

# ECONOMIC DEVELOPMENT

## ANNUAL ESTIMATES 2008/09

### 1. INTRODUCTION

1.1 The report sets out estimates for the Economic Development services.

### 2. REVISED ESTIMATES 2007/08

2.1 The probable estimates for 2007/08 have been prepared on a similar basis to the original estimates. The major income and expenditure variations on the original budget are listed below:

<b>Table 1 – Variations from 2007/08 Original Budget</b>	
	<b>£000</b>
<b>Original 2007/08 Budget</b>	<b>273</b>
Planned Underspend carried over from 2006/07	65
<b>Adjusted 2007/08 Budget</b>	<b>338</b>
<u>Car Parking</u> : Increased net income on pay and display parking	(108)
<u>Corporate Properties</u>	
▪ Capital charges – timing of land sales slipped	45
▪ Rental income - anticipated shortfall	27
<u>Civic Offices</u> : Capital charges – reflect revised date of ownership	(102)
<u>Chertsey Depot</u> – Additional charges to services (net within service area)	(12)
Other items (net)	1
<b>Revised 2007/08 Budget</b>	<b>189</b>

#### Car Parks

2.2 The tariff for off-street car parking charges up to December commenced in January 2006. In September 2007 this Committee resolved to introduce a new tariff from January 2008. The estimates reflect these decisions

2.3 Income from the pay and display car parks has been difficult to forecast. This time last year officers were predicting that income was lower than forecast, and budgets were set accordingly. This formed the basis of a projection of a modest deficit on the car parking budget of £6,400 for 2007/08.

2.4 However, the latest projections show a buoyant level of income. This highlights the variable nature of this demand-led source of income. The Financial Forecast assumed additional overall increased income of £79,000 in 2007/08. The probable estimates increase this betterment to a net increase of £108,000 over the original budget. The increased charges from January 2008 account for £20,000 of the overall increase. This is particularly welcome given the financial constraints facing the Council.

2.5 The probable estimate now includes the impact of the traditional concession of free Saturday parking in the run up to Christmas (SO42 29 November 2006) to encourage use of our local town centres in this important trading period. The estimated loss of income is £5,200.

#### On Street Parking Enforcement

2.6 This service commenced on 8th November 2004 and is run on an agency basis on behalf of Surrey County Council.

2.7 The support service figures charged to this budget have been prepared using proper accounting practices and are consistent with the allocations to all the other Runnymede services. However not all of these costs are recoverable from Surrey County Council under the terms of the agreement and therefore a balance of £32,800 remains on this account for 2007/08.

2.8 Income from penalty charges is expected to increase from £65,000 to £80,000 in the year. However, Surrey County Council reap the full benefit of this betterment

#### Runnymede Travel Initiative

2.9 The Economic Development Committee decided at its meeting on 12 January 2006 to increase school contributions by increasing fares from £1 to £1.50 and to raise £90,000 in sponsorship from local businesses that had supported the BID proposals. The probable estimates are based on £80,000 of sponsorship and donations being received.

2.10 Regretfully, income from fares is again lower than expected. Fare income meets only 35% of the direct costs of running the Yellow Bus service.

2.11 The estimates have been prepared on the basis that there will be sufficient Section 106 contributions – a sum of £115,200 is now required - available to finance the total Yellow Bus service in 2007/08. However, this income cannot be assured and it should be noted that there was a shortfall in income in 2006/07 of £113,411. There is currently £441,000 scheduled to be forthcoming from Section 106 agreements to support the service. In addition, the Planning Tariff scheme will be introduced in March 2008 to provide a regular income stream to support the service. The Council has also submitted a bid for £1/2m p/a to support the service from a government initiative to support innovative school transport schemes.

#### Corporate Properties

2.12 This probable estimate includes a budget carried over from 2006/07 of £36,500 to meet the cost of essential resurfacing works to the decked roof area of 40-58 Station Road.

2.13 Income is lower than estimated because of an increase in void properties.

2.14 The probable estimate also shows the updated capital charge for this service. The change is because of delays in achieving land sales.

#### Civic Offices

2.15 This budget will inevitably be volatile given the scale of the move to the new civic offices. The probable budget makes further estimates of the running costs of the both old and new civic offices in the year.

2.16 There is a significant cost saving on rates in 2007/08; only because of the later than assumed occupation of the new offices. However, the estimate for energy costs was understated, as it did not include a provision for maintaining two buildings.

2.17 The reduction in the capital charges reflects the revised date of ownership of the new Civic Office building in the current year.

### **3. ESTIMATES FOR 2008/09**

#### 3.1 Car Parks

The estimates are based on the latest projection of income expected from the revised tariff for off-street car parking.

3.2 The Financial Forecast included a projection of additional income of £193,000 in 2008/09 compared to the original budget for 2007/08. This comprised £122,000 from the new tariff introduced in January 2008, £15,000 from the introduction of charging at Pooley Green, and £58,000 from general buoyancy in income. The estimates for 2008/09 are based on overall increased income of £181,600, a shortfall of £11,400 compared to the Forecast. This shortfall is due to the £27,000 reduction relating to the anticipated leasehold disposal of the Egham Precinct car park.

#### Runnymede Travel Initiative – Yellow Buses

- 3.3 This service remains reliant on external contributions and Section 106 funding to meet the gap between income from fares and the cost of providing the service. If external and Section 106 funding is not sufficient to meet the net operating shortfall, the General Fund will have to make good the difference. No provision is made in the Financial Forecast for this occurrence. Given the challenging financial position of the Council, this could only be sustained by making compensating savings on other budgets.

#### Corporate Properties

- 3.4 The capital charges line in this budget reflects the cost of the capital tied up in the corporate land holding of the Council. The budget is based on the expected programme of asset disposals being delivered in line with the assumptions made in the Financial Forecast. The large capital sums involved in these transactions means that this line will continue to be volatile depending on land sales.
- 3.5 The estimate of income for 2008/09 is based on expected rental flows and is consistent with the Financial Forecast, except for the sale of a Chertsey property which has reduced rents by £10,600 per annum. The compensating increase in investment income is shown elsewhere.

#### Civic Offices

- 3.6 This budget will be volatile until experience of the running costs is gained. The budget is broadly based on the cost of the old civic offices, plus those expected budgetary changes recorded in the Financial Forecast. The estimates are based on opening of the new civic offices in February 2008.
- 3.7 The largest cost increase will be business rates. The Financial Forecast included provision of £117,000 for additional business rates payable in 2008/09; equal to a full year increase of £200,000. The draft estimates are now based on the additional cost of business rates being £73,000 less than Forecast, this being a welcome cost saving.
- 3.8 The Forecast included other provisions for the new building. The Forecast saving of £10,000 for the cost of utilities is offset by the dual running of both buildings. The estimates also include an additional provision of £12,400 for cleaning. However, the estimates include the anticipated savings on security costs and air conditioning units. The new provisions of £25,000 each for longer opening hours and archiving records are also included in the draft estimates.
- 3.9 The cost of the ex-reception staff have been moved from the civic office budget to a new Customer Services ("front of house") budget that is reported to the Corporate Management Committee.
- 3.10 Allocations to services of the cost of civic offices were set at an early stage of the budget making process. However, actual allocations will have to be based on outturn costs.

#### Strategic Maintenance Programme

- 3.11 The Forecast savings target of £50,000 has been achieved by reducing the overall Strategic Maintenance Plan. These reductions are therefore shown in all Committees.

### **4. FEES AND CHARGES FOR 2008/09**

#### Council Policy

- 4.1 The attached schedules show the tariff for off-street car parking from January 2008 and other charges for Economic Development services.

5. **COMPARISON WITH THE FINANCIAL FORECAST**

5.1 The following tables show the additional spending commitments and new savings identified since the publication of the Forecast approved in December 2007:

	£000
Car Parks - Egham Precinct leasehold disposal reduction in net income (paragraph 3.2)	27
Corporate Properties – sale of Chertsey property (paragraph 3.5)	11
Civic Offices – provision for utility costs in old building (paragraph 3.8)	10
Civic Offices – additional cleaning costs (paragraph 3.8)	12
<b>Total additional commitments</b>	<b>60</b>

	£000
Car Parks – additional income (paragraph 3.2)	11
Civic Offices – reduced cost of business rates (paragraph 3.7)	73
<b>Total additional savings</b>	<b>84</b>

5.2 The loss of parking income at Egham Precinct will eventually be made good as part of the agreement to develop this site.

# ECONOMIC DEVELOPMENT

## ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b>SUMMARY</b>				
Car Parks	(83,255)	6,400	(103,500)	(149,200)
On Street Car Parking Enforcement	23,771	33,400	32,800	22,200
Markets and Street Trading	16,800	18,000	17,700	17,700
Runnymede Travel Initiative	149,511	28,600	31,100	33,700
Corporate Land & Property Holdings	26,432	(3,000)	106,300	(51,800)
Energy Management	39,010	41,800	45,600	48,000
Runnymede Business Partnership	55,297	55,800	56,600	60,100
Civic Offices	0	87,800	13,300	121,100
Chertsey Depot	98	4,200	(10,600)	4,800
<b>Net Expenditure</b>	<b>227,663</b>	<b>273,000</b>	<b>189,300</b>	<b>106,600</b>

## CAR PARKS

### ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Salaries	82,632	93,800	93,800	105,500
Training and Recruitment	985	1,100	2,400	1,500
<u>Premises Related Expenses</u>				
Rent, Rates and Utilities	83,671	86,000	84,500	78,600
Routine Maintenance	8,584	22,000	23,200	19,500
Resurfacing and Remarking	11,381	9,600	9,600	9,800
Street Sweeping Recharge	9,500	9,500	9,500	9,700
<u>Transport Related Expenditure</u>				
Travelling and Subsistence	10,083	11,300	10,700	12,400
<u>Supplies and Services</u>				
Furniture & Equipment	24,872	22,800	18,000	19,600
General Office Expenses	8,419	9,100	10,400	9,900
Consultancy & Fees	11,808	12,800	16,200	16,600
Communications and Computing	2,944	3,000	4,500	4,500
<u>Miscellaneous Costs</u>				
Public Liability Insurance	5,200	5,200	5,500	5,600
<u>Support Services</u>				
Financial Services	15,125	13,700	13,700	13,500
Information Technology	8,200	8,500	8,500	8,900
Personnel Services	1,600	1,600	1,600	1,600
Office Accommodation	2,800	3,300	0	0
Legal and Admin Services	11,500	11,800	11,800	16,000
Technical Support Services	46,800	45,900	45,900	44,100
<u>Capital Charges</u>				
Capital Charges	129,500	127,900	130,000	135,700
<b>Gross Expenditure</b>	<b>475,603</b>	<b>498,900</b>	<b>499,800</b>	<b>513,000</b>
<b><u>INCOME</u></b>				
Rents, Concessions, etc.	377	300	300	300
Regular Income	401,835	357,300	414,400	470,300
Sainsbury's Management Agreement	39,231	39,200	44,400	46,200
Egham Precinct Agreement	0	0	0	29,000
Excess Charges	58,023	32,200	80,000	52,500
Season Tickets and Permits	46,992	51,100	51,800	51,100
Recharge to Other Services	12,400	12,400	12,400	12,800
<b>Gross Income</b>	<b>558,858</b>	<b>492,500</b>	<b>603,300</b>	<b>662,200</b>
<b>Net Expenditure</b>	<b>(83,255)</b>	<b>6,400</b>	<b>(103,500)</b>	<b>(149,200)</b>

