

# Budget 2020/21



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## General Fund Summary - Budget Requirement

| Service  | 2019/20<br>Revised<br>Budget<br>£ | 2020/21 Budget<br>£ |
|--|-----------------------------------|---------------------|
| <b>Net Revenue Expenditure by Service</b>                              |                                   |                     |
| Families & Communities   | 1,733,168                         | 1,825,478           |
| Growth   | 2,418,419                         | 2,436,769           |
| Human Resources, Legal & Democratic Services                           | 2,039,947                         | 2,065,650           |
| Operations   | 8,799,152                         | 8,170,793           |
| Planning & Regulatory  | 813,341                           | 893,767             |
| Resources & Performance  | 3,512,111                         | 5,212,803           |
| <b>Net Expenditure of Services</b>                                     | 19,316,138                        | 20,605,260          |
| <b>Budget Requirement excluding Parishes</b>                           | 19,316,138                        | 20,605,260          |
| <b>Grants &amp; Council Tax Requirement</b>                            |                                   |                     |
| Collection Fund Deficit/(Surplus) - Council Tax                        | (288,500)                         | (221,753)           |
| Collection Fund Deficit/(Surplus) - Business Rates                     | 1,117,790                         | (703,617)           |
| <b>Government Support</b>  |                                   |                     |
| Formula Grant - Revenue Support  | (195,782)                         | (198,972)           |
| Formula Grant - Business Rate Retention Scheme                         | (4,451,218)                       | (4,523,743)         |
| Business Rates Retention Scheme - Local Share of Growth                | (1,805,246)                       | (2,217,651)         |
| Business Rates Retention Scheme - Share of Suffolk                     | (300,000)                         | (300,000)           |
| Business Rates Retention Scheme - Renewable Energy                     | (502,614)                         | (512,159)           |
| Business Rates Retention Scheme - Pilot Benefit                        | (619,254)                         | 0                   |
| Rural Services Delivery Grant  | (172,876)                         | (172,876)           |
| New Homes Bonus Grant  | (1,848,172)                       | (1,811,238)         |
| <b>Amount Met from Collection Fund</b> (excluding Parish Precept)      | 10,250,266                        | 9,943,251           |
| TPP - Parish Precepts  | 3,951,797                         | 4,345,832           |
| <b>Total Amount Met from Collection Fund</b> (Council tax requirement) | 14,202,063                        | 14,289,083          |

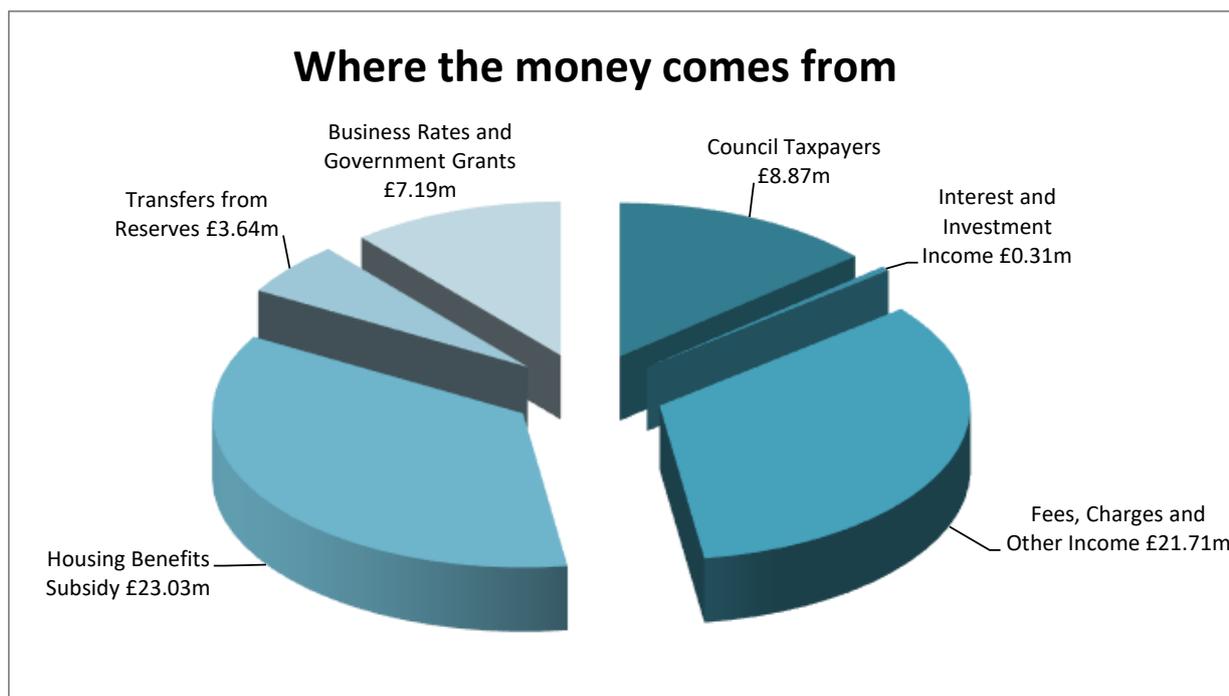
## Changes in spending between 2019/20 and 2020/21

The following is a summary of the main increases and reductions

|  | £<br>(thousands) |
|--|------------------|
| Council Tax Requirement 2019/20 (including Parish spend)   | 8,630            |
| Increase in investment interest                            | (55)             |
| Increase in fees, charges and other income                 | (2,081)          |
| Increase in cost of service provision                      | 3,550            |
| Decrease in net cost of benefits granted                   | (127)            |
| Changes in the amount transferred from Reserves & Balances | (1,030)          |
| Increase in Parish/Town Council spend                      | 195              |
| Increase in Business Rates & Government Grants             | (215)            |
| Council Tax requirement 2020/21 (including Parish spend)   | 8,867            |

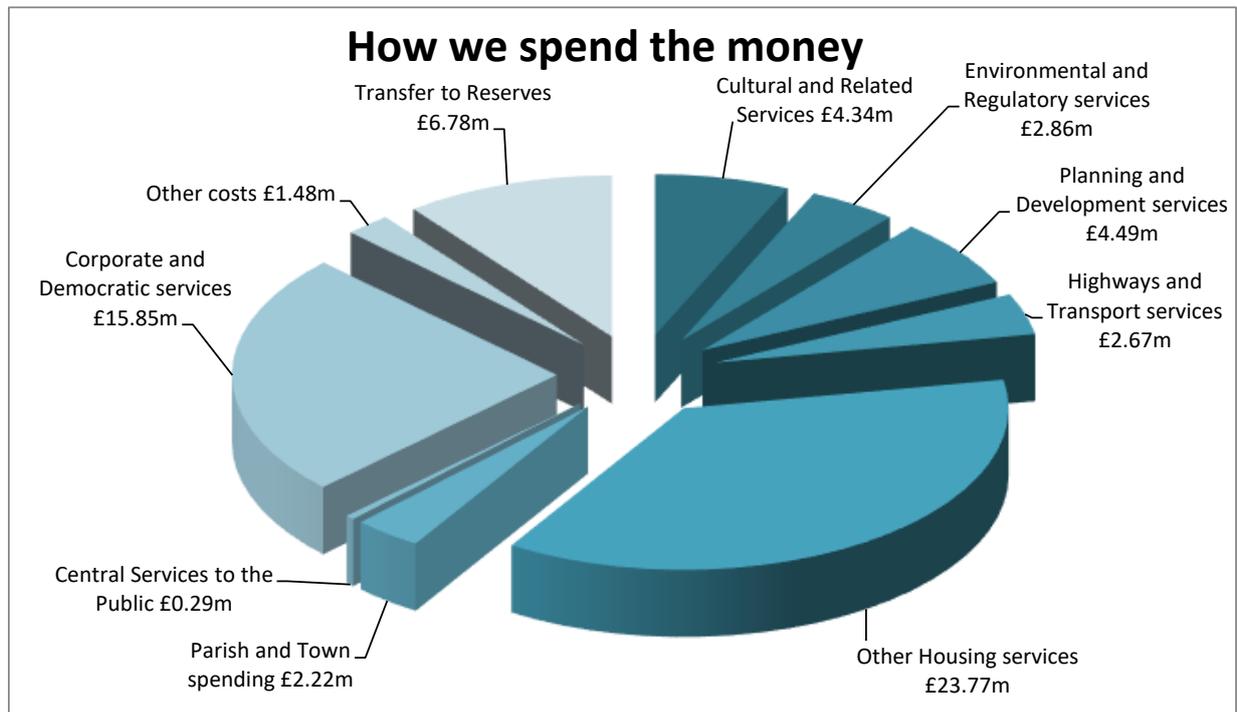
## Where the money comes from

|  | 2020-21     | 2019/20 |
|--|-------------|---------|
|  | £(millions) |         |
| Council Taxpayers                            | (8.87)      | (8.63)  |
| Interest and investment income               | (0.31)      | (0.25)  |
| Fees, Charges and Specific Government Grants | (21.71)     | (19.63) |
| Housing Benefits Subsidy                     | (23.03)     | (28.81) |
| Transfer from Reserves                       | (3.64)      | (2.62)  |
| Business Rates & Government Grants           | (7.19)      | (6.97)  |
| Total  | (64.75)     | (66.91) |



