are not.

<b>PROPOSED GENERAL FUND CHARGES FOR 2009/10</b>
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Charges & Fees	2008/09 Charge		2009/10 Charge	
	Charge Less VAT	Charge to the Public	Charge Less VAT	Charge to the Public
<b>Statutory Charges (Continued)</b>				
<b>Development Control</b> (see note 12)				
- Planning Application & Other Fees		Various		Various
<b>Env. Protection Act Authorisation</b>				
- <b>Initial Registration Fee</b>		1,514.00		1,514.00
- Small waste oil burners		142.00		142.00
- Unloading of petrol into storage tanks at service stations		142.00		142.00
- Scheduled dry cleaning establishment		142.00		142.00
- <b>Substantial Changes</b>		964.00		964.00
- Small waste oil burners		94.00		94.00
- Unloading of petrol into storage tanks at service stations		94.00		94.00
- Scheduled dry cleaning establishment		94.00		94.00
- Implementation of an upgrading plan				
- <b>Annual Subsistence</b>				
Standard process, LOW risk		766.00		766.00
Standard process, MEDIUM risk		1,120.00		1,120.00
Standard process, HIGH risk		1,641.00		1,641.00
Standard process, LOW risk (If paid in quarterly instalments)		801.00		801.00
Standard process, MEDIUM risk (If paid in quarterly instalments)		1,155.00		1,155.00
Standard process, HIGH risk (If paid in quarterly instalments)		1,676.00		1,676.00
- Small waste oil burners		161.00		161.00
- Unloading of petrol into storage tanks at service stations		161.00		161.00
- Scheduled dry cleaning establishment		161.00		161.00
- Odourising of natural gas		369.00		369.00
<b>Mobile Crushing and Screening Plant</b>				
(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.)				
- <b>1-2 Authorisations</b>				
- Application Fee		1,514.00		1,514.00
- Subsistence Charge		965.00		965.00
- <b>3-7 Authorisations</b>				
- Application Fee		904.00		904.00
- Subsistence Charge		581.00		581.00
- <b>8+ Authorisations</b>				
- Application Fee (per additional authorisation)		458.00		458.00
- Subsistence Charge (per additional authorisation)		306.00		306.00
<b>note:</b> The above are only provisional charges and will be confirmed by Government by April 2008				
<b>Dog Control</b> (see note 13)				
- First Offence (dog with Identification)		48.00		50.00
- First Offence (dog without Identification)		58.00		60.00
- Second & Subsequent Offences		58.00		60.00
<b>Abandoned Vehicles (where enforcement action taken)</b> (see note 14)				
- Removal costs		105.00		105.00
- Disposal costs		50.00		50.00
- Storage		12.00		12.00
<b>Abandoned Vehicles (Discretionary Charge)</b>				
- Voluntary surrender of vehicle	30.44	35.00	31.30	36.00

**note 12**

Full details can be provided on request.

**note 13**

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

**note 14**

2008/9 charges amended to correct statutory figures.

<b>General Fund - 3 Year Capital Programme 2009/10-2010/11 - Summary</b>
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Line	PROJECTS	2008/09 £	2008/09 Rev £	2009/10 £	2010/11 £	2011/12 £	Total 2009/12 £
	<b>Existing Programme:</b>						
1	ICT ( including CAST & LAMP)	820,700	1,031,544	370,000	134,100	140,000	<b>644,100</b>
2	Contract & Asset Management	431,800	427,700	346,600	276,100	228,500	<b>851,200</b>
3	Community Development	203,500	196,770	166,500	118,500	123,500	<b>408,500</b>
4	Private Sector Renewal	689,000	516,880	610,000	610,000	610,000	<b>1,830,000</b>
5	Affordable Housing	170,000	203,500	100,000	100,000	100,000	<b>300,000</b>
6	<b>Existing Programme -Total</b>	<b>2,315,000</b>	<b>2,376,394</b>	<b>1,593,100</b>	<b>1,238,700</b>	<b>1,202,000</b>	<b>4,033,800</b>
7	Strategic Priorities	250,000	296,000	5,451,000	-	-	<b>5,451,000</b>
8	Haven Gateways New Growth Point Funds	-	120,000	263,000	1,052,000	-	<b>1,315,000</b>
9	Medium Term Plans (MTP)	-	-	238,000	75,000	75,000	<b>388,000</b>
10	Potential Other Projects	1,000,000	26,000	435,000	1,000,000	-	<b>1,435,000</b>
11	<b>TOTAL GENERAL FUND CAPITAL PROGRAMME</b>	<b>3,565,000</b>	<b>2,818,394</b>	<b>7,980,100</b>	<b>3,365,700</b>	<b>1,277,000</b>	<b>12,622,800</b>

<b>CAPITAL FINANCING</b>		2008/09 £	2008/09 Rev £	2009/10 £	2010/11 £	2011/12 £	Total £
12	Borrowing- non supported	2,558,900	1,719,000	2,861,100	1,000,000	659,000	<b>4,520,100</b>
13	Borrowing- supported						
14	Capital Receipts	642,000	320,360	3,225,000	795,700	100,000	<b>4,120,700</b>
15	Earmarked Reserves		250,000	480,000			<b>480,000</b>
16	LABGI			400,000			<b>400,000</b>
17	Grants/ External Contributions- other	364,100	529,034	1,014,000	1,570,000	518,000	<b>3,102,000</b>
18	<b>TOTAL FINANCING</b>	<b>3,565,000</b>	<b>2,818,394</b>	<b>7,980,100</b>	<b>3,365,700</b>	<b>1,277,000</b>	<b>12,622,800</b>