## CAR PARKS

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Head of Engineering - Mr S.Fuggles
<b>Service Function:</b>	General running costs and maintenance of parking areas and the collection of pay and display and other income.
<b>Legal status:</b>	Road Traffic Regulation Act 1984 (discretionary); Road Traffic Act 1991; Traffic Management Act 2004
<b>Policy Objectives:</b>	To consider all alternative methods of raising income from car parks whilst encouraging and maintaining the economic vitality of town centres and villages. To implement the proposals that flow from the town by town car park reviews

### BUDGET VARIATIONS

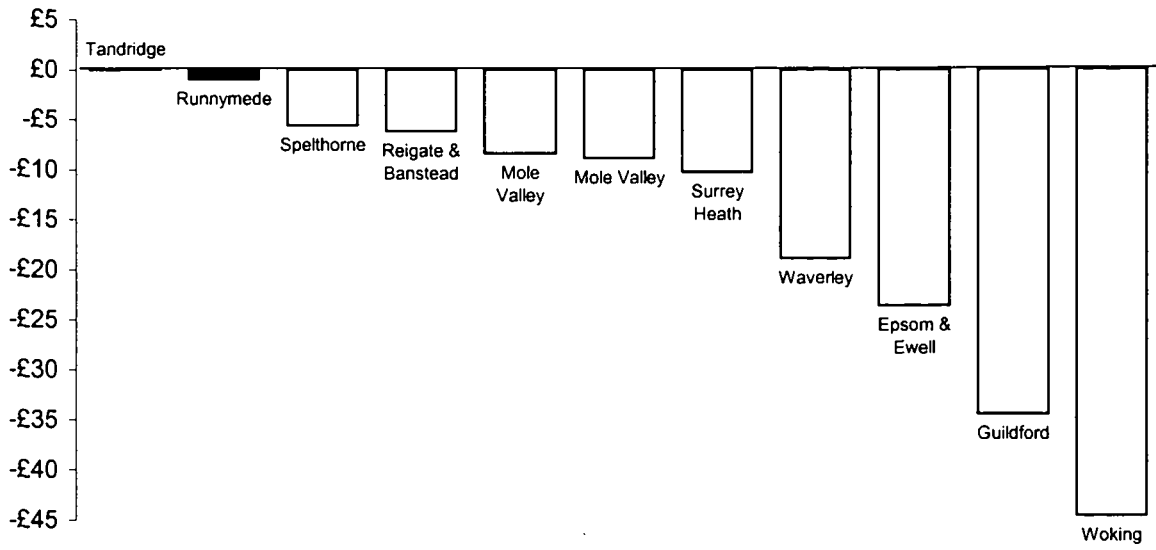
	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
2007/08 Original Estimate	6,400	6,400
Allowance for Inflation		11,200
<u>Employees</u>		
Salaries - Time allocations increased		7,400
<u>Premises Related Expenses</u>		
Planned Underspend brought forward from 2006/07 - Grounds Maintenance	3,100	
Depot recharge - Parking Services moved to Depot April 2007	7,000	7,000
Stores Handling recharge removed	(1,700)	(1,700)
Direct Services Team - decrease in allocation	(1,100)	(1,100)
Safeways Car Park closure	(8,000)	(8,000)
Introduction of Pay & Display at Pooley Green	2,000	2,000
<u>Support Services</u>		
Office Accommodation removed - staff moved to Depot	(3,300)	(3,300)
Legal & Admin - new Front of House service recharge		6,000
Committee Services - decrease in allocation		(2,000)
Engineering Services decrease in allocation		(4,000)
Capital Charges reflect variations in Capital Programme	2,100	7,800
<u>Income</u>		
Increase in Pay & Display income	(40,000)	(40,000)
Revised income from increase in charges January 2008	(20,000)	(122,000)
Closure of Safeways Car Park - loss of income	11,000	11,200
Introduction of charges at Pooley Green	(6,000)	(17,000)
Sainsbury's Management Agreement increased	(5,200)	(7,000)
Egham Precinct - leasehold disposal reduction in net income		56,000
Egham Precinct - leasehold disposal developer compensation		(29,000)
Excess Charges - increase in number of tickets issued	(47,800)	(39,800)
Excess Charges - reduction in fee charged		12,000
Other net changes	(2,000)	(1,300)
<b>2007/08 Probable Outturn</b>	<b>(103,500)</b>	
<b>2008/09 Estimate</b>		<b>(149,200)</b>

### SERVICE STATISTICS

<u>Number of Car Parking Spaces as at November 2007</u> (Including Leisure Services)	Number of Spaces	Disabled Spaces
Pay and Display Car Parks	1,220	50
Free Car Parks	102	7
Contract Car Parks	40	0
	<u>1,362</u>	<u>57</u>

## CAR PARKS

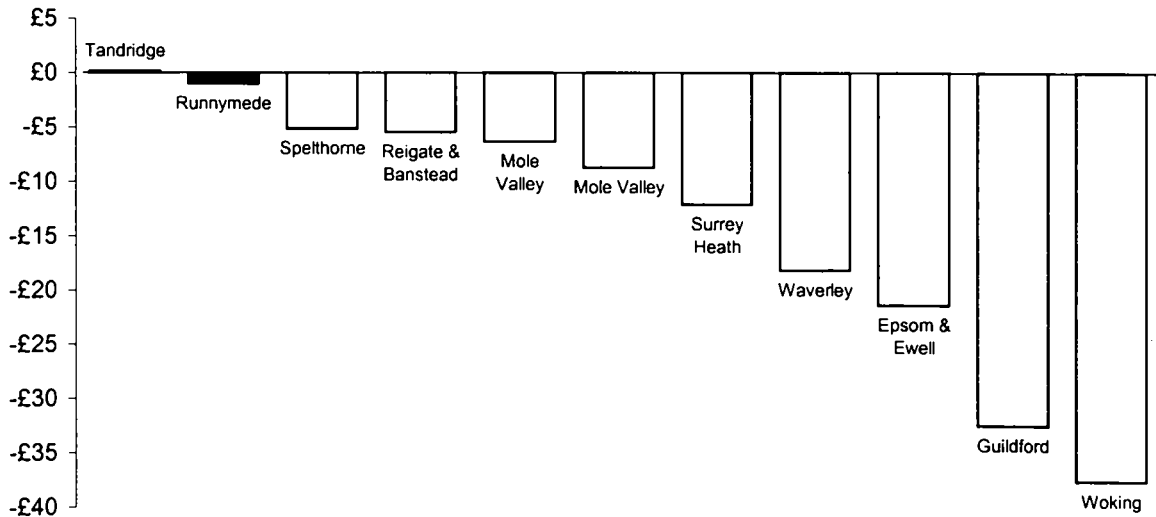
### Budgeted spend per head in Surrey 2007/08 estimates for parking services



The costs included in the above chart relate to both on-street and off-street parking. All figures taken from the General Fund Revenue Accounts Return submitted to the DCLG.

For the 2007/08 estimates, the figures do not include a charge for notional interest on the value of car park assets.

### Budgeted spend per head in Surrey 2006/07 estimates for parking services



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## ON STREET CAR PARKING ENFORCEMENT

### ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Salaries	83,400	86,500	86,500	78,900
Training and Recruitment	316	2,000	2,000	2,000
<u>Premises Related Expenses</u>				
Rent, Rates and Utilities	-	-	4,700	4,700
Routine Maintenance	3,192	3,000	3,500	3,600
<u>Transport Related Expenditure</u>				
Travelling and Subsistence	9,016	10,900	11,300	9,100
<u>Supplies and Services</u>				
Furniture & Equipment	2,759	3,400	1,500	1,500
General Office Expenses	1,276	3,800	3,900	4,200
Communications and Computing	3,554	3,900	5,400	5,500
Consultancy & Fees	2,583	2,900	3,900	3,900
<u>Support Services</u>				
Financial Services	6,800	5,900	5,900	6,400
Information Technology	4,300	4,500	4,500	5,400
Personnel Services	1,400	1,200	1,200	1,300
Office Accommodation	4,300	5,000	0	0
Legal and Admin Services	3,900	4,100	4,100	10,200
Technical Support Services	32,400	32,900	32,900	15,500
<b>Gross Expenditure</b>	<b>159,195</b>	<b>170,000</b>	<b>171,300</b>	<b>152,200</b>
<b><u>INCOME</u></b>				
Costs recoverable from Surrey County Council	59,137	71,600	58,500	54,000
Penalty Charge Notices	76,287	65,000	80,000	76,000
<b>Gross Income</b>	<b>135,424</b>	<b>136,600</b>	<b>138,500</b>	<b>130,000</b>
<b>Net Expenditure</b>	<b>23,771</b>	<b>33,400</b>	<b>32,800</b>	<b>22,200</b>

### NOTES

#### **Costs Recoverable from SCC**

The On-Street Parking agreement with Surrey County Council allows the Council to recover all the direct costs of the service along with any additional Support Service costs incurred by the Council. The Support Service figures shown above have been prepared using proper accounting practices and are consistent with the allocations to all the other Runnymede Services, however as only a small proportion of them represent additional costs to the Council not all of them are chargeable to SCC under the terms of the agreement.

## ON STREET PARKING ENFORCEMENT

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Head of Engineering - Mr S.Fuggles
<b>Service Function:</b>	To assume responsibility for enforcing on-street parking restrictions in the borough on behalf of Surrey County Council.
<b>Legal status:</b>	Road Traffic Regulation Act 1984 (discretionary); Road Traffic Act 1991 Traffic Management Act 2004
<b>Policy Objectives:</b>	To reduce inconsiderate and dangerous parking. To reduce congestion and improve traffic flow. To provide designated and enforceable disabled parking. Stricter enforcement of parking regulations. To provide a knowledgeable and rapid response to parking issues. Encourage and maintain the economic vitality of town centres and villages.