## How we spend the money

|                                       | 2020/21      | 2019/20      |
|---------------------------------------|--------------|--------------|
|                                       | £(millions)  |              |
| Cultural and Related services         | 4.34         | 4.23         |
| Environmental and Regulatory services | 2.86         | 2.79         |
| Planning and Development services     | 4.49         | 4.72         |
| Highways and Transport services       | 2.67         | 2.77         |
| Other Housing services                | 23.77        | 29.34        |
| Parish and Town spending              | 2.22         | 2.02         |
| Central Services to the Public        | 0.29         | 0.26         |
| Corporate and Democratic services     | 15.85        | 14.77        |
| Other costs                           | 1.48         | 0.57         |
| Transfers to reserves                 | 6.78         | 5.44         |
| <b>Total</b>                          | <b>64.75</b> | <b>66.91</b> |



## Basic Amounts of Council Tax by Authority

Listed below are the Suffolk County Council, Suffolk Police Authority, St Edmundsbury Borough Council & Parish/Town Council precepts. The table shows the total amount of the Precept for each Authority, the Taxbase and the resulting Council Tax charge for 2018/19 for a dwelling in valuation Band D.

| COUNCIL / AUTHORITY                  | 2020/21        |           |                    |
|--------------------------------------|----------------|-----------|--------------------|
|                                      | Precept Amount | Tax Base  | Band D Council Tax |
|                                      | £              |           | £                  |
| Suffolk County Council               | 71,139,651     | 56,138.14 | 1,343.61           |
| Suffolk Police Authority             | 12,504,771     | 56,138.14 | 222.75             |
| West Suffolk Council                 | 9,943,251      | 56,138.14 | 177.12             |
| Parish/Town Councils:                |                |           |                    |
| Ampton, Timworth & Livermere         | 0              | 54.01     | 0                  |
| Bardwell                             | 15,771         | 310.84    | 50.74              |
| Barnardiston                         | 0              | 57.33     | 0                  |
| Barnham                              | 8,545          | 234.43    | 36.45              |
| Barningham                           | 34,465         | 344.05    | 100.17             |
| Barrow cum Denham                    | 25,170         | 726.32    | 34.65              |
| Barton Mills                         | 25,164         | 402.09    | 62.58              |
| Beck Row                             | 46,758         | 1134.32   | 41.22              |
| Bradfield Combust with Stanningfield | 13,370         | 223.06    | 59.94              |
| Bradfield St Clare                   | 2,439          | 68.5      | 35.61              |
| Bradfield St George                  | 5,400          | 155.25    | 34.78              |
| Brandon (and Wangford)               | 286,001        | 2512.28   | 114                |
| Brockley                             | 8,965          | 131.61    | 68.12              |
| Bury St Edmunds                      | 566,675        | 13396.59  | 42.30              |
| Cavendish                            | 26,900         | 415.23    | 64.78              |
| Cavenham                             | 800            | 56.84     | 14.07              |
| Chedburgh                            | 10,502         | 265.39    | 39.57              |
| Chevington                           | 7,377          | 274.07    | 26.92              |
| Clare                                | 94,192         | 849.97    | 110.82             |
| Coney Weston                         | 6,080          | 172.55    | 35.24              |
| Cowlinge                             | 15,300         | 130.44    | 117.30             |
| Culford West Stow and Wordwell       | 9,584          | 272.24    | 35.20              |
| Dalham                               | 6,572          | 131.02    | 50.16              |
| Denston                              | 400            | 63.01     | 6.35               |
| Depden                               | 2,700          | 86.89     | 31.07              |
| Elveden                              | 1,200          | 103.85    | 11.56              |
| Eriswell                             | 14,125         | 335.79    | 42.06              |
| Euston                               | 1,780          | 59.08     | 30.13              |
| Exning                               | 60,000         | 853.29    | 70.32              |
| Fakenham Magna                       | 3,644          | 60.84     | 59.89              |
| Flempton-cum-Hengrave                | 10,000         | 149.44    | 66.92              |
| Fornham All Saints                   | 22,983         | 277.05    | 82.96              |
| Fornham St Martin-cum-St Genevieve   | 27,315         | 488.25    | 55.94              |
| Freckenham                           | 13,800         | 139.54    | 98.90              |
| Gazeley                              | 15,800         | 274.3     | 57.60              |
| Great & Little Whelnetham            | 11,345         | 358.63    | 31.63              |
| Great Barton                         | 33,587         | 943.95    | 35.58              |
| Great Bradley                        | 12,000         | 155.6     | 77.12              |
| Great Livermere                      | 7,000          | 79.74     | 87.79              |

| COUNCIL / AUTHORITY        | 2020/21        |           |                    |
|----------------------------|----------------|-----------|--------------------|
|                            | Precept Amount | Tax Base  | Band D Council Tax |
|                            | £              |           | £                  |
| Great Thurlow              | 6,900          | 90.75     | 76.03              |
| Great Wratting             | 5,185          | 89.86     | 57.70              |
| Hargrave                   | 5,000          | 117.69    | 42.48              |
| Haverhill                  | 1,023,551      | 7531.09   | 135.91             |
| Hawkedon                   | 600            | 61.74     | 9.72               |
| Hawstead                   | 7,200          | 130.92    | 55.00              |
| Hepworth                   | 7,205          | 218.47    | 32.98              |
| Herringswell               | 7,220          | 120.32    | 60.01              |
| Higham                     | 0              | 71.24     | 0.00               |
| Honington-cum-Sapiston     | 21,123         | 302.96    | 69.72              |
| Hopton cum Knettishall     | 7,500          | 245.2     | 30.59              |
| Horringer                  | 23,653         | 408.6     | 57.89              |
| Hundon                     | 16,520         | 430.34    | 38.39              |
| Icklingham                 | 8,780          | 147.24    | 59.63              |
| Ickworth                   | 347            | 8.62      | 40.26              |
| Ingham                     | 5,000          | 163.83    | 30.52              |
| Ixworth cum Ixworth Thorpe | 48,225         | 789.47    | 61.09              |
| Kedington                  | 84,070         | 687.91    | 122.21             |
| Kentford                   | 11,200         | 369.71    | 30.29              |
| Lackford                   | 5,100          | 105.05    | 48.55              |
| Lakenheath                 | 149,860        | 1362.23   | 110.01             |
| Lidgate                    | 6,379          | 99.27     | 64.26              |
| Little Bradley             | 0              | 21.36     | 0.00               |
| Little Thurlow             | 11,993         | 107.3     | 111.77             |
| Little Wratting            | 0              | 63.97     | 0.00               |
| Market Weston              | 5,990          | 100.16    | 59.80              |
| Mildenhall                 | 242,623        | 2272.49   | 106.77             |
| Moulton                    | 32,000         | 426.16    | 75.09              |
| Newmarket                  | 665,114        | 5554.21   | 119.75             |
| Nowton                     | 2,693          | 67.23     | 40.06              |
| Ousden                     | 7,932          | 117.77    | 67                 |
| Pakenham                   | 12,026         | 335.66    | 35.83              |
| Poslingford                | 4,105          | 91.89     | 45                 |
| Red Lodge                  | 158950         | 1,594.72  | 99.67              |
| Rede                       | 1463           | 52.91     | 27.65              |
| Risby                      | 10548          | 298.11    | 35.38              |
| Rushbrooke with Rougham    | 19000          | 592.80    | 32.05              |
| Santon Downham             | 6910           | 91.72     | 75.34              |
| Stansfield                 | 5111           | 88.08     | 58.03              |
| Stanton                    | 70000          | 935.09    | 74.86              |
| Stoke by Clare             | 17518          | 233.30    | 75.09              |
| Stradishall                | 7504           | 172.12    | 43.6               |
| The Saxhams                | 6000           | 122.98    | 48.79              |
| Thelnetham                 | 1800           | 99.06     | 18.17              |
| Troston                    | 12000          | 281.81    | 42.58              |
| Tuddenham St Mary          | 12069          | 163.62    | 73.76              |
| West Row                   | 57234          | 546.96    | 104.64             |
| Westley                    | 2271           | 96.82     | 23.46              |
| Whepstead                  | 9296           | 217.33    | 42.77              |
| Wickhambrook               | 35610          | 489.11    | 72.81              |
| Withersfield               | 9324           | 323.15    | 28.85              |
| Wixoe                      | 1100           | 64.38     | 17.09              |
| Worlington                 | 13321          | 215.68    | 61.76              |
| Total Parish/Town Precepts | 4,345,832      |           |                    |
| Total Tax Base             |                | 56,138.14 |                    |
| Average Parish Precept     |                |           | 77.41              |



