

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

Environmental Protection

Lead Manager(s) - J Kilgannon & J Rainer

Subjective Analysis of Environmental Protection

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
116 Premises Expenses	1,686	1,100	1,100	1,100
117 Supplies & Services	145,435	143,960	146,560	81,860
118 Direct Staffing Costs	877,402	940,840	843,900	822,630
119 Income	(238,739)	(212,920)	(215,420)	(204,760)
120 Direct Costs / Income	785,784	872,980	776,140	700,830
121 Back Office Staffing Costs	183,519	260,890	176,680	152,760
122 Capital Charges	5,608	197,210	5,610	5,610
123 Capital Under Statute	1,800	0	34,000	15,000
124 Net Cost to General Fund	976,711	1,331,080	992,430	874,200

Detailed Breakdown of Environmental Protection

	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Environmental Health (2128-2135)				
125 Analysts / Consultancy Fees	10,954	6,650	8,650	8,120
126 Health Improvement	0	100	100	90
127 Air Monitoring Expenses	8,204	9,100	9,100	5,600
128 Other Costs	17,358	14,560	13,140	15,210
129 Direct Staffing Costs	460,528	495,850	459,510	449,130
130 Env. Protection Act Licence	(10,017)	(9,770)	(8,370)	(8,370)
131 Other Fees and Charges	(4,302)	(3,410)	(4,510)	(4,510)
132 Direct Costs / Income	482,725	513,080	477,620	465,270
133 Back Office Staffing Costs	82,253	51,760	75,910	76,580
134 Capital Charges	5,608	5,610	5,610	5,610
135 Net Cost of Service	570,586	570,450	559,140	547,460

Environmental Protection (cont.)

Line	2008/09 Actual £	2009/10		2010/11 Budget £
		Original £	Revised £	
Smoke Free Legislation (2138)				
136 Supplies & Services	18,774	0	0	0
137 Direct Staffing Costs	1,870	1,900	1,350	1,290
138 Income	(22,972)	0	(2,000)	0
139 Direct Costs / Income	(2,328)	1,900	(650)	1,290
140 Back Office Staffing Costs	4,461	4,740	4,360	4,640
141 Net Cost of Service	2,133	6,640	3,710	5,930
CRED (Carbon Reduction) (2139)				
142 Contributions & Promotion	10,703	27,000	40,300	11,600
143 Direct Staffing Costs	43,105	53,630	40,350	63,240
144 Income	(39,335)	(22,500)	(22,500)	(22,500)
145 Direct Costs / Income	14,473	58,130	58,150	52,340
146 Back Office Staffing Costs	3,890	3,900	2,710	3,000
147 Net Cost of Service	18,363	62,030	60,860	55,340
Pest Control (2136)				
148 Contracted Services	33,590	34,070	34,070	0
149 Other Costs	324	430	430	410
150 Direct Staffing Costs	12,841	13,440	11,110	0
151 Fees and Charges	(16,306)	(22,660)	(22,660)	0
152 Direct Costs / Income	30,449	25,280	22,950	410
153 Back Office Staffing Costs	19,135	18,360	21,700	0
154 Net Cost of Service	49,584	43,640	44,650	410
Dog Control (2137)				
155 Contracted Services	4,622	4,000	6,500	6,100
156 Other Costs	167	200	200	180
157 Direct Staffing Costs	5,092	4,760	3,250	3,790
158 Fees and Charges	(499)	(620)	(1,420)	(1,420)
159 Direct Costs / Income	9,382	8,340	8,530	8,650
160 Back Office Staffing Costs	4,411	4,720	4,630	4,900
161 Net Cost of Service	13,793	13,060	13,160	13,550

Environmental Protection (cont.)

Line	2008/09 Actual £	2009/10 Original £	Revised £	2010/11 Budget £
Housing Standards (3011)				
162 Direct Staffing Costs	39,106	41,320	38,550	34,250
163 Direct Costs / Income	39,106	41,320	38,550	34,250
164 Back Office Staffing Costs	4,118	4,560	4,080	4,360
165 Net Cost of Service	43,224	45,880	42,630	38,610
Renovation Grants (Admin) (3010)				
166 Promotion and Publicity	823	950	950	890
167 Direct Staffing Costs	130,758	137,440	128,980	113,790
168 Direct Costs / Income	131,581	138,390	129,930	114,680
169 Back Office Staffing Costs	7,237	7,170	9,930	9,470
170 Capital Charges	0	191,600	0	0
171 Net Cost of Service	138,818	337,160	139,860	124,150
Care and Repair (3059)				
172 Direct Administration Costs	17,000	27,000	13,150	15,940
173 Other Costs	9,972	6,590	5,660	5,320
174 Direct Staffing Costs	2,689	2,990	2,150	2,430
175 Direct Costs / Income	29,661	36,580	20,960	23,690
176 Back Office Staffing Costs	7,778	5,870	2,190	2,120
177 Net Cost of Service	37,439	42,450	23,150	25,810
Alcohol, Betting Gaming & Lotteries, and Taxi & Private Hire Vehicles Licensing (4004,4006,4007)				
178 Legal Notices, Adverts, etc.	12,245	12,720	13,720	11,920
179 Direct Staffing Costs	122,334	128,150	139,160	136,130
180 Licence Fee Income	(127,788)	(141,050)	(141,050)	(155,050)
181 Other Income	(9,990)	(7,400)	(7,400)	(7,400)
182 Direct Costs / Income	(3,199)	(7,580)	4,430	(14,400)
183 Back Office Staffing Costs	42,353	129,200	42,000	38,900
184 Net Cost of Service	39,154	121,620	46,430	24,500

Environmental Protection (cont.)

Line	2008/09 Actual £	2009/10 Original Revised £ £		2010/11 Budget £
Other Licensing (4000-4003,4005,4008-4027)				
185 Legal Notices, Adverts, etc.	2,386	1,690	1,690	1,580
186 Direct Staffing Costs	59,079	61,360	19,490	18,580
187 Licence Fee Income	(5,177)	(3,820)	(3,820)	(3,820)
188 Other Income	(2,353)	(1,690)	(1,690)	(1,690)
189 Direct Costs / Income	53,935	57,540	15,670	14,650
190 Back Office Staffing Costs	7,881	30,610	9,170	8,790
191 Net Cost of Service	61,816	88,150	24,840	23,440
Environmental - Capital Under Statute (2160)				
192 Supplies & Services	27,270	0	60,000	224,000
193 Income	(25,470)	0	(26,000)	(209,000)
194 Direct Costs / Income	1,800	0	34,000	15,000
195 Net Cost of Service	1,800	0	34,000	15,000
196 Total Environmental Protection	976,710	1,331,080	992,430	874,200

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

Planning Policy and Control

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

Subjective Analysis of Planning Policy & Control

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
197 Premises Expenses	576	590	1,210	590
198 Supplies & Services	205,612	271,190	251,590	256,980
199 Transport Expenses	2,294	2,570	3,680	3,680
200 Direct Staffing Costs	1,973,014	2,063,860	1,827,560	1,745,250
201 Income	(848,755)	(855,700)	(1,041,430)	(862,290)
202 Direct Costs / Income	1,332,741	1,482,510	1,042,610	1,144,210
203 Back Office Staffing Costs	189,392	190,520	180,910	188,510
204 Capital Charges	0	13,150	(15,480)	(8,430)
205 Net Cost to General Fund	1,522,133	1,686,180	1,208,040	1,324,290

Detailed Breakdown of Planning Policy & Control

	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Planning Policy (2201 & 2202)				
206 Legal Notices and Adverts	579	1,000	1,000	940
207 Other Costs	75,620	169,980	92,940	16,930
208 Haven Gateway	4,910	12,500	70,000	0
209 Direct Staffing Costs	342,814	386,710	350,710	334,990
210 Income	(5,085)	(12,500)	(145,000)	0
211 Direct Costs / Income	418,838	557,690	369,650	352,860
212 Back Office Staffing Costs	55,265	54,430	35,270	39,540
213 Net Cost of Service	474,103	612,120	404,920	392,400

Planning Policy and Control (cont.)