### BUDGET VARIATIONS

	<u>2007/08</u> <b>Probable</b>	<u>2008/09</u> <b>Estimate</b>
	£	£
2007/08 Original Estimate	33,400	33,400
Decrease in support service costs not recoverable from Surrey County Council	(300)	(10,100)
Increase in support service costs recoverable from Surrey County Council	(300)	(1,100)
Other net changes		
<b>2007/08 Probable Outturn</b>	<b>32,800</b>	
<b>2008/09 Estimate</b>		<b>22,200</b>

### SERVICE STATISTICS

	<u>2006/07</u> <b>Actual</b>	<u>2007/08</u> <b>Estimate</b>	<u>2007/08</u> <b>Probable</b>	<u>2008/09</u> <b>Estimate</b>
Number of PCN's Issued	2,785	2,300	2,800	2,800
Number of Spaces	450	450	450	450

## MARKETS AND STREET TRADING

### ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Salaries	300	400	400	0
<u>Supplies and Services</u>				
Street Trading	0	500	500	200
Egham Farmers Market	0	300	0	0
<u>Support Services</u>				
Financial Services	1,400	1,500	1,500	1,500
Legal and Admin Services	15,000	15,200	15,200	16,000
Technical Support Services	100	100	100	0
<b>Gross Expenditure</b>	<b>16,800</b>	<b>18,000</b>	<b>17,700</b>	<b>17,700</b>

## MARKETS AND STREET TRADING

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Director of Administration and Leisure - Mr A. Pearson Principal Engineer - Mr J. Godden	(Markets) (Street Trading)
<b>Service Function:</b>	To facilitate and where necessary licence markets which the Council wishes to support as a matter of policy	
<b>Legal status:</b>	Local Government Act 2000; Local Government (Miscellaneous Provisions) Act 1982	
<b>Policy Objectives:</b>	To assist the economic well-being of the Borough To enforce street trading licences and ensure compliance	

### BUDGET VARIATIONS

	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
2007/08 Original Estimate	18,000	18,000
Allowance for Inflation		500
Salary allocation removed		(400)
Egham Farmers Market - budget removed	(300)	(300)
Other net changes		(100)
<b>2007/08 Probable Outturn</b>	<b>17,700</b>	
<b>2008/09 Estimate</b>		<b>17,700</b>

### SERVICE STATISTICS

	<u>2006/07</u> Actual	<u>2007/08</u> Estimate	<u>2007/08</u> Probable	<u>2008/09</u> Estimate
Number of street trading consents issued	0	1	1	1

## RUNNYMEDE TRAVEL INITIATIVE

### ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>ADMINISTRATION</u></b>				
<u>Employees</u>				
Salaries	25,600	22,800	22,800	28,000
<u>Transport Related Costs</u>				
Car Allowances	200	200	200	200
<u>Supplies and Services</u>				
Fees - Airtrack	5,000	0	2,500	0
<u>Support Services</u>				
Financial Services	2,000	2,200	2,200	2,200
Personnel Services	400	200	200	200
Office Accommodation	1,700	2,000	2,000	2,400
Technical Support Services	1,200	1,200	1,200	700
<b>Gross Expenditure</b>	<b>36,100</b>	<b>28,600</b>	<b>31,100</b>	<b>33,700</b>

### **YELLOW BUS SCHEME**

#### Expenditure

Yellow Bus Project

	293,087	294,600	298,200	312,000
<b>Gross Expenditure</b>	<b>293,087</b>	<b>294,600</b>	<b>298,200</b>	<b>312,000</b>

#### Income

School Contributions

Contributions from 106 Agreements

Sponsorship & Donations

	101,277	115,700	103,000	103,000
	21,400	98,900	115,200	129,000
	57,000	80,000	80,000	80,000
<b>Gross Income</b>	<b>179,677</b>	<b>294,600</b>	<b>298,200</b>	<b>312,000</b>

<b>Net Expenditure</b>	<b>113,411</b>	<b>0</b>	<b>0</b>	<b>0</b>
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<b>TOTAL TRAVEL INITIATIVE NET EXPENDITURE</b>	<b>149,511</b>	<b>28,600</b>	<b>31,100</b>	<b>33,700</b>
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## RUNNYMEDE TRAVEL INITIATIVE

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Head of Planning - Mr R. Etheridge
<b>Service Function:</b>	To promote and implement the Runnymede Travel Initiative
<b>Legal status:</b>	Local Government Act 2000, Highways Act 1980 and associated legislation. Local Government Act 2003.
<b>Policy Objectives:</b>	To introduce a series of initiatives that are designed to create safe and secure journeys to school with the aim of reducing the number of car related school journeys. Particular emphasis is placed upon the development of School Travel Plans and the promotion of the Yellow Bus Project.

### BUDGET VARIATIONS

	<u>2007/08</u> Probable	<u>2008/09</u> Estimate
	£	£
2007/08 Original Estimate	28,600	28,600
Allowance for Inflation		1,200
<u>Employees</u>		
Salaries - time allocations increased		4,200
<u>Premises Related Expenses</u>		
Depot Recharge introduced	1,100	1,100
<u>Supplies &amp; Services</u>		
Virement from Planning Committee for Airtrack Consultation	2,500	
Yellow Buses - anticipated increase in hire costs	2,500	16,100
<u>Income</u>		
School Contributions lower than anticipated	12,700	12,700
Contributions from 106 Agreements - increase to balance budget	(16,300)	(30,100)
Other net changes		(100)
<b>2007/08 Probable Outturn</b>	<b>31,100</b>	
<b>2008/09 Estimate</b>		<b>33,700</b>

## CORPORATE LAND & PROPERTY HOLDINGS

### MANAGEMENT OF CURRENT PORTFOLIO

ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b>EXPENDITURE</b>				
<u>Employees</u>				
Salaries	58,600	72,200	72,200	69,700
<u>Premises Related Expenditure</u>				
Maintenance and Upkeep	19,396	23,100	60,200	23,200
Fuel, Rents, Rates and Insurance	3,825	6,600	6,600	8,600
<u>Transport Related Expenditure</u>				
Travelling and Subsistence	100	100	100	100
<u>Supplies &amp; Services</u>				
Fees	2,470	3,600	3,600	3,600
<u>Support Services</u>				
Financial Services	15,425	14,800	14,800	16,300
Legal and Admin Services	34,900	48,900	48,900	53,700
Technical Support Services	13,400	14,100	14,100	16,600
<u>Capital Charges</u>				
Capital Charges	800,100	758,800	804,000	682,600
<b>Gross Expenditure</b>	<b>948,215</b>	<b>942,200</b>	<b>1,024,500</b>	<b>874,400</b>
<u>Rent Income</u>	1,081,583	1,153,500	1,126,500	1,145,000
<b>Net Expenditure (Income)</b>	<b>(133,368)</b>	<b>(211,300)</b>	<b>(102,000)</b>	<b>(270,600)</b>

### NEW CAPITAL SCHEMES & PROJECTS

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b>EXPENDITURE</b>				
<u>Employees</u>				
Salaries	41,000	68,200	68,200	64,000
<u>Support Services</u>				
Legal and Admin Services	118,800	140,100	140,100	154,800
<b>Gross Expenditure</b>	<b>159,800</b>	<b>208,300</b>	<b>208,300</b>	<b>218,800</b>

**Total Net Expenditure (Income)**

**26,432**

**(3,000)**

**106,300**

**(51,800)**

## CORPORATE LAND & PROPERTY HOLDINGS

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Borough Valuer - Mr J. Christou (1) - Chief Executive - Mr T. Williams (2) - Principal Building Services Manager - Mr B. Mannian
<b>Service Function:</b>	The general management of Corporate Land and Property including the giving of advice and information, and the maintenance of the property register. The revenue costs associated with the development of the Council's corporate property holding portfolio - including major acquisitions and disposals as well as on-going town centre revitalisation schemes.
<b>Legal Status:</b>	Town and Country Planning Act 1959,1971 and 1990. Local Government Planning and Land Act 1980. Local Government 1972.
<b>Policy Objectives:</b>	We will complete a number of major disposals, including Civic Centre to obtain valuable capital receipts. We will implement the Asset Management Strategy to ensure effective asset utilisation and manage acquisitions and disposals to achieve corporate objectives. To encourage economic activity in the Borough. To manage and maintain the Councils Strategic Land Acquisitions in an efficient and effective manner. To manage efficiently the Council's property investment portfolio. To acquire vulnerable Green Belt land as opportunities permit.

### BUDGET VARIATIONS

	<u>2007/08</u> Probable	<u>2008/09</u> Estimate
	£	£
2007/08 Original Estimate	(3,000)	(3,000)
Allowance for Inflation		12,600
<u>Employees</u>		
Salaries - savings due to turnover of staff		(13,000)
<u>Premises Related Expenses</u>		
Planned Underspend brought forward from 2006/07 - Maintenance	36,500	
Empty Property Relief reduced from April 2008		2,000
<u>Support Services</u>		
Legal Services - increase in time allocations		15,200
<u>Capital Charges</u> - timing of land sales slipped	45,200	(76,200)
<u>Income</u>		
Provision for increase in voids (as per Financial Forecast)	27,000	
Reduction in income due to sale of property		10,600
Other net changes	600	
<b>2007/08 Probable Outturn</b>	<b>106,300</b>	
<b>2008/09 Estimate</b>		<b>(51,800)</b>

### SERVICE STATISTICS

	<u>2005</u> Actual	<u>2006</u> Actual	<u>2007</u> Actual
Number of Properties @ 1 October			
- Addlestone Town Centre	21	21	21
- Chertsey Town Centre	9	9	9
- Egham Town Centre	20	20	20
- Miscellaneous income producing properties	100	100	100

## TARIFF & ENERGY MANAGEMENT

### ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Salaries	35,800	36,700	36,700	38,800
Training & Recruitment	54	800	500	500
<u>Supplies and Services</u>				
Energy Management Initiatives	6,403	4,400	8,900	4,300
Grant Aid	21,676	0	16,200	0
<u>Support Services</u>				
Financial Services	2,100	2,100	2,100	2,100
Information Technology	4,500	4,800	4,800	4,900
Technical Support Services	16,300	16,300	16,300	21,300
<b>Gross Expenditure</b>	<b>86,833</b>	<b>65,100</b>	<b>85,500</b>	<b>71,900</b>
<b><u>INCOME</u></b>				
Commission and Costs Recovered	3,547	0	400	0
Recharge to Housing Revenue Account	22,600	23,300	23,300	23,900
Contribution from EAGA Partnership	21,676	0	16,200	0
<b>Net Expenditure</b>	<b>39,010</b>	<b>41,800</b>	<b>45,600</b>	<b>48,000</b>

## TARIFF & ENERGY MANAGEMENT

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Principal Building Services Manager - Mr B. Mannian
<b>Service Function:</b>	To review, investigate and implement energy management initiatives including energy saving measures and renegotiation of most favourable prices for energy consumed.
<b>Legal Status:</b>	Home Energy Conservation Act 1996 Various enactment's relevant to the projects undertaken.
<b>Policy Objectives:</b>	To closely monitor savings achieved against costs of implementation to ensure effective use of resources. To administer the Council's mandatory duties under the 1996 Act.