## **Assistant Director of Families & Communities**

Davina Howes

### **Section Support Costs**

- 1140 - Policy\*
- 1141 - Communications\*
- 1050 - Customer Services\*

### **Housing Options**

- 4010 - Housing Options: Choice Based Lettings
- 4011 - Housing Options: Advice and Prevention
- 4012 - Housing Options: Solutions
- 4013 - Housing Options: Severe Weather Emergency Provision
- 4014 - Housing Options: Outreach Services
- 4016 - Housing Options: Private Rented Sector Fund
- 4017 - Housing Options: Temporary Accommodation

### **Families & Communities**

- 2080 - Community Development
- 2081 - Community Chest - Families & Communities
- 2084 - Lifelink Project
- 2085 - Community Centres

### **Customer Services**

- 3100 - Bus Station (Mildenhall)

\* These cost centres make up the Section Support Costs and are recharged out as Support Services

## Families & Communities

| Service  | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Section Support Costs</b><br>(Policy, Communications & Customer Services) |                                   |                        |
| Employees  | 1,590,963                         | 1,769,941              |
| Premises-Related Expenditure   | 137,098                           | 128,289                |
| Transport-Related Expenditure  | 2,794                             | 2,849                  |
| Supplies & Services  | 141,900                           | 119,410                |
| Support Services   | 10,579                            | 9,788                  |
| Depreciation & Impairment Losses   | 4,700                             | 4,700                  |
| Total Expenditure  | 1,888,034                         | 2,034,977              |
| <b>Income</b>  |                                   |                        |
| Other Grants, Reimbursements & Contributions                                 | 0                                 | (35,000)               |
| Customer and Client Receipts - Fees & Charges                                | 0                                 | (6,000)                |
| Financed from Reserves   | (217,809)                         | (169,856)              |
| Recharges  | (1,670,225)                       | (1,824,121)            |
| Total Income   | (1,888,034)                       | (2,034,977)            |
| <b>Net Expenditure/(Income)</b>  | 0                                 | 0                      |

Cost Centre: 1050, 1140, 1141

|   |             |             |
|---|-------------|-------------|
| <b>Housing Options</b>                        |             |             |
| Employees                                     | 1,244,297   | 1,363,127   |
| Premises-Related Expenditure                  | 49,375      | 52,691      |
| Transport-Related Expenditure                 | 19,817      | 19,382      |
| Supplies & Services                           | 1,344,076   | 1,533,922   |
| Support Services                              | 24,515      | 25,812      |
| Total Expenditure                             | 2,682,080   | 2,994,934   |
| <b>Income</b>                                 |             |             |
| Government Grants                             | (805,936)   | (1,002,578) |
| Other Grants, Reimbursements & Contributions  | (323,613)   | (284,792)   |
| Customer and Client Receipts - Sales          | (12,495)    | (8,000)     |
| Customer and Client Receipts - Fees & Charges | (77,561)    | (40,352)    |
| Customer and Client Receipts - Rents          | 0           | (38,000)    |
| Financed from Reserves                        | (667,463)   | (734,789)   |
| Total Income                                  | (1,887,068) | (2,108,511) |
| <b>Net Expenditure/(Income)</b>               | 795,012     | 886,423     |

Cost Centre: 4010, 4011, 4012; 4013; 4014; 4016; 4017

## Families & Communities

| Service                                      | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Community Development</b>                 |                                   |                        |
| Employees                                    | 436,433                           | 478,670                |
| Premises-Related Expenditure                 | 32,601                            | 30,509                 |
| Transport-Related Expenditure                | 21,428                            | 20,511                 |
| Supplies & Services                          | 99,444                            | 23,550                 |
| Support Services                             | 109,726                           | 114,098                |
| Depreciation & Impairment Losses             | 5,000                             | 5,000                  |
| Total Expenditure                            | 704,632                           | 672,338                |
| <b>Income</b>                                |                                   |                        |
| Other Grants, Reimbursements & Contributions | (36,955)                          | (36,955)               |
| Financed from Reserves                       | (23,554)                          | 0                      |
| Total Income                                 | (60,509)                          | (36,955)               |
| <b>Net Expenditure/(Income)</b>              | 644,123                           | 635,383                |

Cost Centre: 2080

|   |           |           |
|---|-----------|-----------|
| <b>Community Chest - Families &amp; Communities</b> |           |           |
| Supplies & Services                                 | 762,636   | 645,933   |
| Support Services                                    | 9,920     | 10,081    |
| Total Expenditure                                   | 772,556   | 656,014   |
| <b>Income</b>                                       |           |           |
| Financed from Reserves                              | (618,403) | (501,700) |
| Total Income  | (618,403) | (501,700) |
| <b>Net Expenditure/(Income)</b>                     | 154,153   | 154,314   |

Cost Centre: 2081

|                                 |           |           |
|---------------------------------|-----------|-----------|
| <b>Lifelink Project</b>         |           |           |
| Employees                       | 214,568   | 227,034   |
| Supplies & Services             | 16,079    | 16,139    |
| Total Expenditure               | 230,647   | 243,173   |
| <b>Income</b>                   |           |           |
| Financed from Reserves          | (230,647) | (237,905) |
| Total Income                    | (230,647) | (237,905) |
| <b>Net Expenditure/(Income)</b> | 0         | 5,268     |

Cost Centre: 2083

|                                  |         |         |
|----------------------------------|---------|---------|
| <b>Community Centres</b>         |         |         |
| Premises-Related Expenditure     | 22,553  | 20,159  |
| Supplies & Services              | 6,000   | 6,000   |
| Support Services                 | 24,476  | 26,400  |
| Depreciation & Impairment Losses | 10,400  | 10,400  |
| Total Expenditure                | 63,429  | 62,959  |
| <b>Income</b>                    |         |         |
| Financed from Reserves           | (4,325) | (4,325) |
| Total Income                     | (4,325) | (4,325) |
| <b>Net Expenditure/(Income)</b>  | 59,104  | 58,634  |

Cost Centre: 2085

## Families & Communities

| Service                                 | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Bus Station (Mildenhall)</b>         |                                   |                        |
| Employees                               | 24,749                            | 26,254                 |
| Premises-Related Expenditure            | 35,534                            | 38,330                 |
| Transport-Related Expenditure           | 45                                | 46                     |
| Supplies & Services                     | 1,430                             | 1,430                  |
| Support Services                        | 19,518                            | 19,948                 |
| Depreciation & Impairment Losses        | 9,500                             | 9,500                  |
| Total Expenditure                       | 90,776                            | 95,508                 |
| <b>Income</b>                           |                                   |                        |
| Customer and Client Receipts - Sales    | (2,600)                           | (2,652)                |
| Financed from Reserves                  | (7,400)                           | (7,400)                |
| Total Income                            | (10,000)                          | (10,052)               |
|   |                                   |                        |
| <b>Net Expenditure/(Income)</b>         | 80,776                            | 85,456                 |
| Cost Centre: 3100                       |                                   |                        |
| <b>Total Families &amp; Communities</b> | <b>1,733,168</b>                  | <b>1,825,478</b>       |



## **Assistant Director of Growth**

Julie Baird

### **Housing Strategy & Partnership**

- 4000 - Housing Development & Strategy
- 4005 - Housing Business & Partnerships

### **Housing Standards**

- 4032 - Gypsies & Travellers

### **Planning Services**

- 5005 - Planning Policy
- 5006 - Local Plan

### **Economic Development & Growth**

- 5020 - Economic Development & Growth
- 5021 - Strategic Tourism & Markets
- 5022 - Bury Christmas Fayre
- 5024 - Vibrant Town Centres
- 5025 - Place Delivery & Strategic Property

## Growth

| Service                                      | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Housing Development &amp; Strategy</b>    |                                   |                        |
| Employees                                    | 293,736                           | 284,083                |
| Premises-Related Expenditure                 | 19,428                            | 18,199                 |
| Transport-Related Expenditure                | 13,755                            | 9,838                  |
| Supplies & Services                          | 47,601                            | 49,582                 |
| Support Services                             | 134,040                           | 138,897                |
| Total Expenditure                            | 508,560                           | 500,599                |
| <b>Income</b>                                |                                   |                        |
| Government Grants                            | (5,272)                           | (5,272)                |
| Other Grants, Reimbursements & Contributions | (19,550)                          | (58,267)               |
| Interest                                     | (1)                               | 0                      |
| Financed from Reserves                       | (30,473)                          | (20,000)               |
| Total Income                                 | (55,296)                          | (83,539)               |
| <b>Net Expenditure/(Income)</b>              | 453,264                           | 417,060                |

Cost Centre: 4000

|  |   |   |
|--|---|---|
| <b>Housing Business &amp; Partnerships</b> |   |   |
| Total Expenditure                          | 0 | 0 |
| <b>Income</b>                              |   |   |
| Total Income                               | 0 | 0 |
| <b>Net Expenditure/(Income)</b>            | 0 | 0 |

Cost Centre: 4005

|                                 |        |        |
|---------------------------------|--------|--------|
| <b>Gypsies &amp; Travellers</b> |        |        |
| Premises-Related Expenditure    | 4,203  | 4,009  |
| Third Party Payments            | 11,000 | 10,000 |
| Support Services                | 1,890  | 2,108  |
| Total Expenditure               | 17,093 | 16,117 |
| <b>Income</b>                   |        |        |
| Total Income                    | 0      | 0      |
| <b>Net Expenditure/(Income)</b> | 17,093 | 16,117 |