Line	2008/09 Actual £	2009/10 Original £	Revised £	2010/11 Budget £
Conservation (2206 & 2208)				
214 Historic Buildings Grants & Conservation Area Appraisals	6,039	0	0	0
215 Direct Staffing Costs	17,333	12,180	15,120	14,080
216 Direct Costs / Income	23,372	12,180	15,120	14,080
217 Back Office Staffing Costs	5,021	5,290	4,980	5,250
218 Capital Charges	0	33,100	0	0
219 Net Cost of Service	28,393	50,570	20,100	19,330
Development Control (2205)				
220 Planning Advertisements	20,878	20,000	18,000	16,880
221 Consultants and Legal Fees	75,225	20,600	56,100	174,000
222 Other Costs	50	560	560	540
223 Direct Staffing Costs	1,083,643	1,097,570	936,640	907,930
224 Planning Fees	(350,516)	(307,500)	(402,000)	(352,500)
225 Other Income	(14,278)	(29,510)	(24,510)	(24,510)
226 Direct Costs / Income	815,002	801,720	584,790	722,340
227 Back Office Staffing Costs	89,709	81,070	90,560	97,560
228 Capital Charges	0	(19,950)	(15,480)	(8,430)
229 Net Cost of Service	904,711	862,840	659,870	811,470
Planning Delivery Grant (2210)				
230 Consultants and Legal Fees	6,195	28,460	1,900	26,690
231 Other Costs	2,294	2,570	3,680	3,680
232 Direct Staffing Costs	50,111	41,000	47,960	35,130
233 Government Grant - current year	(48,284)	(54,000)	(55,360)	(42,900)
234 Government Grant - prior years	(6,833)	(12,970)	(11,610)	(29,020)
235 Direct Costs / Income	3,483	5,060	(13,430)	(6,420)
236 Back Office Staffing Costs	5,415	5,600	5,480	5,650
237 Net Cost of Service	8,898	10,660	(7,950)	(770)

Planning Policy and Control (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Building Control (2203;2204 & 3952)				
238 Consultancy Fees and Other Costs	11,387	18,680	12,300	21,590
239 Direct Staffing Costs	479,113	526,400	477,130	453,120
240 Income	(423,759)	(439,220)	(402,950)	(413,360)
241 Direct Costs / Income	66,741	105,860	86,480	61,350
242 Back Office Staffing Costs	33,985	44,130	44,620	40,510
243 Net Cost of Service	100,726	149,990	131,100	101,860
244 Total Planning Policy & Control	1,516,831	1,686,180	1,208,040	1,324,290

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

Leisure & Community Safety

Lead Manager(s) - P Little

Subjective Analysis of Leisure & Community Safety

Line	2008/09	2009/10		2010/11
	Actual	Original	Revised	Budget
	£	£	£	£
245 Premises Expenses	53,706	49,840	47,860	58,320
246 Supplies & Services	150,506	252,260	283,430	239,980
247 Transport Expenses	12,018	12,450	17,080	15,600
248 Agency and Contracted Services	212,383	177,350	177,370	177,280
249 Direct Staffing Costs	474,143	508,820	466,820	425,800
250 Income	(128,872)	(232,040)	(232,610)	(202,560)
251 Direct Costs / Income	773,884	768,680	759,950	714,420
252 Back Office Staffing Costs	132,823	106,450	132,200	133,090
253 Capital Charges	301,099	403,290	297,330	303,960
254 Capital Under Statute	136,860	0	141,100	128,500
255 Net Cost to General Fund	1,344,666	1,278,420	1,330,580	1,279,970

Detailed Breakdown of Leisure & Community Safety

	2008/09	2009/10		2010/11
	Actual	Original	Revised	Budget
	£	£	£	£
Hadleigh Swimming Pool (1570)				
256 Management Fee	63,129	52,550	52,550	52,550
257 Premises	9,423	15,060	15,060	17,060
258 Premises - Insurances	1,653	1,490	1,230	1,290
259 Other Costs	880	34,290	36,700	36,700
260 Direct Staffing Costs	12,696	10,130	8,320	7,620
261 Reimbursement of costs	(1,500)	0	(1,500)	(1,500)
262 Central Government Contribution	0	(25,690)	(25,170)	(25,170)
263 Direct Costs / Income	86,281	87,830	87,190	88,550
264 Back Office Staffing Costs	44,794	19,140	39,850	39,020
265 Capital Charges	70,427	70,430	74,800	74,800
266 Net Cost of Service	201,502	177,400	201,840	202,370

Leisure & Community Safety (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Kingfisher Leisure Centre (1574)				
267 Management Fee	147,301	122,620	122,620	122,620
268 Premises	30,883	23,030	23,030	31,030
269 Premises - Insurances	11,242	9,710	7,990	8,390
270 Legal and Other Costs	3,815	83,320	87,420	87,740
271 Operating Lease payments	6,910	6,910	6,910	6,910
272 Direct Staffing Costs	25,292	22,470	20,000	18,600
273 Central Government Contribution	0	(59,950)	(58,740)	(58,740)
274 Reimbursement of costs	(13,500)	(15,000)	(13,500)	(13,500)
275 Direct Costs / Income	211,943	193,110	195,730	203,050
276 Back Office Staffing Costs	16,535	14,520	15,860	15,650
277 Capital Charges	220,551	322,740	209,710	213,540
278 Net Cost of Service	449,029	530,370	421,300	432,240
279 summary	449,029	530,370	421,300	432,240
Community Sports Coach, Sport & Leisure Promotion (3923;1556;1557)				
279 Courses, Coaching & Sport Development	26,866	11,850	22,790	17,600
280 Active Sport	6,000	6,000	6,000	0
281 Promotional Costs	1,829	2,550	2,890	2,550
282 Direct Staffing Costs	152,816	155,400	132,760	114,050
283 Fees and Charges	(11,162)	(3,800)	(10,820)	(300)
284 Sports Development Funding	(6,500)	(12,000)	6,000	0
285 Suffolk CC Contribution	(900)	0	0	0
286 Beacon Council Award	(1,558)	(3,340)	0	0
287 Direct Costs / Income	167,391	156,660	159,620	133,900
288 Back Office Staffing Costs	44,301	41,650	42,020	44,240
289 Net Cost of Service	211,692	198,310	201,640	178,140
Be Active Leisure Inclusion (3922)				
290 Contracted Services	2,514	500	0	0
291 Other Costs	2,480	3,520	5,290	4,170
292 Direct Staffing Costs	58,990	51,300	48,940	45,500
293 Other Income	(5,921)	(1,000)	(3,300)	(1,900)
294 Direct Costs / Income	58,064	54,320	50,930	47,770
295 Back Office Staffing Costs	4,850	5,130	4,080	5,330
296 Net Cost of Service	62,914	59,450	55,010	53,100