### BUDGET VARIATIONS

	<u>2007/08</u> <u>Probable</u>	<u>2008/09</u> <u>Estimate</u>
	£	£
2007/08 Original Estimate	41,800	41,800
Allowance for Inflation		1,800
Planned Underspend brought forward from 2006/07	4,700	
Building Services recharge increased		4,900
Other net changes	(900)	(500)
<b>2007/08 Probable Outturn</b>	<b>45,600</b>	
<b>2008/09 Estimate</b>		<b>48,000</b>

## RUNNYMEDE BUSINESS PARTNERSHIP

### ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Salaries	43,500	43,100	44,100	45,000
Training and Recruitment	0	400	400	400
 <u>Supplies and Services</u>				
Car Allowances / Travel	200	300	300	300
General Office Expenses	2,594	2,700	4,900	2,500
Sponsored Expenditure	15,000	15,000	15,000	15,000
 <u>Support Services</u>				
Financial Services	1,500	1,700	1,700	1,700
Information Technology	2,500	2,700	2,700	2,800
Personnel Services	600	400	400	500
Office Accommodation	3,100	3,600	3,600	4,400
Legal and Admin Services	0	0	0	1,600
Technical Support Services	1,300	1,400	1,400	1,300
<b>Gross Expenditure</b>	<b>70,294</b>	<b>71,300</b>	<b>74,500</b>	<b>75,500</b>
 <b><u>INCOME</u></b>				
Sales & Course Income	447	500	300	400
Sponsorship Income	(450)	0	2,600	0
Sponsored Expenditure	15,000	15,000	15,000	15,000
<b>Net Expenditure</b>	<b>55,297</b>	<b>55,800</b>	<b>56,600</b>	<b>60,100</b>

## RUNNYMEDE BUSINESS PARTNERSHIP

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Head of Planning - Mr R. Etheridge
<b>Service Function:</b>	<p>The promotion of economic activity and liaison between the public and private sectors in areas of mutual interest</p> <p>The Partnership is very active in attracting funding towards a wide range of joint business/Council initiatives.</p> <p>The breakfast forums are well attended and provide a good opportunity for networking. The business directory provides details of 80% of local businesses, whilst the three newsletters maintain good communication with local businesses. The Buy local campaign has been well received and focused attention on the benefits of shopping in town centres.</p> <p>There are also strong links between the Runnymede Travel Initiative and the Business Partnership and many successes (e.g. funding for school cycle shelters, rail station enhancements and yellow bus schemes) have been the result of joint working.</p> <p>The other benefit of these contacts with the business community on such a range of projects is that it has enabled discussion to take place on wider matters such as the Local Development Framework, the Airtrack Initiative as well as facilitating a genuine working relationship with the local business community. This type of relationship has been encouraged by government policy and the Council will be liaising with the business community when preparing the Community Strategy.</p>
<b>Legal Status:</b>	Local Government Act 2000 and Local Government Act 2003
<b>Policy Objectives:</b>	To encourage economic activity in the Borough and to maintain a good working relationship with local businesses.

### BUDGET VARIATIONS

	<u>2007/08</u> <u>Probable</u> £	<u>2008/09</u> <u>Estimate</u> £
2007/08 Original Estimate	55,800	55,800
Allowance for Inflation		2,300
Office Accommodation - revised allocation to reflect new office		800
Legal & Admin - new Front of House service recharge		1,600
Sponsorship Income less than anticipated	600	
Other net changes	200	(400)
<b>2007/08 Probable Outturn</b>	<b>56,600</b>	
<b>2008/09 Estimate</b>		<b>60,100</b>

### SERVICE STATISTICS

	<u>2006/07</u> <u>Estimate</u>	<u>2007/08</u> <u>Estimate</u>
Businesses registered in sponsored business directory	1,600	1,650
Number of sponsored breakfast forums	4	4
Attendees at breakfast forums - average	90	90
Number of sponsored newsletters	3	3
Circulation of sponsored newsletters - average	1,600	1,600
Town maps printed - Egham, Chertsey & Addlestone	0	1
Loyalty card scheme - Businesses in scheme	100	90
Loyalty cards scheme - Card Holders	3,500	4,000
Production of work experience leaflet	0	1
Number of business seminars in year	5	5
Average number of attendees at business seminars	18	15

## CIVIC OFFICES

### ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b>EXPENDITURE</b>				
<u>Employees</u>				
Salaries	56,800	59,100	59,100	60,700
<u>Premises Related Expenditure</u>				
Building Maintenance Works Programme	89,945	27,000	41,000	39,500
Air Conditioning Units	7,703	6,800	7,200	0
Fuel, Light, & Water	69,583	80,700	97,500	80,500
Cleaning & Domestic Supplies	78,346	76,200	76,700	90,500
Rates and Insurance	185,096	271,200	246,300	332,300
Maintenance of Grounds	2,982	1,800	1,500	1,200
Maintenance of Car Parks	1,307	2,700	500	2,000
<u>Special Works</u>				
Furniture & Equipment-Purchase	2,418	3,000	3,000	3,000
<u>Supplies and Services</u>				
Flower Displays	934	2,000	2,000	2,000
Kitchen Equipment, Vending etc	6,233	7,900	8,800	7,900
General Expenses	1,132	1,900	6,800	2,800
Communications - Admin	41,386	43,800	43,800	44,900
Communications - Equipment Maintenance	14,898	20,900	20,900	20,900
Catering Fees & Subsidy	12,721	14,600	14,600	13,000
Office Security	21,967	13,300	22,400	0
Provision for Longer Opening Hours	-	-	-	25,000
Provision for Archiving	-	-	-	25,000
<u>Support Services</u>				
Financial Services	6,900	7,600	7,600	7,800
Information Technology	7,100	7,800	7,800	7,000
Legal and Admin Services	106,700	112,000	112,000	57,100
Technical Support Services	94,000	83,600	86,200	91,100
<u>Capital Charges</u>				
Capital Charges	251,700	463,800	361,800	659,000
<b>Gross Expenditure</b>	<b>1,059,851</b>	<b>1,307,700</b>	<b>1,227,500</b>	<b>1,573,200</b>
<b>INCOME</b>				
<u>Less Recharges</u>				
General Fund & Agency Services	958,230	1,106,100	1,097,300	1,290,300
Housing Revenue Account	90,200	105,600	105,600	142,600
Rents etc.	11,421	8,200	11,300	19,200
<b>Gross Income</b>	<b>1,059,851</b>	<b>1,219,900</b>	<b>1,214,200</b>	<b>1,452,100</b>
<b>Net Expenditure (Income)</b>	<b>0</b>	<b>87,800</b>	<b>13,300</b>	<b>121,100</b>

## CIVIC OFFICES

### SERVICE DESCRIPTION

<b>Budget Managers:</b>	Principal Building Services Manager - Mr B. Mannian (1) - Director of Finance - Mr S. Cawthorne (2) - Parks & Amenities Manager - Mr P. Winfield (3) - Office Services Manager - Ms J. May (4) - Information Systems Manager - Mr N. Watson (5) - Personnel Officer - Mr D. Thomas (6) - Borough Valuer - Mr J. Christou
<b>Service Function:</b>	A control account for the monitoring of Civic Offices Costs, including reception, caretaking, and telephone services before being recharged to Services.
<b>Legal Status:</b>	Local Government Act 1972.
<b>Policy Objectives :</b>	That the Council be held in high regard by all that come into contact with it.

### BUDGET VARIATIONS

	<u>2007/08</u> <u>Probable</u>	<u>2008/09</u> <u>Estimate</u>
	£	£
2007/08 Original Estimate - Gross Estimate	1,307,700	1,307,700
Allowance for Inflation		22,300
<u>Premises Related Expenses</u>		
Planned Underspend brought forward from 2006/07 - Maintenance	20,000	
Planned Underspend used to finance shredding and disposal	(6,000)	
Strategic maintenance plan		11,800
Air conditioning units - provision no longer required		(7,000)
Cleaning & domestic supplies		12,400
Utilities - increase in costs due to running two buildings	16,800	10,000
Utilities - saving in new building as per Financial Forecast		(10,200)
Business rates - change in building and occupancy dates	(27,000)	42,600
<u>Supplies &amp; Services</u>		
General expenses including catering	6,000	
Office security - increased costs, funding to be identified in 2007/08	9,100	(13,300)
Provision for longer opening hours as per Financial Forecast		25,000
Provision for archiving as per Financial Forecast		25,000
<u>Support Services</u>		
Legal and Admin - Reception staff moved to Front of House		(57,700)
Capital Charges - variations to Capital Programme	(102,000)	195,200
Other net changes	2,900	9,400
<b>2007/08 Probable Outturn - Gross Expenditure</b>	<b>1,227,500</b>	
<b>2008/09 Estimate - Gross Expenditure</b>		<b>1,573,200</b>

### SERVICE STATISTICS

	<u>2006/07</u> <u>Estimate</u>	<u>2007/08</u> <u>Estimate</u>
Estimated number of visitors to Reception	24,000	45,000
Number of incoming telephone calls	300,000	300,000
Number of outgoing telephone calls	250,000	250,000

## CHERTSEY DEPOT

### ESTIMATE FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Salaries & Wages	56,611	50,600	51,600	58,500
Training and Recruitment	381	300	300	300
<u>Premises Related Expenditure</u>				
Building Maintenance Works Programme	11,823	22,100	19,100	36,800
Fuel, Light, Cleaning and Water	8,162	13,200	12,200	12,500
Rates and Insurance	33,554	34,200	34,600	35,500
Yard Maintenance	6,059	5,900	12,900	6,000
Special Works Provision	95	2,000	0	2,000
<u>Transport Related Expenditure</u>				
Vehicle Costs	11,511	11,600	13,200	14,300
Travelling and Subsistence	1,000	1,100	1,100	1,000
<u>Supplies and Services</u>				
General Expenses	3,689	3,400	3,400	3,400
Kitchen Vending	1,416	2,800	2,800	2,800
Communications	1,787	3,200	4,200	2,700
<u>Support Services</u>				
Financial Services	4,800	4,600	4,600	4,700
Information Technology	4,200	4,300	4,300	4,400
Personnel Services	700	700	700	700
Legal and Admin Services	3,300	3,400	3,400	3,700
Technical Support Services	4,900	4,600	4,600	4,600
<u>Capital Charges</u>				
Capital Charges	35,400	35,400	35,400	35,300
<b>Gross Expenditure</b>	<b>189,389</b>	<b>203,400</b>	<b>208,400</b>	<b>229,200</b>
<b><u>INCOME</u></b>				
Less Recharges				
General Fund & Agency Services	160,500	170,600	190,400	195,800
Rents etc.	28,790	28,600	28,600	28,600
<b>Gross Income</b>	<b>189,290</b>	<b>199,200</b>	<b>219,000</b>	<b>224,400</b>
<b>Net Expenditure (Income)</b>	<b>98</b>	<b>4,200</b>	<b>(10,600)</b>	<b>4,800</b>

## CHERTSEY DEPOT

### SERVICE DESCRIPTION

**Budget Manager:** Direct Services Organisation Manager - Mr D. Stedman  
(1) - Principal Building Services Manager - Mr B. Mannian

**Service Function:** A control account for the monitoring of the general running cost of Chertsey Depot before being recharged to services and accounts.

