

**APPENDIX 2 - INDICATIVE OUTCOMES FROM MOSCOW ANALYSIS**

<b>Service</b>	<b>Net Direct Cost</b>	<b>Net Direct Revenue</b>	<b>MOSCOW Rating</b>	<b>Current G/S/B</b>	<b>Potential G/S/B</b>
Waste Collection	1,221		Must	G	G
Street Cleansing	1,091		Must	B	S
Recycling	780		Must	G	G
Fleet & Workshop Management	763		Must	G	G
Community Safety (incl CCTV)	441		Must	U	B
Flood Defences & Land Drainage ‡	32		Must	S	S
Homelessness	1,084		Must	S	S
Housing Benefit Administration ‡	353		Must	S	S
Housing Advice	299		Must	S	S
Private Sector Housing - DFGs & Standards*	192		Must		
Housing Strategy - Statutory*	73		Must	S	S
Planning Policy	918		Must	S	G
Development Control	740		Must	S	G
Corporate Support Services ‡	3,906		Must	S	S
Office Accommodation ‡	1,565		Must	S	S
Council Tax and Business Rates Collection	458		Must		
Electoral Registration and Elections	340		Must		
Business Support	234		Must		
Economic Research & Development	167		Must	S	G
Emergency Centre	52		Must		
Youth Development Programme	48		Must		
Debt Recovery Service		(35)	Must		
Internal Printing		(58)	Must		
Interest payable/receivable		(119)	Must		
Rent Rebates		(339)	Must		
Commercial Investments		(845)	Must	B	G
<b>Must Total</b>	<b>14,756</b>	<b>(1,396)</b>			
Grounds Maintenance	1,418		Should		
Regulatory Services*	1,323		Should	S	S
Grants ‡	239		Should	S	S
Trade Waste		(62)	Should	S	S
Private Sector - Discretionary Grants*	192		Should		
Community Development ‡	156		Should	S	S
Public Health	84		Should	S	S
Housing Strategy - Non Statutory*	73		Should	S	S
Gypsy and Traveller Sites ‡	37		Should	S	S
Culture & Heritage	1,278		Should	S/G	S/G
Open Spaces (excl Grounds Maintenance)	233		Should	S/G	S/G
Cemetery		(16)	Should	G	G
Lockmeadow Market		(78)	Should	B	S
Recreation & Sport		(131)	Should	G	G
Crematorium		(635)	Should	G	G
Public Transport	287		Should	S	S
Building Control	50		Should	S	S
Network & Traffic Management	34		Should	S	S
Land Charges		(162)	Should	S	S
Parking Services		(1,740)	Should	B	G
Shared Services ‡	2,690		Should	S	S
Democratic Representation	527		Should	S	S
Performance, Development and Comms	421		Should	S	G
Bank Charges and Audit Fee	273		Should	S	G
Parish Services ‡	200		Should	S	S
Tourism	165		Should	S	G
<b>Should Total</b>	<b>8,261</b>	<b>(2,824)</b>			
MBS Support Crew		(56)	Could	G	G
Leisure Services Other (Christmas Lights)	36		Could	S	S
<b>Could Total</b>	<b>36</b>	<b>(56)</b>			

\* Budget split 50:50 between 'must' and 'should' components

‡ MOSCOW ratings to be confirmed