Leisure & Community Safety (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Community Safety (3914 & 3915)				
297 CCTV Operating Costs	59,445	32,130	30,880	30,880
298 Crime Prevention Initiatives	4,031	29,950	31,850	25,750
299 Community Cohesion Project	4,700	0	0	0
300 Contribution to Crime Audit	3,093	2,000	2,220	2,220
301 Direct Staffing Costs	161,363	195,810	187,420	171,640
302 Direct Costs / Income	232,632	259,890	252,370	230,490
303 Back Office Staffing Costs	12,244	15,980	16,120	15,800
304 Capital Charges (re. CCTV)	10,120	10,120	12,820	15,620
305 Net Cost of Service	254,996	285,990	281,310	261,910
Community Safety Partnership (3918)				
306 Service Costs	4,474	3,170	3,140	3,100
307 Contributions	35,482	35,760	33,920	32,600
308 Direct Staffing Costs	33,744	35,490	32,900	32,830
309 Government Grant - current year	(71,905)	(71,910)	(69,000)	(69,000)
310 Direct Costs / Income	1,795	2,510	960	(470)
311 Back Office Staffing Costs	2,664	2,190	3,610	2,630
312 Net Cost of Service	4,459	4,700	4,570	2,160
Children's Play Programme (3924)				
313 Supplies & Services	2,319	10,420	3,930	2,890
314 Transport Expenses	1,839	5,070	5,110	5,130
315 Direct Staffing Costs	29,242	38,220	36,480	35,560
316 Income	(17,621)	(39,350)	(32,370)	(32,450)
317 Direct Costs / Income	15,779	14,360	13,150	11,130
318 Back Office Staffing Costs	7,435	7,840	10,660	10,420
319 Net Cost of Service	23,214	22,200	23,810	21,550
Cultural - Capital Under Statute (1560)				
320 Supplies & Services	250,447	0	217,100	284,500
321 Income	(113,587)	0	(76,000)	(156,000)
322 Direct Costs / Income	136,860	0	141,100	128,500
323 Net Cost of Service	136,860	0	141,100	128,500
324 Total Leisure & Community Safety	1,344,666	1,278,420	1,330,580	1,279,970

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

Community Grants, Arts & Tourism

Lead Manager(s) - K Coghlin

Subjective Analysis of Community Grants, Arts & Tourism

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
325 Premises Expenses	14,604	16,600	21,240	25,520
326 Supplies & Services	490,523	531,250	556,230	409,480
327 Transport Expenses	263	1,200	1,200	1,200
328 Agency and Contracted Services	219	230	250	240
329 Direct Staffing Costs	278,529	284,230	244,590	191,820
330 Income	(66,308)	(95,340)	(73,600)	(52,390)
331 Direct Costs / Income	717,830	738,170	749,910	575,870
332 Back Office Staffing Costs	109,813	117,620	121,530	115,060
333 Capital Charges	(2,009)	127,990	(2,140)	(1,930)
334 Net Cost to General Fund	825,634	983,780	869,300	689,000

Detailed Breakdown of Community Grants, Arts & Tourism

	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
The Arts (1701)				
335 Arts Development	10,603	13,390	23,100	8,990
336 Other Projects	359	200	2,080	500
337 Babergh Amplifier Subscription	3,060	3,220	3,060	3,220
338 Direct Staffing Costs	37,811	35,780	33,000	31,380
339 Other Contributions	(160)	(90)	(4,910)	(90)
340 Direct Costs / Income	51,673	52,500	56,330	44,000
341 Back Office Staffing Costs	5,674	5,610	6,920	6,790
342 Net Cost of Service	57,347	58,110	63,250	50,790

Community Grants, Arts & Tourism (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Tourism (1565-1568)				
343 Repairs Contracts	908	2,520	2,520	1,680
344 Running Costs	7,656	7,860	7,770	4,610
345 Goods for Resale	34,222	30,000	30,000	20,000
346 Signs	3,239	2,730	2,730	2,020
347 Marketing (Advertising, Exhibitions etc.)	20,760	18,550	19,350	19,110
348 Other Costs	11,764	17,370	19,630	13,920
349 Direct Staffing Costs	130,840	140,210	130,520	89,890
350 Sale of Goods	(52,751)	(52,500)	(52,500)	(35,000)
351 Sudbury TC Reimbursement	(9,225)	(8,930)	(7,500)	(7,610)
352 Budget Savings	0	(25,000)	0	0
353 Other Contributions	(3,442)	(3,320)	(4,190)	(4,190)
354 Direct Costs / Income	143,971	129,490	148,330	104,430
355 Back Office Staffing Costs	90,287	97,750	90,290	83,770
356 Capital Charges	(2,009)	(2,010)	(2,140)	(1,930)
357 Net Cost of Service	232,249	225,230	236,480	186,270
Young People's Activities (4815)				
358 Supplies & Services	8,024	12,430	13,670	8,760
359 Direct Staffing Costs	29,981	29,560	24,780	17,750
360 Other Support	(1,000)	(1,000)	0	(1,000)
361 Direct Costs / Income	37,005	40,990	38,450	25,510
362 Back Office Staffing Costs	519	290	2,900	2,980
363 Net Cost of Service	37,524	41,280	41,350	28,490
Community Achievement Awards (3909)				
364 Other Costs	5,422	5,490	5,840	5,600
365 Direct Staffing Costs	5,049	5,080	4,390	3,870
366 Income	(4,500)	(4,500)	(4,500)	(4,500)
367 Direct Costs / Income	5,971	6,070	5,730	4,970
368 Back Office Staffing Costs	4,910	5,050	13,710	4,840
369 Net cost of Service	10,881	11,120	19,440	9,810

Community Grants, Arts & Tourism (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Grants (3809)				
Grant Recipients under £50k				
370 Community Safety	23,821	52,610	33,000	24,580
371 Healthy Ambitions	125,482	113,290	125,400	98,080
372 Supporting the Local Economy	43,198	54,950	58,390	12,920
373 A Greener Babergh - Countryside Mgmt	57,985	57,870	67,060	61,350
374 Community Cohesion	40,000	40,000	42,500	20,000
Grant Recipients over £50k				
375 Quay Theatre	50,000	50,240	51,500	51,500
376 CABs	57,838	59,540	59,570	59,570
Other Direct Costs				
377 Miscellaneous Costs (CAB)	6,040	7,020	11,750	20,030
378 Direct Staffing Costs	74,848	73,600	51,900	48,930
379 Direct Costs / Income	479,212	509,120	501,070	396,960
380 Back Office Staffing Costs	8,421	8,920	7,710	16,680
381 Capital Charges	0	130,000	0	0
382 Net Cost of Service	487,633	648,040	508,780	413,640
383 Total Community Grants, Arts & Tourism	825,634	983,780	869,300	689,000