**Legal Status:** Local Government Act 1972.

**Policy Objectives :** To provide a secure operating base for the in house workforce and external contractors to secure the cost efficient long term provision of direct manual services.

### BUDGET VARIATIONS

	<u>2007/08</u> <u>Probable</u>	<u>2008/09</u> <u>Estimate</u>
	£	£
2007/08 Original Estimate - Gross Estimate	203,400	203,400
Allowance for Inflation		5,200
Salaries - increase in time allocations		5,600
Strategic Building Maintenance Programme - increase in provision		14,700
Planned Underspend brought forward from 2006/07	1,100	
Energy costs reduced	(1,000)	(1,000)
Vehicle Recharge increased	1,600	2,400
Communication Equipment Maintenance	1,600	
Other net changes	1,700	(1,100)
<b>2007/08 Probable Outturn - Gross Expenditure</b>	<b>208,400</b>	
<b>2008/09 Estimate - Gross Expenditure</b>		<b>229,200</b>

### SERVICE STATISTICS

The depot currently provides an operational base for the following major functions:-

- Street Cleansing parking and storage
- Refuse collection parking and storage
- Recycling service parking & storage
- Yellow Bus Project parking
- Housing Community Transport
- Car Parks Administration

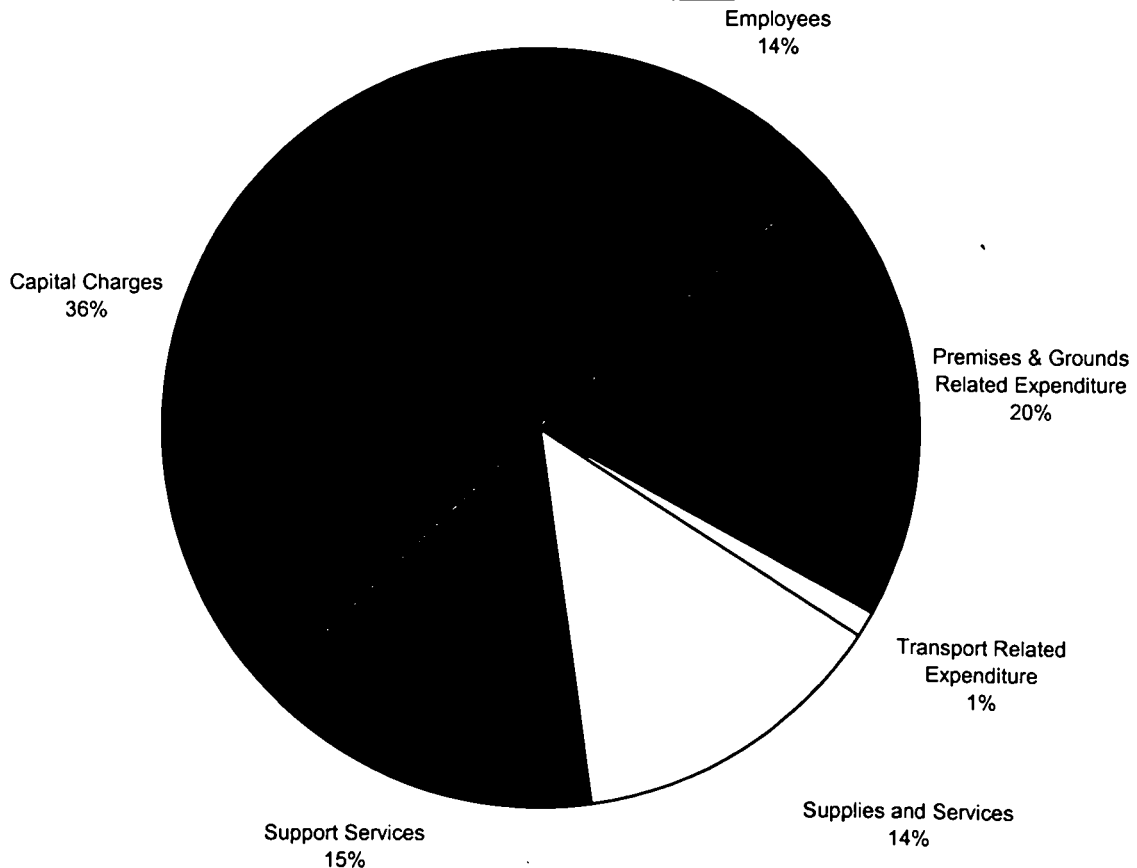
Additionally, various units are let to supplies of services to the Council (e.g. printers), and for miscellaneous secure storage (e.g. polling booths)

# ECONOMIC DEVELOPMENT

## SUBJECTIVE ANALYSIS

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
Employees	485,979	538,000	541,000	553,800
Premises & Grounds Related Expenditure	634,205	703,600	751,300	796,500
Transport Related Expenditure	31,910	35,200	36,600	37,100
Supplies and Services	518,425	505,100	552,100	562,600
Support Services	607,950	640,300	634,600	609,000
Capital Charges	1,216,700	1,385,900	1,331,200	1,512,600
<b>Gross Expenditure</b>	<b>3,495,168</b>	<b>3,808,100</b>	<b>3,846,800</b>	<b>4,071,600</b>
<b><u>INCOME</u></b>				
Fees and Charges	622,745	545,100	670,900	696,400
Costs Recovered	62,684	71,600	58,900	54,000
Contributions & Sponsorship	215,903	309,600	332,000	327,000
Rents	1,121,794	1,190,300	1,166,400	1,221,800
Recharges to Other Services	1,243,930	1,418,000	1,429,000	1,665,400
Other Income	447	500	300	400
<b>Gross Income</b>	<b>3,267,504</b>	<b>3,535,100</b>	<b>3,657,500</b>	<b>3,965,000</b>
<b>Net Expenditure</b>	<b>227,663</b>	<b>273,000</b>	<b>189,300</b>	<b>106,600</b>

### Expenditure Analysis 2008/09



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# HIGHWAY SERVICES

## ANNUAL ESTIMATES 2008/09

### 1. INTRODUCTION

1.1 The report sets out estimates for Highway Services.

### 2. REVISED ESTIMATES 2007/08

2.1 The probable estimates for 2007/08 have been prepared on a similar basis to the original estimates. The major income and expenditure variations on the original budget are listed below:

<b>Table 1 – Variations from 2007/08 Original Budget</b>	
	<b>£000</b>
<b>Original 2007/08 Budget</b>	<b>647</b>
Planned Underspends carried over from 2006/07	15
<b>Adjusted 2007/08 Budget</b>	<b>662</b>
General: Reduced charges for DMS services	(15)
Other: Net savings	(2)
<b>Revised 2007/08 Budget</b>	<b>645</b>

2.2 In March 2007, this Committee approved the arrangements for employing staff directly to carry out land drainage works rather than use contractors. These arrangements were designed to secure the long-term provision of the service, and achieve better value for money. The estimates for land drainage reflect these changes.

### 3. ESTIMATES FOR 2008/09

#### 3.1 Environmental Maintenance

The base budget has been reduced by £2,000 to reflect past expenditure on the service. This accords with the provision made in the Financial Forecast.

#### 3.2 Borough Highways

This budget represents the Borough borne costs of undertaking highways related activities over and above the basic service specified by and provided for Surrey County Council. These activities include town centre management for Chertsey, Egham and Addlestone, maintenance of War Memorials and the provision of street furniture.

#### 3.3 Land Drainage

The budget for 2008/09 reflects the policy decisions made by Members at the Corporate Management Committee on 7 December 2001 regarding the appropriate level of land drainage work to be undertaken and resources to be used. This policy was endorsed by the Economic Development Committee at its meeting in June 2003, as part of the Best Value Review of drainage.

3.4 The budget reflects the decision to employ a direct works team rather than contractors for much of the work.

**4. FEES AND CHARGES FOR 2008/09**

**4.1 Council Policy**

As part of the resolutions that accompanied the approval of the Financial Forecast, the Council required each Committee to consider increasing the contribution that users make to the cost of services (where it is lawful to do so) when undertaking their next review of fees and charges. All fees for this service adhere to this policy.

**5. COMPARISON WITH THE FINANCIAL FORECAST**

5.1 There are no additional spending commitments or new savings identified since the publication of the Forecast approved in December 2007.

# HIGHWAYS AND INFRASTRUCTURE

## BUDGET FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>SUMMARY</u></b>				
SCC Liaison (& Agency Management)	31,204	0	0	0
Environmental Maintenance	104,769	118,600	126,800	118,600
Borough Highways Functions	163,340	177,100	164,300	180,200
Land Drainage	317,199	351,300	353,900	350,200
Engineering Services	0	0	0	0
<b>Net Expenditure</b>	<b>616,513</b>	<b>647,000</b>	<b>645,000</b>	<b>649,000</b>

## ENVIRONMENTAL MAINTENANCE

### BUDGET FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Salaries	19,000	27,100	27,100	26,600
<u>Premises Related Expenses</u>				
Runnymede in Bloom - General costs	36,864	38,500	45,000	37,400
Shrubs, Flowerbeds & Tree Planting	23,577	25,400	26,600	26,000
Sponsored Roundabouts	529	1,000	1,500	1,000
<u>Transport Related Expenditure</u>				
Travelling and Subsistence	1,600	2,000	2,000	2,200
<u>Support Services</u>				
Financial Services	3,300	3,500	3,500	3,200
Personnel Services	300	300	300	300
Office Accommodation	0	0	0	3,200
Leisure Services	13,500	12,400	12,400	11,800
Technical Support Services	6,100	8,400	8,400	6,900
<b>Gross Expenditure</b>	<b>104,769</b>	<b>118,600</b>	<b>126,800</b>	<b>118,600</b>

## ENVIRONMENTAL MAINTENANCE

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Principal Engineer - Mr J.Godden
<b>Service Function:</b>	The maintenance of grass verges, roundabouts, planted beds, trees and shrubs within highways. Arrangements for Runnymede in Bloom activities including street floral displays and a Borough-wide "In Bloom" competition.
<b>Legal status:</b>	Highways Act 1980
<b>Policy Objectives:</b>	To emphasise environmental quality through the "In Bloom" initiative, and the maintenance of highway shrubs and flowerbeds.