Cost Centre: 4032

## Growth

| Service | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---------|-----------------------------------|------------------------|
|---------|-----------------------------------|------------------------|

|  |           |           |
|--|-----------|-----------|
| <b>Planning Policy</b>                       |           |           |
| Employees                                    | 871,061   | 915,928   |
| Premises-Related Expenditure                 | 70,577    | 66,045    |
| Transport-Related Expenditure                | 14,794    | 9,577     |
| Supplies & Services                          | 53,522    | 58,600    |
| Support Services                             | 151,661   | 157,738   |
| Total Expenditure                            | 1,161,615 | 1,207,888 |
| <b>Income</b>                                |           |           |
| Other Grants, Reimbursements & Contributions | (32,300)  | (44,300)  |
| Financed from Reserves                       | (161,087) | (173,599) |
| Total Income                                 | (193,387) | (217,899) |
| <b>Net Expenditure/(Income)</b>              | 968,228   | 989,989   |

Cost Centre: 5005

|                                 |           |           |
|---------------------------------|-----------|-----------|
| <b>Local Plan</b>               |           |           |
| Supplies & Services             | 432,000   | 483,520   |
| Support Services                | 7,820     | 7,996     |
| Total Expenditure               | 439,820   | 491,516   |
| <b>Income</b>                   |           |           |
| Financed from Reserves          | (248,000) | (303,520) |
| Total Income                    | (248,000) | (303,520) |
| <b>Net Expenditure/(Income)</b> | 191,820   | 187,996   |

Cost Centre: 5006

|  |           |           |
|--|-----------|-----------|
| <b>Economic Development &amp; Growth</b>     |           |           |
| Employees                                    | 435,523   | 469,031   |
| Premises-Related Expenditure                 | 43,952    | 41,119    |
| Transport-Related Expenditure                | 10,907    | 9,000     |
| Supplies & Services                          | 324,240   | 364,550   |
| Support Services                             | 54,781    | 56,359    |
| Total Expenditure                            | 869,403   | 940,059   |
| <b>Income</b>                                |           |           |
| Other Grants, Reimbursements & Contributions | (61,350)  | (61,350)  |
| Financed from Reserves                       | (150,000) | (200,000) |
| Total Income                                 | (211,350) | (261,350) |
| <b>Net Expenditure/(Income)</b>              | 658,053   | 678,709   |

Cost Centre: 5020

## Growth

| Service                                      | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Strategic Tourism &amp; Markets</b>       |                                   |                        |
| Employees                                    | 44,768                            | 46,438                 |
| Premises-Related Expenditure                 | 100                               | 98                     |
| Transport-Related Expenditure                | 2,362                             | 2,366                  |
| Supplies & Services                          | 46,300                            | 43,430                 |
| Support Services                             | 38,998                            | 40,270                 |
| Total Expenditure                            | 132,528                           | 132,602                |
| <b>Income</b>                                |                                   |                        |
| Other Grants, Reimbursements & Contributions | (640)                             | (640)                  |
| Customer and Client Receipts - Sales         | (2,550)                           | (12,000)               |
| Financed from Reserves                       | (5,000)                           | 0                      |
| Total Income                                 | (8,190)                           | (12,640)               |
| <b>Net Expenditure/(Income)</b>              | 124,338                           | 119,962                |

Cost Centre: 5021

|   |           |           |
|---|-----------|-----------|
| <b>Bury Christmas Fayre</b>                   |           |           |
| Employees                                     | 19,380    | 19,985    |
| Premises-Related Expenditure                  | 14,820    | 17,831    |
| Transport-Related Expenditure                 | 590       | 591       |
| Supplies & Services                           | 103,040   | 115,040   |
| Third Party Payments                          | 101,700   | 110,700   |
| Support Services                              | 10,792    | 10,732    |
| Total Expenditure                             | 250,322   | 274,879   |
| <b>Income</b>                                 |           |           |
| Other Grants, Reimbursements & Contributions  | (2,910)   | (4,910)   |
| Customer and Client Receipts - Fees & Charges | (216,789) | (243,033) |
| Financed from Reserves                        | (25,000)  | 0         |
| Total Income                                  | (244,699) | (247,943) |
| <b>Net Expenditure/(Income)</b>               | 5,623     | 26,936    |

Cost Centre: 5022

|                                 |   |   |
|---------------------------------|---|---|
| <b>Vibrant Town Centres</b>     |   |   |
| Total Expenditure               | 0 | 0 |
| <b>Income</b>                   |   |   |
| Total Income                    | 0 | 0 |
| <b>Net Expenditure/(Income)</b> | 0 | 0 |

Cost Centre: 5024

## Growth

| Service  | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Place Delivery &amp; Strategic Property</b> |                                   |                        |
| Employees                                      | 221,532                           | 263,915                |
| Transport-Related Expenditure                  | 15,888                            | 10,599                 |
| Supplies & Services                            | 17,700                            | 3,200                  |
| Third Party Payments                           | 1,000                             | 500                    |
| Total Expenditure                              | 256,120                           | 278,214                |
| <b>Income</b>                                  |                                   |                        |
| Government Grants                              | 0                                 | 0                      |
| Other Grants, Reimbursements & Contributions   | (5,050)                           | (5,050)                |
| Financed from Reserves                         | (121,515)                         | (136,422)              |
| Recharges                                      | (129,555)                         | (136,742)              |
| Total Income                                   | (256,120)                         | (278,214)              |
| <b>Net Expenditure/(Income)</b>                | 0                                 | 0                      |
| Cost Centre: 5025                              |                                   |                        |
| <b>Total Growth</b>                            | <b>2,418,419</b>                  | <b>2,436,769</b>       |



## **Assistant Director of Human Resources, Legal & Democratic Services**

Jennifer Eves

### **Section Support Costs**

- 1030 - Human Resources & Payroll\*
- 1031 - Central Training Services\*
- 1032 - Health & Safety\*
- 1040 - Legal Services\*

### **Democratic Services**

- 1130 - Democratic Services
- 1131 - Members Expenses
- 1132 - Mayoralty & Civic Functions

### **Elections**

- 1041 - Electoral Registration
- 1042 - Election Expenses

\* These cost centres make up the Section Support Costs and are recharged out as Support Services

## Human Resources, Legal & Democratic Services

| Service  | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Section Support Costs</b><br>(HR & Payroll, Central Training, Health & Safety & Legal Services) |                                   |                        |
| Employees  | 2,033,030                         | 2,145,329              |
| Premises-Related Expenditure   | 72,582                            | 67,981                 |
| Transport-Related Expenditure  | 20,544                            | 20,580                 |
| Supplies & Services  | 185,982                           | 193,229                |
| Third Party Payments   | 162,860                           | 172,210                |
| Support Services   | 17,367                            | 16,274                 |
| <b>Total Expenditure</b>   | <b>2,492,365</b>                  | <b>2,615,603</b>       |
| <b>Income</b>  |                                   |                        |
| Other Grants, Reimbursements & Contributions   | (452,400)                         | (520,322)              |
| Customer and Client Receipts - Fees & Charges  | (223,320)                         | (227,785)              |
| Financed from Reserves   | (186,030)                         | (212,936)              |
| Recharges  | (1,630,615)                       | (1,654,560)            |
| <b>Total Income</b>  | <b>(2,492,365)</b>                | <b>(2,615,603)</b>     |
| <b>Net Expenditure/(Income)</b>  | <b>0</b>                          | <b>0</b>               |

Cost Centre: 1030, 1031, 1032, 1040

|                                 |                |                |
|---------------------------------|----------------|----------------|
| <b>Democratic Services</b>      |                |                |
| Employees                       | 358,961        | 423,644        |
| Premises-Related Expenditure    | 21,050         | 19,707         |
| Transport-Related Expenditure   | 2,634          | 1,423          |
| Supplies & Services             | 20,700         | 16,009         |
| Support Services                | 437,558        | 461,519        |
| <b>Total Expenditure</b>        | <b>840,903</b> | <b>922,302</b> |
| <b>Income</b>                   |                |                |
| Total Income                    | 0              | 0              |
| <b>Net Expenditure/(Income)</b> | <b>840,903</b> | <b>922,302</b> |

Cost Centre: 1130

|                                 |                |                |
|---------------------------------|----------------|----------------|
| <b>Members Expenses</b>         |                |                |
| Employees                       | 8,224          | 0              |
| Premises-Related Expenditure    | 7,933          | 7,419          |
| Transport-Related Expenditure   | 21,588         | 22,020         |
| Supplies & Services             | 552,374        | 523,496        |
| Support Services                | 43,060         | 45,038         |
| <b>Total Expenditure</b>        | <b>633,179</b> | <b>597,973</b> |
| <b>Income</b>                   |                |                |
| Total Income                    | 0              | 0              |
| <b>Net Expenditure/(Income)</b> | <b>633,179</b> | <b>597,973</b> |