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

Housing & Economic Development Services (Excl. Council Housing)

Lead Manager(s) - I Tippett & D Clarke

Subjective Analysis of Housing & Economic Development Services

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
384 Supplies & Services	101,415	137,370	220,850	211,390
385 Transport Expenses	1,494	1,670	5,000	5,720
386 Transfer Payments	0	20	20	20
387 Direct Staffing Costs	459,950	474,570	420,890	408,110
388 Income	(168,542)	(165,070)	(309,400)	(273,450)
389 Direct Costs / Income	394,317	448,560	337,360	351,790
390 Back Office Staffing Costs	84,093	74,390	95,810	97,450
391 Capital Charges	49,396	122,390	21,190	21,190
392 Capital Under Statute	100,164	0	6,800	123,400
393 Net Cost to General Fund	627,970	645,340	461,160	593,830

Detailed Breakdown of Housing & Economic Development Services

	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Economic Development (2301)				
394 Business Expansion Loans	5,000	10,000	10,000	10,000
395 SDA Inward Investment	0	0	0	17,000
396 New Initiatives	3,000	8,500	8,500	8,500
397 Other Costs	20,166	6,510	12,630	6,500
398 Direct Staffing Costs	93,887	81,930	89,420	73,480
399 Income	(2,576)	(5,600)	(10,500)	(5,600)
400 Direct Costs / Income	119,477	101,340	110,050	109,880
401 Back Office Staffing Costs	2,714	3,890	4,950	5,020
402 Capital Charges	17,083	17,080	17,390	17,390
403 Net Cost of Service	139,274	122,310	132,390	132,290

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

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Affordable Housing (3021,3058)				
404 Professional & Consultancy Fees	18,143	16,760	16,010	16,150
405 Direct Staffing Costs	129,737	126,260	79,300	76,670
406 Income	(10,732)	0	0	0
407 Direct Costs / Income	137,148	143,020	95,310	92,820
408 Back Office Staffing Costs	10,433	7,380	21,900	24,020
409 Capital Charges	0	100,000	0	0
410 Net Cost of Service	147,581	250,400	117,210	116,840
Homelessness, Homelessness Initiative, Housing Advice, Trailblazer Project & Recession Impact Funding				
411 B & B Accommodation	15,977	6,000	6,000	6,000
412 Other Costs	15,280	21,720	129,410	83,410
413 Direct Staffing Costs	172,865	200,040	209,630	209,830
414 Central Government Contribut'n	(30,000)	(30,000)	(151,050)	(150,000)
415 Income	(11,012)	(9,860)	(38,250)	(3,250)
416 Direct Costs / Income	163,110	187,900	155,740	145,990
417 Back Office Staffing Costs	46,816	38,860	47,000	46,310
418 Net Cost of Service	209,926	226,760	202,740	192,300
Babergh Response (3054)				
419 Purchase of Alarms	4,844	14,000	10,940	10,940
420 Running Costs	15,369	15,440	18,500	18,500
421 Direct Staffing Costs	56,205	58,330	36,680	41,720
422 Income	(110,978)	(113,420)	(106,000)	(111,000)
423 Direct Costs / Income	(34,560)	(25,650)	(39,880)	(39,840)
424 Back Office Staffing Costs	22,377	22,590	17,780	17,990
425 Net Cost of Service	(12,183)	(3,060)	(22,100)	(21,850)

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

Line	2008/09 Actual £	2009/10 Original £	Revised £	2010/11 Budget £
Housing Advances (3020)				
426 Direct Staffing Costs	3,633	4,010	2,940	3,200
427 Interest Charges to Borrowers	0	(100)	(100)	(100)
428 Fees and Charges	(244)	(500)	(500)	(500)
429 Direct Costs / Income	3,389	3,410	2,340	2,600
430 Back Office Staffing Costs	1,128	1,070	1,660	1,600
431 Net Cost of Service	4,517	4,480	4,000	4,200
Other Housing Services (3953)				
432 Debt Counselling & CAB Expenses	5,130	40,130	13,880	40,130
433 Direct Staffing Costs	3,623	4,000	2,920	3,210
434 Rental Income	(3,000)	(5,590)	(3,000)	(3,000)
435 Direct Costs / Income	5,753	38,540	13,800	40,340
436 Back Office Staffing Costs	625	600	2,520	2,510
437 Capital Charges	32,312	5,310	3,800	3,800
438 Net Cost of Service	38,690	44,450	20,120	46,650
Housing - Capital Under Statute (3260)				
439 Supplies & Services	374,408	0	663,860	536,000
440 Income	(274,244)	0	(657,060)	(412,600)
441 Direct Costs / Income	100,164	0	6,800	123,400
442 Net Cost of Service	100,164	0	6,800	123,400
443 Total Housing & Economic Development	627,969	645,340	461,160	593,830

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

Waste Collection

Lead Manager(s) - P Garnett

Subjective Analysis of Waste Collection

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
444 Premises Expenses	62,279	38,080	43,980	43,230
445 Supplies & Services	649,915	769,540	724,890	818,030
446 Transport Expenses	3,816	3,400	2,990	750
447 Agency and Contracted Services	1,543,011	1,733,620	1,793,690	1,738,950
448 Direct Staffing Costs	227,736	231,990	189,080	146,290
449 Income	(1,397,932)	(1,517,650)	(1,510,850)	(1,586,120)
450 Direct Costs / Income	1,088,825	1,258,980	1,243,780	1,161,130
451 Back Office Staffing Costs	43,830	48,020	57,100	57,410
452 Capital Charges	35,893	32,020	35,850	221,730
453 Net Cost to General Fund	1,168,548	1,339,020	1,336,730	1,440,270

Detailed Breakdown of Waste Collection

	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Domestic Waste Collection (2001)				
454 Contractor Payments	1,258,445	1,425,890	1,471,210	1,405,140
455 Service Costs	102,975	71,630	70,030	84,330
456 Direct Staffing Costs	26,329	10,490	15,900	11,770
457 Income	(91,555)	(66,210)	(63,410)	(71,250)
458 Direct Costs / Income	1,296,194	1,441,800	1,493,730	1,429,990
459 Back Office Staffing Costs	14,504	17,000	25,980	26,290
460 Capital Charges	69,398	(13,750)	(13,740)	172,090
461 Net Cost of Service	1,380,096	1,445,050	1,505,970	1,628,370

Waste Collection (cont.)