### BUDGET VARIATIONS

	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
2007/08 Original Estimate	118,600	118,600
Allowance for Inflation		3,500
<u>Employees</u>		
Salary allocations - reduction in time allocations		(1,700)
<u>Premises Related Expenses</u>		
Planned Underspend b/f from 2006/07 - Shrubs, Flowerbeds	1,200	
Planned Underspend b/f from 2006/07 - Sponsored Roundabouts	500	
Virement to Borough Magazine	(200)	
Virement from Borough Highways	8,700	
Budget reduced to achieve Financial Forecast savings	(2,000)	(2,000)
<u>Support Services</u>		
Office Accommodation - revised allocation to reflect new office		3,200
Parks Management - decrease in allocation		(600)
Engineering Services - decrease in allocation		(1,900)
Other net changes		(500)
<b>2007/08 Probable Outturn</b>	<b>126,800</b>	
<b>2008/09 Estimate</b>		<b>118,600</b>

### SERVICE STATISTICS

	<u>2006/07</u> Actual	<u>2007/08</u> Estimate	<u>2007/08</u> Probable	<u>2008/09</u> Estimate
Number of seasonal flower beds	63	63	63	63
Number of hanging baskets, troughs maintained	356	356	356	356
Number of sponsored roundabouts	23	23	23	23

## BOROUGH HIGHWAYS FUNCTIONS

### BUDGET FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Salaries	55,600	64,700	64,700	67,900
<u>Premises Related Expenses</u>				
Egham Town Centre Maintenance	7,386	7,100	5,200	8,200
Addlestone Town Centre Maintenance	4,494	5,800	4,200	5,500
Chertsey Town Centre Maintenance	3,618	6,200	8,100	5,900
Maintenance of War Memorials	2,932	1,400	1,400	600
<u>Transport Related Costs</u>				
Travelling and Subsistence	3,100	3,400	3,400	3,900
<u>Supplies and Services</u>				
Street Furniture etc	2,961	2,700	2,000	2,600
Street Name Plates	6,985	6,600	3,800	7,300
Bus Shelters	6,194	5,800	6,600	6,200
General Office Expenses	471	500	500	500
<u>Support Services</u>				
Financial Services	6,600	6,800	6,800	7,200
Information Technology	10,800	12,400	3,900	4,100
Personnel Services	600	600	600	600
Office Accommodation	0	0	0	6,000
Legal and Admin Services	10,100	10,300	10,300	10,900
Leisure Services	1,500	1,300	1,300	1,400
Technical Support Services	14,700	17,600	17,600	14,700
<u>Capital Charges</u>				
Capital Charges	25,300	23,900	23,900	26,700
<b>Gross Expenditure</b>	<b>163,340</b>	<b>177,100</b>	<b>164,300</b>	<b>180,200</b>

## BOROUGH HIGHWAYS FUNCTIONS

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Principal Engineer - Mr J.Godden
<b>Service Function:</b>	Enhancement of town centre maintenance including Town Centre Co-ordinators. Provision of street furniture such as street nameplates, shelters and seats; and, all works and activities which are in part or wholly reimbursed by third parties.
<b>Legal status:</b>	Highways Act 1980.
<b>Policy Objectives:</b>	To maintain and extend policies to improve town centres. To improve signing of communities and facilities within the Borough. To recover costs of reimbursable functions

### BUDGET VARIATIONS

	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
2007/08 Original Estimate	177,100	177,100
Allowance for Inflation		5,700
<u>Premises Related Expenditure</u>		
Planned Underspend brought forward from 2006/07 - Town Centre Maint	2,500	
Planned Underspend brought forward from 2006/07 - Street Name Plates	1,200	
Virements to Environmental Maintenance	(8,700)	
Maintenance of War Memorials - budget reduced		(800)
Depot recharge increased	700	700
<u>Support Services</u>		
Internal Audit planned for 2008/09		800
Document Management - revised allocation	(8,500)	(8,300)
Office Accommodation - revised allocation to reflect new office		6,000
Engineering Services - decrease in allocation		(4,000)
Capital Charges - variations to Capital Programme		2,800
Other net changes		200
<b>2007/08 Probable Outturn</b>	<b>164,300</b>	
<b>2008/09 Estimate</b>		<b>180,200</b>

### SERVICE STATISTICS

	<u>2006/07</u> Actual	<u>2007/08</u> Estimate	<u>2007/08</u> Probable	<u>2008/09</u> Estimate
Number of street nameplates	2,980	2,998	3,000	3,020
Number of seats	105	105	105	105
Number of bus shelters	95	95	95	95

# LAND DRAINAGE

## BUDGET FOR THE YEAR ENDING 31st MARCH 2009

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Salaries	79,600	99,900	145,100	164,000
Training and Recruitment	0	0	2,500	2,500
<u>Premises Related Expenses</u>				
Maintenance of Watercourses	23,106	39,100	7,900	5,600
Major and Special Projects	146,571	139,000	114,100	109,300
<u>Transport Related Costs</u>				
Travelling and Subsistence	4,250	5,500	5,500	4,600
Vehicle Costs	0	0	7,700	10,100
<u>Supplies and Services</u>				
Furniture & Equipment	105	200	9,000	9,100
General Office Expenses	668	1,100	2,500	2,400
Communication and Computing	3,001	2,500	4,000	4,300
<u>Support Services</u>				
Financial Services	2,800	3,100	4,500	4,800
Information Technology	17,300	19,100	12,400	13,500
Personnel Services	1,000	1,000	2,200	1,800
Office Accommodation	11,600	13,600	13,600	9,600
Legal and Admin Services	0	0	0	3,200
Technical Support Services	27,200	27,200	27,500	19,800
<u>Capital Charges</u>				
Capital Charges	0	0	700	2,100
<b>Gross Expenditure</b>	<b>317,199</b>	<b>351,300</b>	<b>359,200</b>	<b>366,700</b>
<b><u>INCOME</u></b>				
Costs Recovered	0	0	4,900	16,500
Recharges to Services	0	0	400	0
<b>Gross Income</b>	<b>0</b>	<b>0</b>	<b>5,300</b>	<b>16,500</b>
<b>Net Expenditure</b>	<b>317,199</b>	<b>351,300</b>	<b>353,900</b>	<b>350,200</b>

## LAND DRAINAGE

### SERVICE DESCRIPTION

<b>Budget Manager:</b>	Principal Engineer - Mr J.Godden
<b>Service Function:</b>	Maintenance of water courses (ditches, etc); monitoring of local land drainage needs; assessment of first time sewerage connection needs.
<b>Legal status:</b>	Water Act 1991 (mandatory and discretionary elements)
<b>Policy Objectives:</b>	To provide an efficient and effective local land drainage service. To identify land drainage schemes that alleviate the danger of flooding. Encourage Environmental Agency to carry out its function. Establish forum with Thames Water to improve sewerage management standards.

### BUDGET VARIATIONS

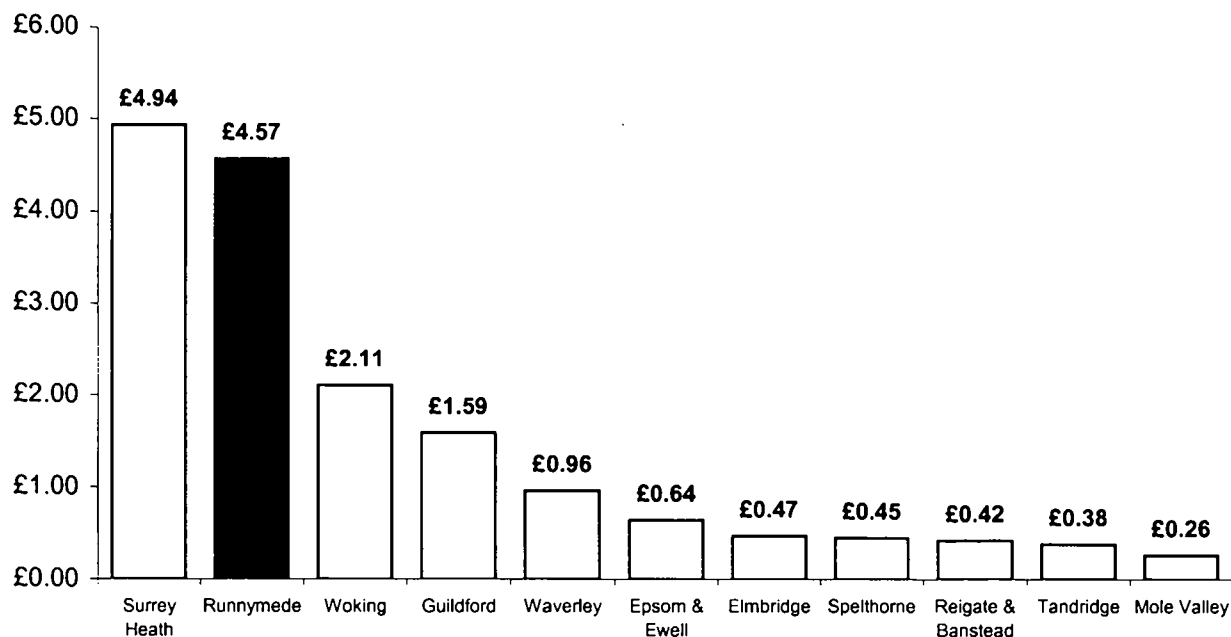
	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
2007/08 Original Estimate	351,300	351,300
Allowance for Inflation		13,300
<u>Premises Related Expenses</u>		
Planned Underspend brought forward from 2006/07	9,300	
Maintenance of Watercourses - now provided in-house	(31,200)	(33,500)
Major and Special Projects - reduced to implement in-house working	(24,900)	(29,700)
Cost of directly employed in-house team	56,100	80,100
<u>Support Services</u>		
Document Management - revised allocation	(6,700)	(6,700)
Office Accommodation - revised allocation to reflect new office		(4,000)
Legal & Admin - new Front of House service recharge		3,200
Engineering Services - allocation reduced		(7,300)
<u>Income</u>		
Costs Recovered		(16,500)
Other net changes		
<b>2007/08 Probable Outturn</b>	<b>353,900</b>	
<b>2008/09 Estimate</b>		<b>350,200</b>