Cost Centre: 1131

## Human Resources, Legal & Democratic Services

| Service   | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Mayoralty &amp; Civic Functions</b>                        |                                   |                        |
| Employees   | 42,241                            | 0                      |
| Premises-Related Expenditure                                  | 5,473                             | 5,263                  |
| Transport-Related Expenditure                                 | 565                               | 501                    |
| Supplies & Services   | 30,940                            | 28,970                 |
| Support Services  | 23,643                            | 24,318                 |
| Total Expenditure   | 102,862                           | 59,052                 |
| <b>Income</b>   |                                   |                        |
| Customer and Client Receipts - Sales                          | (5,287)                           | (5,393)                |
| Total Income  | (5,287)                           | (5,393)                |
| <b>Net Expenditure/(Income)</b>                               | 97,575                            | 53,659                 |
| Cost Centre: 1132   |                                   |                        |
| <b>Electoral Registration</b>                                 |                                   |                        |
| Employees   | 232,438                           | 241,398                |
| Premises-Related Expenditure                                  | 14,077                            | 13,258                 |
| Transport-Related Expenditure                                 | 540                               | 552                    |
| Supplies & Services   | 104,190                           | 106,630                |
| Support Services  | 79,079                            | 82,377                 |
| Total Expenditure   | 430,324                           | 444,215                |
| <b>Income</b>   |                                   |                        |
| Customer and Client Receipts - Sales                          | (1,567)                           | (1,598)                |
| Customer and Client Receipts - Fees & Charges                 | (20,000)                          | (10,000)               |
| Financed from Reserves  | (36,794)                          | (38,624)               |
| Total Income  | (58,361)                          | (50,222)               |
| <b>Net Expenditure/(Income)</b>                               | 371,963                           | 393,993                |
| Cost Centre: 1041   |                                   |                        |
| <b>Election Expenses</b>                                      |                                   |                        |
| Premises-Related Expenditure                                  | 6,592                             | 6,165                  |
| Supplies & Services   | 260,000                           | 60,000                 |
| Support Services  | 29,735                            | 31,558                 |
| Total Expenditure   | 296,327                           | 97,723                 |
| <b>Income</b>   |                                   |                        |
| Financed from Reserves  | (200,000)                         | 0                      |
| Total Income  | (200,000)                         | 0                      |
| <b>Net Expenditure/(Income)</b>                               | 96,327                            | 97,723                 |
| Cost Centre: 1042   |                                   |                        |
| <b>Total Human Resources, Legal &amp; Democratic Services</b> | <b>2,039,947</b>                  | <b>2,065,650</b>       |



## **Assistant Director of Operations (Property & Facilities)**

Mark Walsh

### **Support Costs & Facilities**

- 1080 - Property Services\*
- 1070 - Offices: West Suffolk House\*
- 1071 - Offices: Haverhill House\*
- 1072 - Offices: College Heath Road\*
- 1073 - Offices: Brandon & Newmarket Guineas\*
- 1074 - Offices: Mildenhall Hub\*
- 1075 - Courier & Postal Service\*
- 1076 - Printing & Copying Service\*

### **Car Parking**

- 3110 - Off Street Car Parks
- 3120 - On Street Car Parks
- 3130 - Civil Parking Enforcement
- 3140 - Babergh and Mid Suffolk Civil Parking Enforcement

### **Property & CCTV**

- 3020 - Public Conveniences
- 3025 - CCTV
- 3026 - Green Travel
- 3027 - Street Banners & Displays
- 3070 - District Highways Services
- 3071 - Street Furniture
- 3072 - Land Drainage & Associated Works
- 3101 - Bus Station
- 4015 - Non HRA Housing Properties
- 6000 - Industrial & Business Units
- 6010 - Town Centres & Shops

\* These cost centres make up the Section Support Costs and are recharged out as Support Services

## Operations (Property & Facilities)

| Service   | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Section Support Costs</b><br>(Property Services) |                                   |                        |
| Employees   | 887,176                           | 942,660                |
| Premises-Related Expenditure                        | 38,175                            | 35,775                 |
| Transport-Related Expenditure                       | 32,386                            | 33,503                 |
| Supplies & Services                                 | 33,989                            | 63,050                 |
| Support Services                                    | 8,261                             | 7,910                  |
| Depreciation & Impairment Losses                    | 1,100                             | 1,100                  |
| <b>Total Expenditure</b>                            | <b>1,001,087</b>                  | <b>1,083,998</b>       |
| <b>Income</b>                                       |                                   |                        |
| Other Grants, Reimbursements & Contributions        | (7,500)                           | (7,400)                |
| Customer and Client Receipts - Sales                | (2,016)                           | 0                      |
| Customer and Client Receipts - Fees & Charges       | (3,239)                           | (500)                  |
| Financed from Reserves                              | 0                                 | (32,080)               |
| Recharges   | (988,332)                         | (1,042,518)            |
| <b>Total Income</b>                                 | <b>(1,001,087)</b>                | <b>(1,082,498)</b>     |
| <b>Net Expenditure/(Income)</b>                     | <b>0</b>                          | <b>1,500</b>           |

Cost Centre: 1080

|   |                    |                    |
|---|--------------------|--------------------|
| <b>Offices: West Suffolk House</b>            |                    |                    |
| Premises-Related Expenditure                  | 1,127,650          | 1,081,454          |
| Supplies & Services                           | 24,500             | 37,710             |
| Third Party Payments                          | 7,500              | 7,500              |
| Support Services                              | 73,177             | 78,404             |
| Depreciation & Impairment Losses              | 74,900             | 74,900             |
| <b>Total Expenditure</b>                      | <b>1,307,727</b>   | <b>1,279,968</b>   |
| <b>Income</b>                                 |                    |                    |
| Other Grants, Reimbursements & Contributions  | (488,520)          | (568,520)          |
| Customer and Client Receipts - Sales          | (12,609)           | (18,000)           |
| Customer and Client Receipts - Fees & Charges | (130,000)          | (97,000)           |
| Financed from Reserves                        | (188,225)          | (94,112)           |
| Recharges                                     | (488,373)          | (502,336)          |
| <b>Total Income</b>                           | <b>(1,307,727)</b> | <b>(1,279,968)</b> |
| <b>Net Expenditure/(Income)</b>               | <b>0</b>           | <b>0</b>           |

Cost Centre: 1070

|   |                  |                  |
|---|------------------|------------------|
| <b>Offices: Haverhill House</b>               |                  |                  |
| Premises-Related Expenditure                  | 167,231          | 186,449          |
| Supplies & Services                           | 33,900           | 2,200            |
| Third Party Payments                          | 1,100            | 2,290            |
| Support Services                              | 28,450           | 30,512           |
| Depreciation & Impairment Losses              | 18,500           | 18,500           |
| <b>Total Expenditure</b>                      | <b>249,181</b>   | <b>239,951</b>   |
| <b>Income</b>                                 |                  |                  |
| Other Grants, Reimbursements & Contributions  | (69,180)         | (63,180)         |
| Customer and Client Receipts - Sales          | (7,797)          | (7,953)          |
| Customer and Client Receipts - Fees & Charges | 0                | (20,000)         |
| Customer and Client Receipts - Rents          | (60,100)         | (55,922)         |
| Financed from Reserves                        | (41,250)         | (41,250)         |
| Recharges                                     | (70,854)         | (51,646)         |
| <b>Total Income</b>                           | <b>(249,181)</b> | <b>(239,951)</b> |
| <b>Net Expenditure/(Income)</b>               | <b>0</b>         | <b>0</b>         |

Cost Centre: 1071

## Operations (Property & Facilities)

| Service                                      | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Offices: College Heath Road</b>           |                                   |                        |
| Premises-Related Expenditure                 | 299,825                           | 299,679                |
| Supplies & Services                          | 7,500                             | 7,500                  |
| Support Services                             | 44,959                            | 47,933                 |
| Depreciation & Impairment Losses             | 93,600                            | 93,600                 |
| Total Expenditure                            | 445,884                           | 448,712                |
| <b>Income</b>                                |                                   |                        |
| Other Grants, Reimbursements & Contributions | (30,501)                          | (28,700)               |
| Customer and Client Receipts - Sales         | (17,352)                          | (17,699)               |
| Customer and Client Receipts - Rents         | (54,450)                          | (106,780)              |
| Financed from Reserves                       | (35,400)                          | (35,400)               |
| Recharges                                    | (308,181)                         | (260,133)              |
| Total Income                                 | (445,884)                         | (448,712)              |
| <b>Net Expenditure/(Income)</b>              | 0                                 | 0                      |

Cost Centre: 1072

|   |          |          |
|---|----------|----------|
| <b>Offices: Brandon &amp; Newmarket Guineas</b> |          |          |
| Premises-Related Expenditure                    | 54,895   | 56,388   |
| Depreciation & Impairment Losses                | 19,200   | 19,200   |
| Total Expenditure                               | 74,095   | 75,588   |
| <b>Income</b>                                   |          |          |
| Financed from Reserves                          | (13,700) | (13,700) |
| Recharges                                       | (60,395) | (61,888) |
| Total Income                                    | (74,095) | (75,588) |
| <b>Net Expenditure/(Income)</b>                 | 0        | 0        |