Line	2008/09 Actual £	2009/10 Original £	Revised £	2010/11 Budget £
Trade & Green Waste Collection (2002;2004;2015)				
462 Contractor Payments	346,423	341,200	355,950	367,280
463 Trade Waste Disposal Charges	125,300	155,650	155,650	194,400
464 Other Costs	17,138	28,880	44,730	44,690
465 Direct Staffing Costs	84,916	94,740	92,070	66,170
466 Income	(619,783)	(651,230)	(723,040)	(752,270)
467 Direct Costs / Income	(46,006)	(30,760)	(74,640)	(79,730)
468 Back Office Staffing Costs	12,929	15,120	11,850	12,150
469 Capital Charges	(33,505)	(45,630)	(39,410)	(39,390)
470 Net Cost of Service	(66,582)	(61,270)	(102,200)	(106,970)
Recycling Strategy & Consortium (2010-2014;2018)				
471 Contractor Payments	40,137	42,030	42,030	39,440
472 Composting & Waste Minimisation	3,581	12,310	12,310	7,550
473 Service Costs	365,021	467,050	413,640	458,130
474 Direct Staffing Costs	116,491	126,760	81,110	68,350
475 Income	(686,593)	(800,210)	(724,400)	(762,600)
476 Direct Costs / Income	(161,363)	(152,060)	(175,310)	(189,130)
477 Back Office Staffing Costs	16,397	15,900	19,270	18,970
478 Capital Charges	0	91,400	89,000	89,030
479 Net Cost of Service	(144,966)	(44,760)	(67,040)	(81,130)
480 Total Waste Collection	1,168,548	1,339,020	1,336,730	1,440,270

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

Open Spaces

Lead Manager(s) - M Tavernor & S Schleip

Subjective Analysis of Open Spaces

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
481 Premises Expenses	217,799	209,030	193,020	204,460
482 Supplies & Services	94,411	116,750	114,780	110,510
483 Agency and Contracted Services	833,241	899,800	892,540	857,660
484 Direct Staffing Costs	325,683	332,740	285,890	278,730
485 Income	(73,504)	(77,290)	(82,410)	(61,860)
486 Direct Costs / Income	1,397,630	1,481,030	1,403,820	1,389,500
487 Back Office Staffing Costs	59,828	62,780	61,860	64,530
488 Capital Charges	24,555	17,560	17,040	17,800
489 Net Cost to General Fund	1,482,013	1,561,370	1,482,720	1,471,830

Detailed Breakdown of Open Spaces

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Street Cleansing (2170)				
490 Contractor Payments	497,168	558,840	551,340	540,640
491 Service Costs	3,674	5,020	5,130	5,020
492 Premises Expenses	16,713	10,220	11,810	11,610
493 Direct Staffing Costs	91,629	90,450	63,090	58,410
494 Other Income	(16,687)	(17,400)	(17,400)	(17,400)
495 Recharge to Housing Revenue Account	0	(4,410)	(5,140)	(4,940)
496 Direct Costs / Income	592,497	642,720	608,830	593,340
497 Back Office Staffing Costs	8,710	8,990	8,330	8,550
498 Net Cost of Service	601,207	651,710	617,160	601,890

Open Spaces (cont.)

Line	2008/09 Actual £	2009/10 Original £	Revised £	2010/11 Budget £
Abandoned Vehicles (2031)				
499 Coll & Disp of Abandoned Vehicles	0	2,500	2,500	2,340
500 Service Costs	2,035	3,050	3,050	2,850
501 Direct Staffing Costs	4,434	4,380	3,070	3,010
502 Other Fees and Charges	(1,026)	(2,800)	(2,800)	(2,800)
503 Direct Costs / Income	5,443	7,130	5,820	5,400
504 Back Office Staffing Costs	5,847	6,170	5,840	6,050
505 Net Cost of Service	11,290	13,300	11,660	11,450
Footpaths (1590)				
506 Footpath Advertisements	1,945	4,100	4,100	4,100
507 Other Costs	780	510	510	510
508 Direct Staffing Costs	52,394	52,890	49,400	64,100
509 Legal Notices & Adverts Reimbursed	(2,448)	(4,000)	(4,000)	(4,000)
510 Administration Charge	(1,272)	(4,600)	(4,600)	(4,600)
511 Direct Costs / Income	51,399	48,900	45,410	60,110
512 Back Office Staffing Costs	4,239	4,670	5,020	5,300
513 Net Cost of Service	55,638	53,570	50,430	65,410
Countryside Management (1580-1589)				
514 Other Grants & Contributions	630	8,640	6,140	4,100
515 Village of the Year	1,166	1,020	920	1,050
516 Direct Staffing Costs	21,771	21,050	19,620	17,340
517 Direct Costs / Income	23,567	30,710	26,680	22,490
518 Back Office Staffing Costs	9,497	10,640	9,230	9,570
519 Capital Charges	0	510	0	0
520 Net Cost of Service	33,064	41,860	35,910	32,060

Open Spaces (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Amenity Areas (1520)				
521 Grounds Maintenance Contracts	205,689	218,680	219,510	214,920
522 Contribution to Housing Revenue Account	146,930	146,000	128,000	141,000
523 Plants, Trees, Shrubs, Stakes etc.	3,292	7,950	6,510	7,950
524 Playground Equipment	510	2,610	3,610	2,610
525 Other Running Costs	28,482	16,480	21,810	16,000
526 Direct Staffing Costs	79,145	82,790	76,360	68,750
527 Suffolk CC Reimbursement	(27,575)	(27,350)	(27,350)	(27,350)
528 Other Income	(15,671)	(9,900)	(9,900)	(9,900)
529 Legal Costs & Fees Recovered	(3,213)	0	0	0
530 Direct Costs / Income	417,589	437,260	418,550	413,980
531 Back Office Staffing Costs	9,995	8,810	10,140	10,330
532 Capital Charges	2,500	0	0	1,900
533 Net Cost of Service	430,084	446,070	428,690	426,210
Parks & Open Spaces (150*;153*;1550)				
534 Grounds Maintenance Contracts	165,606	161,850	159,150	155,820
535 Maintenance Contracts	12,991	24,360	24,360	24,360
536 Other Premises Costs	13,528	11,210	6,950	10,960
537 Playground Equipment	10,484	7,620	7,620	7,620
538 Trees, Plants and Shrubs	13,520	12,760	12,760	12,760
539 Other Running Costs	19,373	20,210	19,710	20,210
540 Direct Staffing Costs	73,873	78,720	72,330	65,400
541 Fees and Charges	(1,016)	(1,020)	(2,720)	(1,020)
542 Recharge to Housing Revenue Account	(4,595)	(5,810)	(6,000)	(6,000)
543 Direct Costs / Income	303,764	309,900	294,160	290,110
544 Back Office Staffing Costs	13,164	14,400	15,140	16,010
545 Capital Charges	6,514	1,510	1,500	360
546 Net Cost of Service	323,442	325,810	310,800	306,480

Open Spaces (cont.)