### SERVICE STATISTICS

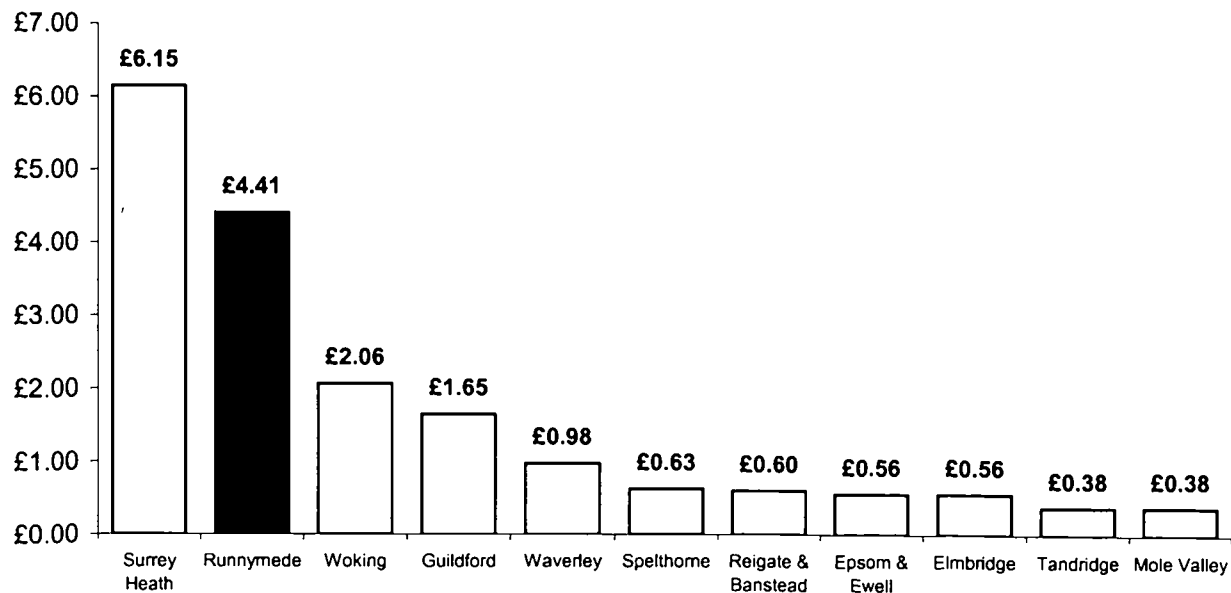
	<u>2006/07</u> Actual	<u>2007/08</u> Estimate	<u>2007/08</u> Probable	<u>2008/09</u> Estimate
Main river watercourses ( in kilometres)	49	49	49	49
Major, non main river watercourses (in kilometres)	10	10	10	10
RBC riverbank responsibilities ( in kilometres)	10	10	10	10
Non main river flood events	2	1	2	1

## LAND DRAINAGE

**Budgeted spend per head in Surrey  
2007/08 estimates for flood defence and land drainage**



**Budgeted spend per head in Surrey  
2006/07 estimates for flood defence and land drainage**



## ENGINEERING SERVICES OVERHEADS

### BUDGET FOR THE YEAR ENDING 31st MARCH 2009

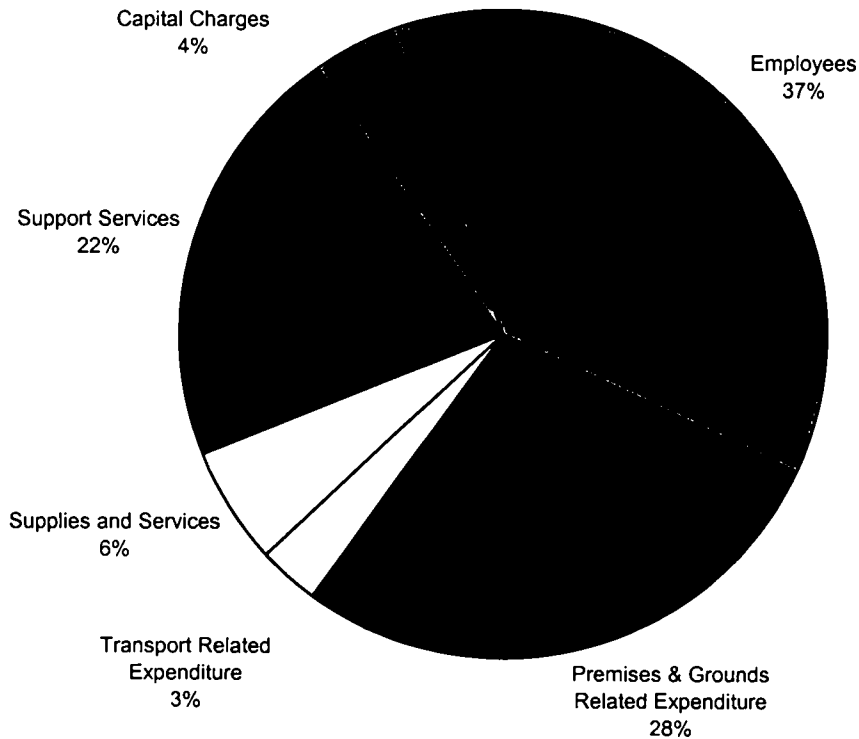
	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
<u>Employees</u>				
Training and Recruitment	8,449	6,000	7,900	7,100
<u>Transport Related Expenditure</u>				
Travelling and subsistence	176	100	200	200
<u>Supplies and Services</u>				
Furniture & Equipment	54	600	400	400
General Office Expenses	5,223	6,400	6,700	4,200
Communications and Computing	2,939	3,900	3,700	3,800
<u>Support Services</u>				
Financial Services	2,900	3,100	3,100	3,100
Information Technology	10,700	11,100	11,100	11,400
Office Accommodation	38,500	45,100	45,100	0
Legal and Admin Services	0	0	0	14,400
Technical Support Services	2,000	2,200	2,200	2,200
<b>Gross Expenditure</b>	<b>70,941</b>	<b>78,500</b>	<b>80,400</b>	<b>46,800</b>
<b><u>INCOME</u></b>				
Recharges to Services	70,941	78,500	80,400	46,800
<b>Gross Income</b>	<b>70,941</b>	<b>78,500</b>	<b>80,400</b>	<b>46,800</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# HIGHWAY AND INFRASTRUCTURE

## SUBJECTIVE ANALYSIS

	<u>2006/07</u> Actual £	<u>2007/08</u> Estimate £	<u>2007/08</u> Probable £	<u>2008/09</u> Estimate £
<b><u>EXPENDITURE</u></b>				
Employees	179,649	197,700	247,300	268,100
Premises & Grounds Related Expenditure	249,076	263,500	214,000	199,500
Transport Related Expenditure	10,226	11,000	18,800	21,000
Supplies and Services	28,599	30,300	39,200	40,800
Support Services	192,341	199,100	186,800	154,100
Capital Charges	25,300	23,900	24,600	28,800
<b>Gross Expenditure</b>	<b>685,191</b>	<b>725,500</b>	<b>730,700</b>	<b>712,300</b>
<b><u>INCOME</u></b>				
Recharges to Other Services	70,941	78,500	80,800	46,800
Fees and Charges	(2,263)	-	4,900	16,500
<b>Gross Income</b>	<b>68,678</b>	<b>78,500</b>	<b>85,700</b>	<b>63,300</b>
<b>Net Expenditure</b>	<b>616,513</b>	<b>647,000</b>	<b>645,000</b>	<b>649,000</b>

**Expenditure Analysis 2008/09**



# FEES AND CHARGES

## CAR PARKING CHARGES

	2007/08 £	2008/09 £	Yield £
<b><u>PAY AND DISPLAY PARKING</u></b> (Charges increased from 14 January 2008)			
<b><u>Short Stay Parking (Includes VAT)</u></b> (Monday to Saturday unless otherwise indicated)			
Egham (Precinct and Precinct Extension (Saturdays only), Somerfield)			
Disabled Persons	No charge	No charge	} 414,400
Fee up to 1 hour	0.50	0.50	
Fee 1 to 2 hours	0.80	1.00	
Fee 2 to 3 hours	1.00	1.50	
<b><u>Medium Stay Parking (Includes VAT)</u></b> (Monday to Saturday)			
Chertsey (Gogmore Farm); Virginia Water (Memorial Gardens)			
Egham (Hummer Road); Chertsey (Beomonds)			
Disabled Person	No charge	No charge	} 414,400
Fee up to 1 hour	0.50	0.50	
Fee 1 to 2 hours	0.80	1.00	
Fee 2 to 3 hours	1.00	1.50	
Fee 3 to 4 hours	1.20	2.00	
Fee 4 to 5 hours	1.50	2.50	
Fee 5 to 6 hours (Not Gogmore Farm)	2.50	3.50	
<b><u>Long Stay Parking (Includes VAT)</u></b> (Monday to Saturday)			
Egham (Waspe Farm); Chertsey (Library); Virginia Water (Bourne) and Addlestone (Garfield Road)			
Disabled Person	No charge	No charge	} 414,400
Fee up to 1 hour	0.50	0.50	
Fee 1 to 2 hours	0.80	1.00	
Fee 2 to 3 hours	1.00	1.50	
Fee 3 to 4 hours	1.20	2.00	
Fee 4 to 5 hours	1.50	2.50	
All Day Fee	2.50	3.50	

# FEES AND CHARGES

## CAR PARKING CHARGES

	2007/08 £	2008/09 £	Yield £
<b><u>OTHER CAR PARKING CHARGES</u></b>			
<b><u>PENALTY CHARGE</u></b>			
<i>(parking in excess of hours to which a full charge is applicable)</i>			
Unless payment of £25.00 is made within 14 days of issue	60.00	50.00	80,000
<b><u>SEASONS/PERMIT PARKING (Includes VAT)</u></b>			
<b><u>Season Tickets (Monday to Saturday)</u></b>			
Covering Waspe Farm, The Bourne and Chertsey Library car parks	Resident (per annum)	200.00	200.00
	Non-resident (per annum)	400.00	400.00
	Resident (per quarter)	60.00	60.00
	Non-resident (per quarter)	120.00	120.00
			} 47,100
<b><u>Car Park Permits (Monday to Saturday)</u></b>			
Beomonds, Garfield Road, Hummer Road, Memorial Gardens, Precinct Extention, Victoria Street	Resident (per annum)	200.00	200.00
	Non-resident (per annum)	400.00	400.00
	Resident (per quarter)	60.00	60.00
	Non-resident (per quarter)	120.00	120.00
			} 47,100
<b><u>Contract Car Parking</u></b>			
Egham (Church Road)	(per annum)	500.00	500.00
	(per quarter)	150.00	150.00
Chertsey (Beomonds/White Hart Row)	(per annum)	500.00	500.00
	(per quarter)	150.00	150.00
			} 4,000
Contract Parking Key Deposit (Refundable on return of the key)	40.00	40.00	-