Cost Centre: 1073

|                                 |   |          |
|---------------------------------|---|----------|
| <b>Offices: Mildenhall Hub</b>  |   |          |
| Total Expenditure               | 0 | 0        |
| <b>Income</b>                   |   |          |
| Total Income                    | 0 | (37,000) |
| <b>Net Expenditure/(Income)</b> | 0 | (37,000) |

Cost Centre: 1074

|   |           |           |
|---|-----------|-----------|
| <b>Courier &amp; Postal service</b>           |           |           |
| Premises-Related Expenditure                  | 19,360    | 18,466    |
| Transport-Related Expenditure                 | 300       | 1,500     |
| Supplies & Services                           | 108,100   | 104,745   |
| Third Party Payments                          | 118,900   | 126,700   |
| Total Expenditure                             | 246,660   | 251,411   |
| <b>Income</b>                                 |           |           |
| Other Grants, Reimbursements & Contributions  | (112,500) | (112,500) |
| Customer and Client Receipts - Fees & Charges | (1,530)   | 0         |
| Recharges                                     | (132,630) | (137,726) |
| Total Income                                  | (246,660) | (250,226) |
| <b>Net Expenditure/(Income)</b>               | 0         | 1,185     |

Cost Centre: 1075

## Operations (Property & Facilities)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Printing &amp; Copying Service</b>         |                                   |                        |
| Premises-Related Expenditure                  | 5,833                             | 5,455                  |
| Supplies & Services                           | 101,000                           | 84,000                 |
| Support Services                              | 82                                | 86                     |
| <b>Total Expenditure</b>                      | <b>106,915</b>                    | <b>89,541</b>          |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (25,000)                          | (25,000)               |
| Customer and Client Receipts - Fees & Charges | (12,000)                          | (12,240)               |
| Recharges                                     | (69,915)                          | (52,301)               |
| <b>Total Income</b>                           | <b>(106,915)</b>                  | <b>(89,541)</b>        |
| <b>Net Expenditure/(Income)</b>               | <b>0</b>                          | <b>0</b>               |
| Cost Centre: 1076                             |                                   |                        |
| <b>Off Street Car Parks</b>                   |                                   |                        |
| Employees                                     | 256,359                           | 283,878                |
| Premises-Related Expenditure                  | 1,383,380                         | 1,843,175              |
| Transport-Related Expenditure                 | 7,184                             | 5,770                  |
| Supplies & Services                           | 108,600                           | 187,470                |
| Third Party Payments                          | 209,000                           | 194,500                |
| Support Services                              | 246,246                           | 136,365                |
| Depreciation & Impairment Losses              | 1,248,000                         | 1,248,000              |
| <b>Total Expenditure</b>                      | <b>3,458,769</b>                  | <b>3,899,158</b>       |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (63)                              | (55,065)               |
| Customer and Client Receipts - Fees & Charges | (5,227,459)                       | (6,172,338)            |
| Customer and Client Receipts - Rents          | (25,900)                          | (26,900)               |
| Financed from Reserves                        | (84,900)                          | (99,900)               |
| Recharges                                     | (123,000)                         | 0                      |
| <b>Total Income</b>                           | <b>(5,461,322)</b>                | <b>(6,354,203)</b>     |
| <b>Net Expenditure/(Income)</b>               | <b>(2,002,553)</b>                | <b>(2,455,045)</b>     |
| Cost Centre: 3110                             |                                   |                        |
| <b>On Street Car Parks</b>                    |                                   |                        |
| Employees                                     | 137,063                           | 37,074                 |
| Premises-Related Expenditure                  | 3,523                             | 3,669                  |
| Transport-Related Expenditure                 | 294                               | 299                    |
| Supplies & Services                           | 19,880                            | 46,000                 |
| Third Party Payments                          | 609,734                           | 6,000                  |
| Support Services                              | 132,400                           | 9,934                  |
| <b>Total Expenditure</b>                      | <b>902,894</b>                    | <b>102,976</b>         |
| <b>Income</b>                                 |                                   |                        |
| Customer and Client Receipts - Fees & Charges | (883,587)                         | (498,244)              |
| <b>Total Income</b>                           | <b>(883,587)</b>                  | <b>(498,244)</b>       |
| <b>Net Expenditure/(Income)</b>               | <b>19,307</b>                     | <b>(395,268)</b>       |
| Cost Centre: 3120                             |                                   |                        |

## Operations (Property & Facilities)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Civil Parking Enforcement</b>              |                                   |                        |
| Employees                                     | 0                                 | 638,145                |
| Transport-Related Expenditure                 | 0                                 | 199,993                |
| Supplies & Services                           | 0                                 | 38,000                 |
| Support Services                              | 0                                 | 108,123                |
| Total Expenditure                             | 0                                 | 984,261                |
| <b>Income</b>                                 |                                   |                        |
| Customer and Client Receipts - Fees & Charges | 0                                 | (417,600)              |
| Total Income                                  | 0                                 | (417,600)              |
| <b>Net Expenditure/(Income)</b>               | 0                                 | 566,661                |

Cost Centre: 3130

|  |   |           |
|--|---|-----------|
| <b>Babergh and Mid Suffolk Civil Parking Enforcement</b> |   |           |
| Employees  | 0 | 149,298   |
| Transport-Related Expenditure                            | 0 | 28,007    |
| Supplies & Services                                      | 0 | 5,999     |
| Support Services   | 0 | 15,000    |
| Total Expenditure  | 0 | 198,304   |
| <b>Income</b>  |   |           |
| Customer and Client Receipts - Fees & Charges            | 0 | (340,000) |
| Total Income   | 0 | (340,000) |
| <b>Net Expenditure/(Income)</b>                          | 0 | (141,696) |

Cost Centre: 3140

|                                  |          |          |
|----------------------------------|----------|----------|
| <b>Public Conveniences</b>       |          |          |
| Premises-Related Expenditure     | 304,817  | 295,960  |
| Third Party Payments             | 2,750    | 5,000    |
| Support Services                 | 30,821   | 32,401   |
| Depreciation & Impairment Losses | 26,900   | 26,900   |
| Total Expenditure                | 365,288  | 360,261  |
| <b>Income</b>                    |          |          |
| Financed from Reserves           | (71,775) | (71,775) |
| Total Income                     | (71,775) | (71,775) |
| <b>Net Expenditure/(Income)</b>  | 293,513  | 288,486  |

Cost Centre: 3020

|   |           |           |
|---|-----------|-----------|
| <b>CCTV</b>                                   |           |           |
| Employees                                     | 279,596   | 306,293   |
| Premises-Related Expenditure                  | 5,122     | 1,800     |
| Transport-Related Expenditure                 | 46        | 46        |
| Supplies & Services                           | 107,550   | 145,000   |
| Support Services                              | 108,470   | 115,160   |
| Depreciation & Impairment Losses              | 12,500    | 12,500    |
| Total Expenditure                             | 513,284   | 580,799   |
| <b>Income</b>                                 |           |           |
| Other Grants, Reimbursements & Contributions  | (54,000)  | (24,000)  |
| Customer and Client Receipts - Fees & Charges | (58,708)  | (111,650) |
| Total Income                                  | (112,708) | (135,650) |
| <b>Net Expenditure/(Income)</b>               | 400,576   | 445,149   |

Cost Centre: 3025

## Operations (Property & Facilities)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Green Travel Plan</b>                      |                                   |                        |
| Premises-Related Expenditure                  | 34,080                            | 33,653                 |
| Supplies & Services                           | 3,000                             | 3,000                  |
| Third Party Payments                          | 7,000                             | 7,000                  |
| Support Services                              | 2,370                             | 2,440                  |
| Total Expenditure                             | 46,450                            | 46,093                 |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (40,000)                          | (40,000)               |
| Customer and Client Receipts - Fees & Charges | (27,121)                          | (27,663)               |
| Total Income                                  | (67,121)                          | (67,663)               |
|   |                                   |                        |
| <b>Net Expenditure/(Income)</b>               | (20,671)                          | (21,570)               |

Cost Centre: 3026

|   |         |         |
|---|---------|---------|
| <b>Street Banners &amp; Displays</b>          |         |         |
| Employees                                     | 2,152   | 2,235   |
| Premises-Related Expenditure                  | 5,100   | 4,993   |
| Transport-Related Expenditure                 | 153     | 153     |
| Support Services                              | 4,640   | 4,863   |
| Total Expenditure                             | 12,045  | 12,244  |
| <b>Income</b>                                 |         |         |
| Other Grants, Reimbursements & Contributions  | (63)    | (65)    |
| Customer and Client Receipts - Fees & Charges | (7,140) | (7,283) |
| Total Income                                  | (7,203) | (7,348) |
|   |         |         |
| <b>Net Expenditure/(Income)</b>               | 4,842   | 4,896   |