Line	2008/09 Actual £	2009/10 Original £	Revised £	2010/11 Budget £
Flood Defence & Land Drainage (3935; 3916)				
547 Contract Payments	20	520	750	750
548 Other Direct Costs	915	1,430	1,600	1,600
549 Direct Staffing Costs	2,437	2,460	2,020	1,720
550 Direct Costs / Income	3,372	4,410	4,370	4,070
551 Back Office Staffing Costs	8,376	9,100	8,160	8,720
552 Capital Charges	15,541	15,540	15,540	15,540
553 Net Cost of Service	27,289	29,050	28,070	28,330
554 Total Open Services	1,482,014	1,561,370	1,482,720	1,471,830

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

Asset Management & Other Services

Lead Manager(s) - S Schleip

Subjective Analysis of Asset Management & Other Services

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
555 Premises Expenses	168,824	159,350	170,550	171,280
556 Supplies & Services	38,145	70,290	54,950	105,620
557 Transport Expenses	1,911	2,520	3,600	3,700
558 Agency and Contracted Services	120,098	133,860	135,180	132,190
559 Direct Staffing Costs	181,295	162,720	156,740	143,960
560 Income	(183,315)	(186,100)	(135,070)	(301,320)
561 Direct Costs / Income	326,958	342,640	385,950	255,430
562 Back Office Staffing Costs	100,131	96,070	104,970	106,350
563 Capital Charges	226,865	78,840	62,680	64,100
564 Net Cost to General Fund	653,954	517,550	553,600	425,880

Detailed Breakdown of Asset Management & Other Services

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Nayland Disused Burial Ground (3913)				
565 Grounds Maintenance Contract	1,294	1,450	1,470	1,410
566 Other Costs	34	430	420	450
567 Direct Staffing Costs	821	850	660	550
568 Direct Costs / Income	2,149	2,730	2,550	2,410
569 Back Office Staffing Costs	4,189	4,550	4,090	4,370
570 Net Cost of Service	6,338	7,280	6,640	6,780
Sewerage Investigations (3936)				
571 Direct Staffing Costs	20,511	21,490	17,870	16,890
572 Direct Costs / Income	20,511	21,490	17,870	16,890
573 Back Office Staffing Costs	5,913	6,330	5,780	5,980
574 Net Cost of Service	26,424	27,820	23,650	22,870

Asset Management & Other Services (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Car Parking (2410 - 2416)				
575 Premises - Repairs and Maintenance	13,596	13,710	13,710	13,710
576 Premises - Grounds Maintenance	24,071	25,850	24,570	24,050
577 Premises - Other Running Costs	62,247	64,780	64,800	69,490
578 Other Costs	22,279	40,980	28,040	81,200
579 Direct Staffing Costs	81,312	64,510	58,750	55,760
580 Income	(84,908)	(106,020)	(59,520)	(220,520)
581 Direct Costs / Income	118,597	103,810	130,350	23,690
582 Back Office Staffing Costs	34,112	24,070	34,660	33,660
583 Capital Charges	6,000	8,720	8,370	9,380
584 Net Cost of Service	158,709	136,600	173,380	66,730
Public Conveniences (2150)				
585 Contract Payments	66,325	74,820	75,410	73,830
586 Sudbury TC Management Fee	27,741	31,000	33,000	34,000
587 Equipment, Repairs & Maintenance	13,370	16,580	16,420	16,460
588 Rates & Energy Charges	53,204	39,710	41,810	41,810
589 Direct Staffing Costs	10,545	6,960	5,930	5,290
590 Income	(5,765)	(7,850)	(7,050)	(6,050)
591 Direct Costs / Income	165,420	161,220	165,520	165,340
592 Back Office Staffing Costs	5,069	5,410	5,430	5,750
593 Capital Charges	63,477	33,580	30,190	30,600
594 Net Cost of Service	233,966	200,210	201,140	201,690
Industrial & Starter Units (2310-2315)				
595 Premises Costs	684	1,950	2,050	3,430
596 Other Running Costs	695	310	2,010	310
597 Direct Staffing Costs	5,162	5,420	4,490	3,940
598 Income - Rents	(57,845)	(42,100)	(50,450)	(52,100)
599 Other Fees and Charges	(7,746)	(100)	(960)	(100)
600 Direct Costs / Income	(59,050)	(34,520)	(42,860)	(44,520)
601 Back Office Staffing Costs	12,303	12,400	11,780	12,200
602 Capital Charges	59,469	22,470	17,140	17,140
603 Net Cost of Service	12,722	350	(13,940)	(15,180)

Asset Management & Other Services (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Hadleigh Market (3907)				
604 Premises Costs	456	40	40	40
605 Direct Staffing Costs	925	940	730	610
606 Rents	(2,250)	(2,250)	(2,250)	(2,250)
607 Direct Costs / Income	(869)	(1,270)	(1,480)	(1,600)
608 Back Office Staffing Costs	4,241	4,600	4,250	4,510
609 Capital Charges	44,500	0	0	0
610 Net Cost of Service	47,872	3,330	2,770	2,910
East House (3905)				
611 Miscellaneous Expenses	10,289	3,380	6,540	6,040
612 Direct Staffing Costs	1,431	540	90	30
613 Direct Costs / Income	11,720	3,920	6,630	6,070
614 Back Office Staffing Costs	8,166	9,920	9,260	9,310
615 Capital Charges	4,955	4,560	(2,040)	(2,040)
616 Net Cost of Service	24,841	18,400	13,850	13,340
Belle Vue House (3906)				
617 Premises - Running Expenses	9,093	9,520	17,090	12,910
618 Premises - Repairs & Maintenance	1,275	4,000	3,000	3,100
619 Direct Staffing Costs	3,443	2,820	2,450	2,280
620 Income	(24,801)	(27,780)	(14,840)	(23,650)
621 Direct Costs / Income	(10,990)	(11,440)	7,700	(5,360)
622 Back Office Staffing Costs	7,418	6,610	5,350	5,590
623 Capital Charges	48,464	9,510	9,020	9,020
624 Net Cost of Service	44,892	4,680	22,070	9,250
Asset Management (4809)				
625 Valuation Work	15,481	24,340	27,810	27,810
626 Direct Staffing Costs	36,132	38,310	34,120	32,740
627 Direct Costs / Income	51,613	62,650	61,930	60,550
628 Back Office Staffing Costs	8,224	12,020	15,350	16,110
629 Net Cost of Service	59,837	74,670	77,280	76,660

Asset Management & Other Services (cont.)

Line	2008/09 Actual £	2009/10 Original £	Revised £	2010/11 Budget £
Other Services (3917 & 3921)				
630 Signs and Other Materials	6,845	13,170	6,090	6,090
631 Direct Staffing Costs	21,012	20,880	31,650	25,870
632 Direct Costs / Income	27,857	34,050	37,740	31,960
633 Back Office Staffing Costs	10,496	10,160	9,020	8,870
634 Net Cost of Service	38,353	44,210	46,760	40,830
635 Total Asset Management & Other Services	653,954	517,550	553,600	425,880

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

Customer Services

Lead Manager(s) - A Wilcock & D Williams

Subjective Analysis of Customer Services

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
636 Supplies & Services	790,199	938,440	917,660	930,720
637 Transfer Payments	18,932,381	19,933,850	21,910,880	22,770,000
638 Direct Staffing Costs	1,586,678	1,613,860	1,483,370	1,439,060
639 Income	(19,964,341)	(20,903,650)	(22,962,450)	(23,683,410)
640 Direct Costs / Income	1,344,917	1,582,500	1,349,460	1,456,370
641 Back Office Staffing Costs	175,798	173,430	185,500	190,440
642 Capital Charges	0	(89,780)	(69,660)	(37,940)
643 Net Cost to General Fund	1,520,715	1,666,150	1,465,300	1,608,870