# FEES AND CHARGES

## OTHER ECONOMIC DEVELOPMENT SERVICES

	2007/08 £	2008/09 £	Yield £
<b><u>Street Trading Consents</u></b>			
Basic fee	644.00	679.50	} 0
Additional annual charge for each day of the week a trader operates	150.00	158.20	
<b><u>Runnymede Business Directory:</u></b>			
Hard Copy	FREE	FREE	} 0
Digital Copy (Companies within Borough)	59.00	59.00	
Digital Copy (Companies outside Borough)	117.00	117.00	
<b><u>Civic Offices Charges</u></b>			
Council Chamber			
Community use per hour	29.00	32.00	} 0
Semi commercial use per hour	58.00	64.00	
Commercial use per hour	87.00	96.00	
Committee Room			
Community use per hour	14.50	16.00	} 200
Semi commercial use per hour	29.00	32.00	
Commercial use per hour	43.50	48.00	
Meeting Rooms			
Community use per hour		8.00	} 200
Semi commercial use per hour		16.00	
Commercial use per hour		24.00	

## FEES AND CHARGES

### GENERAL HIGHWAYS AND ENGINEERING SERVICES

	2007/08 £	2008/09 £	Yield £
<b><u>Copies of Plans etc. (includes VAT)</u></b>			
A4 Size	10.00	10.55	} 0
A3 Size	12.50	13.20	
Larger than A3 size	26.00	27.40	
A minimum fee for replying to technical questions	105.00	110.80	
<p>The Director of Technical Services has the authority to increase the charge made where substantially more work than usual is required.</p>			
<b><u>Clearance of Drain Blockages (includes VAT)</u></b>			
Mon - Thurs 8.30 to 17.00 and Fri 8.30 to 16.30	80.25	84.70	1,600
<b><u>Rechargeable Works (includes VAT)</u></b>			
At cost of works plus 20%			
<p>The Director of Finance has authority to vary this rate to ensure that overheads are fully recovered.</p>			

# BUDGET ASSUMPTIONS 2008/09

## 1. Format of estimates

The estimates show the detailed financial estimates for each service area or activity, and information on service levels and policy aspirations. The aim is to allow Members and other users to compare the level of the budget to a range of qualitative and quantitative output measures.

## 2. Council policy

The Council approved the Financial Forecast in December 2007. The Forecast is a key financial planning tool and it sets out the medium term financial strategy of the Council. It includes the programme for achieving savings targets and the financial impact of other anticipated changes in budgetary provision at service level.

The Council faces considerable financial challenges over the next few years. The Forecast sets out proposals to bring expenditure and income into balance over the medium term. This included a set of new net revenue reductions.

These estimates include only those revenue reductions that have reasonable likelihood of being delivered in 2008/09. Also, as a step to create additional savings, budgets have been cash limited wherever possible. This will create an incentive for managers to work creatively within tighter budgets without placing undeliverable burdens on existing service levels. However, where budgets have already been reduced by approved spending initiatives, it may not be possible to achieve any further incremental reductions.

## 3. Comparative statistics

The Audit Commission encourages local authorities to look at how costs compare to others as a starting point in value for money assessments. This analysis should not be an over complicated process that seeks perfect comparisons but a high-level exercise taking an overview of service costs. For this reason, a series of high-level cost comparisons have been included in the draft estimates that compare Runnymede to the other Surrey district councils.

These comparisons are based on original estimates and are taken from the "*General Fund Revenue Accounts Return*" that all authorities have to complete and submit to the DCLG. During 2008 Officers will attempt to identify reasons for variations – these could be influenced by service quality or quantity – in order to better inform judgement about value for money.

The definition of capital charges has changed for the figures used in the comparative statistics for 2007/08. In particular, the notional interest charge has been removed, in order that charges more closely align with "*UK Generally Accepted Accounting Practice*". (UK GAAP). This means that any comparative statistics including capital charges will not be directly comparable with previous years.

## 4. Capital charges

The assets used in the provision of services comprise the land and buildings, vehicles and equipment used by each service. The accounting charges for these assets – the capital charges – are shown as a separate line on each relevant service page. In Runnymede, we have decided to continue including a notional interest charge when preparing our estimates in order that the full cost of capital (i.e. depreciation and the cost of capital tied up in a service) can be recognised. The net impact on taxation of these accounting charges is neutral because a corresponding credit for all capital charges is made in the General Fund Summary statement.

## **5. Staff costs: Pay assumptions and pension contributions**

The estimates for 2008/09 assume a local inflationary pay increase of 2.5% effective from July 2008. Allowance has also been made in the estimates for staff progression through the pay scales awarded via the performance related pay scheme. There are some significant changes in staff costs resulting from the job evaluation and pay benchmarking exercise. This means that for some services the cost of staffing in 2007/08 and 2008/09 is substantially more than for 2006/07, even though there have been no changes in personnel or staff numbers.

The salary and wages allocations to services for 2008/09 draft estimates are based on employers pension contributions of 12.5% of pensionable pay (i.e. same as for 2007/08). The scheme actuary has since determined that the employer contribution rate for 2008/09, 2009/10 and 2010/11 shall be 16.3% of pensionable pay. The additional cost of this increase is held in the Employers Costs budget head in the Corporate Management Committee estimates. It will be necessary to allocate this cost to services when preparing the 2008/09 accounts.

## **6. Five-year strategic maintenance programme**

The first five-year programme of repairs, planned maintenance and improvement works to the corporate property portfolio commenced in April 2003. The programme was constructed following a detailed survey. The second five-year programme will commence in April 2008.

Much of the programme is financed from revenue, with improvement works met from capital resources. To simplify control and management, and to provide transparency about the scale of the programme, service budgets include the estimated cost of all the works (i.e. both capital and revenue financed). A global adjustment is made in the General Fund Summary Revenue Account to account for the proportion financed from capital resources.

All works falling under the programme are scheduled in order of priority. This means that there will be large year on year variances in the bottom line of some services because of the incidence of planned and cyclical works on individual budgets. The timing of the programme was reviewed in 2005 as part of the exercise to identify potential revenue savings. As a result, some of the works were rescheduled.

## **7. New civic offices**

The cost of the new civic offices will be greater than the old civic offices because of the increases in business rates and the capital charge. These are offset by reductions in maintenance and energy costs. There will inevitably be some degree of volatility in running costs during the early period of occupation of the new offices as experience is gained of working arrangements and other requirements. The main costing assumptions used for move to the new civic offices are:

- Capital charges: The charge for the new offices is based on the estimated full cost of building and the value of the land. A charge for the old civic office site will be made until such time as the site is sold (assumed as June 2008).
- Business rates: Based on provisional valuations supplied by the District Valuer. While the building is empty there is a 3 month void allowance period after which full rates are payable.
- Old offices: It has been assumed that the building will be empty from 1 March and that the cost of services and other liabilities (cleaning, lighting, fuel, security) will be kept to a minimum until the date of sale.
- Allocation of costs to services: The very different layout of the new offices translates into significant changes in charges made to individual services. The residual running costs for the vacant old civic offices are not allocated to services.

## 8. Customer services (front of house)

The costing arrangements for the new service arrangements for reception and front of house are:

- Receptionists: These were previously costed to the civic offices budget. They are now included in the new 'customer services' budget.
- Transferred and additional staff resources are recognised in this new heading too.
- Information technology: The new heading includes the cost of the proposed "customer relationship management" system as well as the other IT related services used.
- Allocation of costs to services: These are based on estimated usage i.e. the numbers of telephone and personal callers routed through front of house services. These allocations will become more accurate as data of actual usage is gained.

The budget for front of house services is included with the other control and establishment budgets held by the Corporate Management Committee. The allocations to services are included in the "Legal and Administration Services" line in service estimates.

## 9. Procurement services

A new charge for procurement services was introduced in 2006/07. This replaced the previous method of recovering this overhead of a "stores on-cost", and reflects the decision to replace the central stores function with a central procurement section. From 2008/09, the cost of the procurement service includes the management of the "business centres" in the new civic offices. This will increase the recharges of procurement costs to services accordingly.

## 10. General assumptions

The following general assumptions have been made in the detailed preparation of estimates for 2008/09:

### General expenses

Salaries	2.5% from 1 July 2008
Wages	2.5% from the appropriate pay review date
Other expenses	2.5% or lower if appropriate
Contracted services	2.5%

### Capital charges

<u>Assets valued at:</u>	<u>2007/08</u>	<u>2008/09</u>
Historic cost (e.g. infrastructure assets, community assets)	4.15%	4.70%
Current cost (e.g. operational assets, investment properties)	3.50%	3.50%

### Income

Income from fees and charges is based on estimated demand and the tariff set out in the fees and charges schedule..

### Investment interest – average rates

	<u>2007/08</u>	<u>2008/09</u>
Externally managed fund	6.10%	6.00%
Internally managed investments	6.10%	5.75%

## 11. Support Service Costs

The "Best Value Accounting Code of Practice" requires the cost of overheads to be allocated to those services that use that overhead. The following table shows the basis upon which each support service has been allocated.

<b>Support Service</b>	<b>Basis of allocation</b>
Depot	Area occupied
Central expenses	Estimated usage
Financial advice	Time allocations
Income and expenditure accounting	Number of cost codes
Budgeting and final accounts	Turnover
Cash collection and accounting	Number and type of transactions
Payroll services	Number of employees
Payments to creditors	Invoices processed
Debtors accounting and collection	Number of bills sent to debtors
Internal Audit	Audit days
Computing services	Estimated usage / No. of terminals and printers
Document management	Estimated and potential usage
Runnymede On-line	Estimated usage/No. of terminals
Personnel services	Number of employees
New Civic Offices	Area occupied
Front of house / reception services	Estimated usage
Legal, committee, typing etc. services	Estimated time spent by staff
Technical support services	Time allocations
Geographical Information Service	Estimated usage
Runnymede Direct Services	Estimated usage
Procurement services	Estimated usage
Safer Runnymede	Time allocations & No. of cameras
Other managerial and professional services	Estimated time spent by staff