Cost Centre: 3027

|   |           |           |
|---|-----------|-----------|
| <b>District Highways Services</b>             |           |           |
| Employees                                     | 45,059    | 40,861    |
| Premises-Related Expenditure                  | 485,533   | 476,957   |
| Transport-Related Expenditure                 | 2,379     | 2,384     |
| Supplies & Services                           | 17,500    | 17,500    |
| Support Services                              | 54,366    | 56,557    |
| Depreciation & Impairment Losses              | 81,000    | 81,000    |
| Total Expenditure                             | 685,837   | 675,259   |
| <b>Income</b>                                 |           |           |
| Other Grants, Reimbursements & Contributions  | (51,475)  | (51,475)  |
| Customer and Client Receipts - Fees & Charges | (7,883)   | (8,041)   |
| Financed from Reserves                        | (55,000)  | (55,000)  |
| Total Income                                  | (114,358) | (114,516) |
|   |           |           |
| <b>Net Expenditure/(Income)</b>               | 571,479   | 560,743   |

Cost Centre: 3070

## Operations (Property & Facilities)

| Service                                      | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Street Furniture</b>                      |                                   |                        |
| Employees                                    | 5,164                             | 5,363                  |
| Premises-Related Expenditure                 | 80,806                            | 115,822                |
| Transport-Related Expenditure                | 366                               | 367                    |
| Supplies & Services                          | 4,500                             | 4,500                  |
| Third Party Payments                         | 5,500                             | 5,500                  |
| Support Services                             | 3,300                             | 3,367                  |
| Total Expenditure                            | 99,636                            | 134,919                |
| <b>Income</b>                                |                                   |                        |
| Other Grants, Reimbursements & Contributions | (150)                             | (150)                  |
| Financed from Reserves                       | (20,000)                          | (20,000)               |
| Total Income                                 | (20,150)                          | (20,150)               |
| <b>Net Expenditure/(Income)</b>              | 79,486                            | 114,769                |

Cost Centre: 3071

|   |         |         |
|---|---------|---------|
| <b>Land Drainage &amp; Associated Works</b>   |         |         |
| Premises-Related Expenditure                  | 3,400   | 3,329   |
| Supplies & Services                           | 79,000  | 83,000  |
| Third Party Payments                          | 5,000   | 0       |
| Support Services                              | 1,550   | 1,558   |
| Total Expenditure                             | 88,950  | 87,887  |
| <b>Income</b>                                 |         |         |
| Customer and Client Receipts - Fees & Charges | (1,061) | (1,082) |
| Total Income                                  | (1,061) | (1,082) |
| <b>Net Expenditure/(Income)</b>               | 87,889  | 86,805  |

Cost Centre: 3072

|                                      |          |          |
|--------------------------------------|----------|----------|
| <b>Bus Station - Bury St Edmunds</b> |          |          |
| Premises-Related Expenditure         | 113,040  | 119,011  |
| Third Party Payments                 | 0        | 20,000   |
| Support Services                     | 40,900   | 43,565   |
| Depreciation & Impairment Losses     | 17,000   | 17,000   |
| Total Expenditure                    | 170,940  | 199,576  |
| <b>Income</b>                        |          |          |
| Customer and Client Receipts - Rents | (10,000) | (14,000) |
| Financed from Reserves               | (14,450) | (14,450) |
| Total Income                         | (24,450) | (28,450) |
| <b>Net Expenditure/(Income)</b>      | 146,490  | 171,126  |

Cost Centre: 3101

|                                      |          |          |
|--------------------------------------|----------|----------|
| <b>Non-HRA Housing Properties</b>    |          |          |
| Premises-Related Expenditure         | 28,350   | 24,350   |
| Support Services                     | 7,658    | 8,071    |
| Depreciation & Impairment Losses     | 22,700   | 22,700   |
| Total Expenditure                    | 58,708   | 55,121   |
| <b>Income</b>                        |          |          |
| Customer and Client Receipts - Rents | (4,650)  | (9,691)  |
| Financed from Reserves               | (14,175) | (10,175) |
| Total Income                         | (18,825) | (19,866) |
| <b>Net Expenditure/(Income)</b>      | 39,883   | 35,255   |

Cost Centre: 4015

## Operations (Property & Facilities)

| Service   | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Industrial &amp; Business Units</b>              |                                   |                        |
| Premises-Related Expenditure                        | 850,172                           | 846,179                |
| Supplies & Services                                 | 0                                 | 30,000                 |
| Third Party Payments                                | 26,000                            | 26,000                 |
| Support Services                                    | 891,350                           | 956,449                |
| Depreciation & Impairment Losses                    | 663,100                           | 663,100                |
| Total Expenditure                                   | 2,430,622                         | 2,521,728              |
| <b>Income</b>                                       |                                   |                        |
| Other Grants, Reimbursements & Contributions        | (202,941)                         | (216,300)              |
| Customer and Client Receipts - Fees & Charges       | (520)                             | 0                      |
| Customer and Client Receipts - Rents                | (3,373,671)                       | (3,320,661)            |
| Financed from Reserves                              | (186,055)                         | (186,055)              |
| Total Income  | (3,763,187)                       | (3,723,016)            |
| <b>Net Expenditure/(Income)</b>                     | (1,332,565)                       | (1,201,288)            |
| Cost Centre: 6000, 6001                             |                                   |                        |
| <b>Town Centres &amp; Shops</b>                     |                                   |                        |
| Premises-Related Expenditure                        | 294,639                           | 296,010                |
| Support Services                                    | 57,528                            | 61,107                 |
| Depreciation & Impairment Losses                    | 97,000                            | 97,000                 |
| Total Expenditure                                   | 449,167                           | 454,117                |
| <b>Income</b>                                       |                                   |                        |
| Other Grants, Reimbursements & Contributions        | (23,075)                          | (23,075)               |
| Customer and Client Receipts - Rents                | (2,203,967)                       | (2,272,161)            |
| Financed from Reserves                              | (250,891)                         | (223,350)              |
| Total Income  | (2,477,933)                       | (2,518,586)            |
| <b>Net Expenditure/(Income)</b>                     | (2,028,766)                       | (2,064,469)            |
| Cost Centre: 6010, 6011, 6012                       |                                   |                        |
| <b>Total Operations (Property &amp; Facilities)</b> | <b>(3,741,090)</b>                | <b>(4,039,761)</b>     |



## **Assistant Director of Operations (Leisure)**

Mark Walsh

### **Leisure Services**

- 2010 - Leisure Promotion
- 2017 - Arboriculture (Tree Maintenance Works)
- 2020 - Other Parks & Play Provision
- 2021 - Abbey Gardens
- 2022 - Nowton Park
- 2023 - East Town Park
- 2024 - Clare Country Park
- 2025 - Children's Play Areas
- 2026 - Brandon Country Park
- 2027 - Aspal Close, Beck Row
- 2030 - Arts, Heritage & Cultural Services
- 2031 - Moyse's Hall Museum
- 2032 - West Stow Country Park
- 2033 - West Stow ASVT Operating Account
- 2035 - Heritage Outreach Services
- 2036 - Heritage Sites & Monuments
- 2037 - West Front Houses
- 2040 - Sports & Leisure Centres
- 2050 - Cemeteries & Closed Churchyards
- 2055 - Allotments
- 2060 - The Apex
- 2061 - The Athenaeum
- 2062 - The Guildhall, Bury St Edmunds
- 2070 - Tourist Information Centres
- 2071 - Shopmobility
- 2072 - Bury Festival
- 2083 - Leisure & Sports
- 2090 - The Pavilion - Lady Wolverton Playingfield

## Operations (Leisure)

| Service                              | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--------------------------------------|-----------------------------------|------------------------|
| <b>Leisure Promotion</b>             |                                   |                        |
| Employees                            | 94,869                            | 101,271                |
| Transport-Related Expenditure        | 59                                | 60                     |
| Supplies & Services                  | 72,855                            | 72,855                 |
| Support Services                     | 136                               | 142                    |
| <b>Total Expenditure</b>             | <b>167,919</b>                    | <b>174,328</b>         |
| <b>Income</b>                        |                                   |                        |
| Customer and Client Receipts - Sales | (17,500)                          | (25,250)               |
| <b>Total Income</b>                  | <b>(17,500)</b>                   | <b>(25,250)</b>        |
| <b>Net Expenditure/(Income)</b>      | <b>150,419</b>                    | <b>149,078</b>         |

Cost Centre: 2010

|   |                 |                 |
|---|-----------------|-----------------|
| <b>Arboriculture (Tree Maintenance Works)</b> |                 |                 |
| Employees                                     | 138,135         | 144,013         |
| Premises-Related Expenditure                  | 210,641         | 223,883         |
| Transport-Related Expenditure                 | 9,597           | 9,709           |
| Supplies & Services                           | 2,475           | 3,240           |
| Support Services                              | 18,825          | 19,187          |
| <b>Total Expenditure</b>                      | <b>379,673</b>  | <b>400,032</b>  |
| <b>Income</b>                                 |                 |                 |
| Other Grants, Reimbursements & Contributions  | 0               | (8,000)         |
| Financed from Reserves                        | (22,350)        | (22,350)        |
| <b>Total Income</b>                           | <b>(22,350)</b> | <b>(30,350)</b> |
| <b>Net Expenditure/(Income)</b>               | <b>357,323</b>  | <b>369,682</b>  |