Detailed Breakdown of Customer Services

**Housing/Council Tax Benefits
(3201/3203/3205)**

644 Housing/C Tax Benefits Payments	18,809,300	19,791,280	21,776,880	22,670,400
645 War Widows Benefits	36,977	42,570	34,000	34,600
646 Other Costs	13,730	70,970	65,150	98,530
647 Direct Staffing Costs	960,833	986,580	908,410	923,190
648 Government Grants:-				
649 Housing Benefits Grant	(14,333,292)	(15,289,720)	(16,629,750)	(17,543,890)
650 Council Tax Benefits Grant	(4,583,336)	(4,625,250)	(5,278,340)	(5,278,340)
651 Admin & Other Grants	(506,121)	(524,720)	(483,720)	(478,790)
652 Additional One Off Admin Grant	0	(41,000)	(72,680)	(59,900)
653 Legal Costs & Fees Recovered	(732)	(2,500)	0	0
654 Direct Costs / Income	397,359	408,210	319,950	365,800
655 Back Office Staffing Costs	32,847	29,850	33,640	45,920
656 Capital Charges	0	(39,900)	(30,960)	(16,860)
657 Net Cost of Service	430,206	398,160	322,630	394,860

Customer Services (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Special Grants (3202,3204;3206,3210,3212)				
658 Supplies and Services	19,375	0	6,320	0
659 Direct Staffing Costs	29,987	3,390	48,490	1,500
660 Government Grants	(44,436)	0	(16,590)	0
661 Direct Costs / Income	4,926	3,390	38,220	1,500
662 Back Office Staffing Costs	10,132	10,860	530	0
663 Net Cost of Service	15,058	14,250	38,750	1,500
Council Tax Collection (2501)				
664 Legal & Other Costs	18,829	8,150	20,150	20,150
665 Summons Costs Write-off	7,148	8,000	8,000	8,000
666 Direct Staffing Costs	403,802	430,720	343,900	330,220
667 Central Government Contribut'n	(4,352)	0	0	0
668 Summons Costs Recovered	(94,632)	(89,500)	(96,500)	(96,500)
669 Direct Costs / Income	330,795	357,370	275,550	261,870
670 Back Office Staffing Costs	97,959	100,550	119,080	106,710
671 Capital Charges	0	(19,950)	(15,480)	(8,430)
672 Net cost of Service	428,754	437,970	379,150	360,150
NNDR Collection (2701)				
673 Postage Costs & Courier Services	1,901	2,030	3,530	2,030
674 Other Costs	3,239	1,090	9,770	2,980
675 Discretionary Rate Relief	86,104	100,000	100,000	65,000
676 Direct Staffing Costs	147,302	150,310	134,400	135,280
677 Income - Legal Costs	(12,784)	(10,410)	(10,410)	(10,410)
678 Central Government Contribut'n	(123,744)	(120,500)	(125,150)	(125,150)
679 Miscellaneous Income	(12,525)	0	(8,260)	0
680 Direct Costs / Income	89,493	122,520	103,880	69,730
681 Back Office Staffing Costs	19,643	18,440	18,800	23,390
682 Capital Charges	0	(29,930)	(23,220)	(12,650)
683 Net cost of Service	109,136	111,030	99,460	80,470

Customer Services (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Concessionary Bus Passes (3911)				
684 Contribution to Countywide Scheme	648,504	800,000	714,000	762,000
685 Reimbursement of Travel Vouchers	25,934	20,000	30,000	30,000
686 Other Administration Costs (inc Postage)	11,687	8,200	20,740	7,030
687 Contracted Services	7,453	0	20,000	0
688 Direct Staffing Costs	41,669	39,640	45,170	45,910
689 Central Government Funding	(215,472)	(221,000)	(221,000)	(90,430)
690 Direct Costs / Income	519,775	646,840	608,910	754,510
691 Back Office Staffing Costs	10,856	9,060	9,130	9,870
692 Net Cost of Service	530,631	655,900	618,040	764,380
Senior Citizens Railcards (3912)				
693 Payment for Railcards	27,309	20,000	20,000	0
694 Direct Staffing Costs	3,085	3,220	3,000	2,960
695 Issue of Railcards	(27,739)	(20,000)	(20,000)	0
696 Admin Fee Charged	(82)	(50)	(50)	0
697 Direct Costs / Income	2,573	3,170	2,950	2,960
698 Back Office Staffing Costs	4,361	4,670	4,320	4,550
699 Net Cost of Service	6,934	7,840	7,270	7,510
700 Total Customer Services	1,520,719	1,625,150	1,465,300	1,608,870

CORPORATE SERVICES
HEAD OF SERVICE - A HUNKIN & B HUNTER

Corporate Management & Democratic Services

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

Subjective Analysis of Corporate Management & Democratic Services

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
701 Premises Expenses	968	760	470	640
702 Supplies & Services	556,128	599,790	651,150	667,550
703 Transport Expenses	527	480	1,170	780
704 Direct Staffing Costs	1,778,689	1,427,550	1,333,690	1,331,940
705 Income	(388,553)	(391,630)	(480,870)	(446,610)
706 Direct Costs / Income	1,947,759	1,636,950	1,505,610	1,554,300
707 Back Office Staffing Costs	323,088	317,770	367,410	380,240
708 Capital Charges	0	(49,880)	(38,700)	(21,080)
709 Net Cost to General Fund	2,270,847	1,904,840	1,834,320	1,913,460

Detailed Breakdown of Corporate Management & Democratic Services

	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Corporate Management (4802)				
710 Supplies & Services	5,595	7,500	2,090	4,270
711 Other costs	0	0	0	25,000
712 Direct Staffing Costs	231,383	297,420	276,840	273,170
713 Direct Costs / Income	236,978	304,920	278,930	302,440
714 Back Office Staffing Costs	150,896	135,000	179,750	181,410
715 Net Cost of Service	387,874	439,920	458,680	483,850
Performance Management & Improvement (4811;4812)				
716 Best Value - Research/Surveys	10,400	11,220	11,220	11,220
717 Other Expenses	1,454	800	510	3,800
718 Direct Staffing Costs	82,677	88,190	100,130	88,310
719 Direct Costs / Income	94,531	100,210	111,860	103,330
719 Back Office Staffing Costs	20,255	26,000	12,530	18,190
720 Net Cost of Service	114,786	126,210	124,390	121,520

Corporate Management & Democratic Services (cont.)

Line	2008/09 Actual £	2009/10 Original Revised £ £		2010/11 Budget £
Publicity and Information (3908)				
721 Publications	33,576	35,860	35,980	35,320
722 Other Costs	548	730	730	730
723 Direct Staffing Costs	95,861	101,330	82,540	80,180
724 Direct Costs / Income	129,985	137,920	119,250	116,230
725 Back Office Staffing Costs	3,983	4,860	2,080	1,610
726 Net Cost of Service	133,968	142,780	121,330	117,840
Bank Charges (4992), Audit Fees (4920) and Treasury Management (4971)				
727 Treasury Management Costs	5,000	6,000	6,000	6,000
728 Other Costs	633	560	330	310
729 Credit Card Admin Charges	(4,374)	(4,670)	(3,890)	(3,890)
730 Audit Fees	125,773	151,410	163,600	153,600
731 Direct Staffing Costs	74,581	62,870	73,180	66,910
732 Recharge to HRA	(43,160)	(44,880)	(49,480)	(42,790)
733 Direct Costs / Income	158,453	171,290	189,740	180,140
734 Back Office Staffing Costs	25,115	23,480	28,270	27,610
735 Net Cost of Service	183,568	194,770	218,010	207,750
Democratic Processes (4901)				
736 Basic Allowance	159,081	168,250	168,250	168,250
737 Special Responsibility/Co-optees' Allowance	51,588	63,770	63,770	63,770
738 Chairman & Vice Chairman's Allowance	5,257	6,760	5,770	6,760
739 Members Travel and Subs	14,815	13,100	13,100	13,100
740 Members Courses	14,118	12,950	12,950	12,950
741 Printing - Agendas etc.	21,860	28,780	17,700	19,300
742 Other Costs	22,757	24,400	24,660	24,600
743 Direct Staffing Costs	660,989	675,100	597,620	612,840
744 Recharge to HRA	(176,133)	(199,210)	(191,250)	(191,250)
745 Direct Costs / Income	774,332	793,900	712,570	730,320
746 Back Office Staffing Costs	72,374	72,670	88,270	89,130
747 Capital Charges	0	(19,950)	(15,480)	(8,430)
748 Net cost of Service	846,706	846,620	785,360	811,020

Corporate Management & Democratic Services (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Electoral Registration (2901)				
749 Canvassing Fees	16,954	17,000	17,000	17,000
750 Postage / Other Costs	31,046	29,010	29,030	27,830
751 Printing / Stationery	2,698	2,180	3,670	2,850
752 Direct Staffing Costs	52,988	53,580	47,020	43,120
753 Sale of Register	(3,182)	(3,000)	(4,570)	(3,540)
754 Direct Costs / Income	100,504	98,770	92,150	87,260
755 Back Office Staffing Costs	14,824	16,270	10,510	23,060
756 Capital Charges	0	(9,980)	(7,740)	(4,220)
757 Net Cost of Service	115,328	105,060	94,920	106,100
Conducting Elections (4805,4806,4808)				
758 Expenses and Fees	7,409	1,690	3,640	1,680
759 Adverts, printing, postage etc	443	4,120	9,010	3,070
760 Direct Staffing Costs	4,348	27,320	30,280	29,250
761 Contribution to Council costs	0	0	(6,680)	0
762 Direct Costs / Income	12,200	33,130	36,250	34,000
763 Back Office Staffing Costs	6,614	6,400	4,780	4,960
764 Net Cost of Service	18,814	39,530	41,030	38,960
Boundary Reviews (4807)				
765 Other Costs	0	100	100	100
766 Direct Staffing Costs	27	780	2,750	2,840
767 Direct Costs / Income	27	880	2,850	2,940
768 Back Office Staffing Costs	1,837	1,880	1,080	1,120
769 Net cost of Service	1,864	2,760	3,930	4,060
Local Land Charges (3903)				
770 County Council Fees	17,245	9,030	15,030	15,530
771 Insurance	4,738	4,250	2,450	2,450
772 Printing and Stationery	793	530	430	420
773 Direct Staffing Costs	90,712	111,320	116,410	128,170
774 Fees and Charges	(157,609)	(139,870)	(180,000)	(157,000)
775 Direct Costs / Income	(44,121)	(14,740)	(45,680)	(10,430)
776 Back Office Staffing Costs	21,303	25,310	37,290	30,100
777 Capital Charges	0	(19,950)	(15,480)	(8,430)
778 Net Cost of Service	(22,818)	(9,380)	(23,870)	11,240

Corporate Management & Democratic Services (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Unallocated Central Overheads (3940)				
779 Pension Costs	748	530	270	420
780 Direct Staffing Costs	479,407	2,780	50	130
781 Direct Costs / Income	480,155	3,310	320	550
782 Back Office Staffing Costs	1,841	1,880	0	0
783 Net Cost of Service	481,996	5,190	320	550
Partnership Agreements (3919;3946)				
784 Grants	3,095	0	45,000	48,140
785 Direct Staffing Costs	2,412	2,730	2,800	2,920
786 Suffolk CC Contribution	(4,095)	0	(45,000)	(48,140)
787 Direct Costs / Income	1,412	2,730	2,800	2,920
788 Back Office Staffing Costs	2,185	2,120	1,680	1,730
789 Net Cost of Service	3,597	4,850	4,480	4,650
Sudbury Freeman (3902)				
790 Misc Expenses & Donations	0	500	500	500
791 Direct Staffing Costs	3,303	4,130	4,070	4,100
792 Direct Costs / Income	3,303	4,630	4,570	4,600
793 Back Office Staffing Costs	1,861	1,900	1,170	1,320
794 Net Cost of Service	5,164	6,530	5,740	5,920
795 Total Corporate Management & Democratic Services	2,270,847	1,904,840	1,834,320	1,913,460

CORPORATE SERVICES
HEAD OF SERVICE - A HUNKIN & B HUNTER

Other Corporate Services

Lead Manager(s) - P Quirk

Subjective Analysis of Other Corporate Services

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
796 Supplies & Services	78,511	74,260	71,390	65,370
797 Transport Expenses	33	0	0	0
798 Direct Staffing Costs	37,919	41,750	31,330	29,210
799 Income	(29,046)	0	(85,560)	0
800 Direct Costs / Income	87,417	116,010	17,160	94,580
801 Back Office Staffing Costs	30,455	31,920	35,590	35,670
802 Net Cost to General Fund	117,872	147,930	52,750	130,250

Detailed Breakdown of Other Corporate Services

	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Civil Protection & Emergency Planning (3930-3931)				
803 Contribution to Suffolk County Council	29,133	29,830	29,100	29,830
804 Supplies and Services	5,415	2,730	3,670	2,660
805 Direct Staffing Costs	2,281	2,600	2,020	1,070
806 Direct Costs / Income	36,829	35,160	34,790	33,560
807 Back Office Staffing Costs	30,510	31,900	33,440	33,370
808 Net Cost of Service	67,339	67,060	68,230	66,930

Other Corporate Services (cont.)

Line	2008/09	2009/10		2010/11
	Actual £	Original £	Revised £	Budget £
Corporate Subscriptions (4803)				
809 Local Government Association	13,486	14,020	12,520	11,080
810 Regional Employers Group	11,300	12,880	11,600	8,700
811 Rural Services Partnership	1,975	4,400	2,100	3,700
812 Western Suffolk LSP	12,000	10,000	12,000	9,000
813 Babergh East LSP	235	400	400	400
814 Partnership Fund	5,000	0	0	0
815 Direct Staffing Costs	35,638	39,150	29,310	28,140
816 Direct Costs / Income	79,634	80,850	67,930	61,020
817 Back Office Staffing Costs	(55)	20	2,150	2,300
818 Net cost of Service	79,579	80,870	70,080	63,320
Business Rates Growth (3945)				
819 Income	(29,046)	0	(85,560)	0
820 Direct Costs / Income	(29,046)	0	(85,560)	0
821 Net Cost of Service	(29,046)	0	(85,560)	0
822 Total Other Corporate Services	117,872	147,930	52,750	130,250