Cost Centre: 2017

|   |                  |                  |
|---|------------------|------------------|
| <b>Other Parks &amp; Play Provision</b>       |                  |                  |
| Employees                                     | 197,954          | 212,620          |
| Premises-Related Expenditure                  | 887,563          | 864,390          |
| Transport-Related Expenditure                 | 9,428            | 9,889            |
| Supplies & Services                           | 2,250            | 2,250            |
| Support Services                              | 102,199          | 106,388          |
| Depreciation & Impairment Losses              | 122,000          | 122,000          |
| <b>Total Expenditure</b>                      | <b>1,321,394</b> | <b>1,317,537</b> |
| <b>Income</b>                                 |                  |                  |
| Other Grants, Reimbursements & Contributions  | (59,847)         | (34,847)         |
| Customer and Client Receipts - Fees & Charges | (154,202)        | (173,000)        |
| Customer and Client Receipts - Rents          | (16,650)         | (16,650)         |
| Financed from Reserves                        | (122,881)        | (122,881)        |
| <b>Total Income</b>                           | <b>(353,580)</b> | <b>(347,378)</b> |
| <b>Net Expenditure/(Income)</b>               | <b>967,814</b>   | <b>970,159</b>   |

Cost Centre: 2020

## Operations (Leisure)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Abbey Gardens</b>                          |                                   |                        |
| Employees                                     | 237,250                           | 238,455                |
| Premises-Related Expenditure                  | 61,312                            | 62,697                 |
| Transport-Related Expenditure                 | 3,090                             | 3,064                  |
| Supplies & Services                           | 62,650                            | 64,650                 |
| Third Party Payments                          | 1,000                             | 1,000                  |
| Support Services                              | 51,369                            | 53,785                 |
| Depreciation & Impairment Losses              | 20,200                            | 20,200                 |
| Total Expenditure                             | 436,871                           | 443,851                |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (14,800)                          | (16,000)               |
| Customer and Client Receipts - Sales          | (22,000)                          | (23,440)               |
| Customer and Client Receipts - Fees & Charges | (15,300)                          | (16,541)               |
| Customer and Client Receipts - Rents          | (3,800)                           | (3,800)                |
| Financed from Reserves                        | (19,575)                          | (19,575)               |
| Total Income                                  | (75,475)                          | (79,356)               |
| <b>Net Expenditure/(Income)</b>               | 361,396                           | 364,495                |

Cost Centre: 2021

|   |           |           |
|---|-----------|-----------|
| <b>Nowton Park</b>                            |           |           |
| Employees                                     | 97,815    | 101,666   |
| Premises-Related Expenditure                  | 104,547   | 109,223   |
| Transport-Related Expenditure                 | 5,429     | 4,701     |
| Supplies & Services                           | 11,630    | 14,000    |
| Third Party Payments                          | 700       | 700       |
| Support Services                              | 58,263    | 60,826    |
| Depreciation & Impairment Losses              | 63,200    | 63,200    |
| Total Expenditure                             | 341,584   | 354,316   |
| <b>Income</b>                                 |           |           |
| Other Grants, Reimbursements & Contributions  | (500)     | (500)     |
| Customer and Client Receipts - Sales          | (10,574)  | (32,870)  |
| Customer and Client Receipts - Fees & Charges | (70,905)  | (84,341)  |
| Customer and Client Receipts - Rents          | (28,400)  | (20,450)  |
| Financed from Reserves                        | (18,500)  | (18,500)  |
| Total Income                                  | (128,879) | (156,661) |
| <b>Net Expenditure/(Income)</b>               | 212,705   | 197,655   |

Cost Centre: 2022

|   |          |          |
|---|----------|----------|
| <b>East Town Park</b>                         |          |          |
| Employees                                     | 73,043   | 76,192   |
| Premises-Related Expenditure                  | 34,645   | 37,560   |
| Transport-Related Expenditure                 | 4,727    | 4,621    |
| Supplies & Services                           | 10,580   | 14,730   |
| Support Services                              | 31,046   | 32,049   |
| Depreciation & Impairment Losses              | 6,600    | 6,600    |
| Total Expenditure                             | 160,641  | 171,752  |
| <b>Income</b>                                 |          |          |
| Customer and Client Receipts - Sales          | (16,000) | (20,470) |
| Customer and Client Receipts - Fees & Charges | (2,136)  | (2,179)  |
| Financed from Reserves                        | (4,350)  | (4,350)  |
| Total Income                                  | (22,486) | (26,999) |
| <b>Net Expenditure/(Income)</b>               | 138,155  | 144,753  |

Cost Centre: 2023

## Operations (Leisure)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Clare Country Park</b>                     |                                   |                        |
| Premises-Related Expenditure                  | 18,781                            | 18,387                 |
| Supplies & Services                           | 3,000                             | 3,000                  |
| Total Expenditure                             | 21,781                            | 21,387                 |
| <b>Income</b>                                 |                                   |                        |
| Customer and Client Receipts - Fees & Charges | (22,317)                          | (22,317)               |
| Total Income                                  | (22,317)                          | (22,317)               |
| <b>Net Expenditure/(Income)</b>               | (536)                             | (930)                  |

Cost Centre: 2024

|                                  |         |         |
|----------------------------------|---------|---------|
| <b>Childrens's Play Areas</b>    |         |         |
| Employees                        | 54,255  | 58,352  |
| Premises-Related Expenditure     | 122,749 | 130,567 |
| Transport-Related Expenditure    | 5,520   | 5,576   |
| Support Services                 | 53,219  | 55,765  |
| Depreciation & Impairment Losses | 52,700  | 52,700  |
| Total Expenditure                | 288,443 | 302,960 |
| <b>Income</b>                    |         |         |
| Financed from Reserves           | (9,899) | (9,899) |
| Total Income                     | (9,899) | (9,899) |
| <b>Net Expenditure/(Income)</b>  | 278,544 | 293,061 |

Cost Centre: 2025

|   |           |           |
|---|-----------|-----------|
| <b>Brandon Country Park</b>                   |           |           |
| Employees                                     | 60,038    | 64,850    |
| Premises-Related Expenditure                  | 117,506   | 126,862   |
| Transport-Related Expenditure                 | 2,615     | 1,493     |
| Supplies & Services                           | 5,695     | 6,695     |
| Total Expenditure                             | 185,854   | 199,900   |
| <b>Income</b>                                 |           |           |
| Other Grants, Reimbursements & Contributions  | (7,000)   | (7,000)   |
| Customer and Client Receipts - Sales          | 0         | (1,000)   |
| Customer and Client Receipts - Fees & Charges | (54,000)  | (54,120)  |
| Customer and Client Receipts - Rents          | (13,000)  | (13,000)  |
| Financed from Reserves                        | (43,000)  | (43,000)  |
| Total Income                                  | (117,000) | (118,120) |
| <b>Net Expenditure/(Income)</b>               | 68,854    | 81,780    |

Cost Centre: 2026

|                                 |   |   |
|---------------------------------|---|---|
| <b>Aspal Close, Beck Row</b>    |   |   |
| Total Expenditure               | 0 | 0 |
| <b>Income</b>                   |   |   |
| Total Income                    | 0 | 0 |
| <b>Net Expenditure/(Income)</b> | 0 | 0 |

Cost Centre: 2027

## Operations (Leisure)

| Service | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---------|-----------------------------------|------------------------|
|---------|-----------------------------------|------------------------|

|   |         |          |
|---|---------|----------|
| <b>Arts, Heritage &amp; Cultural Services</b> |         |          |
| Premises-Related Expenditure                  | 11,459  | 25,842   |
| Supplies & Services                           | 79,350  | 77,450   |
| Support Services                              | 99,484  | 104,158  |
| Depreciation & Impairment Losses              | 2,700   | 2,700    |
| Total Expenditure                             | 192,993 | 210,150  |
| <b>Income</b>                                 |         |          |
| Other Grants, Reimbursements & Contributions  | 0       | (8,000)  |
| Customer and Client Receipts - Fees & Charges | (3,176) | (4,000)  |
| Total Income                                  | (3,176) | (12,000) |
| <b>Net Expenditure/(Income)</b>               | 189,817 | 198,150  |

Cost Centre: 2030

|   |          |          |
|---|----------|----------|
| <b>Moyses Hall Museum</b>                     |          |          |
| Employees                                     | 231,679  | 226,521  |
| Premises-Related Expenditure                  | 91,840   | 94,453   |
| Transport-Related Expenditure                 | 945      | 964      |
| Supplies & Services                           | 10,228   | 26,378   |
| Third Party Payments                          | 1,750    | 1,750    |
| Support Services                              | 72,688   | 75,673   |
| Depreciation & Impairment Losses              | 19,300   | 19,300   |
| Total Expenditure                             | 428,430  | 445,039  |
| <b>Income</b>                                 |          |          |
| Other Grants, Reimbursements & Contributions  | (5,000)  | (6,000)  |
| Customer and Client Receipts - Sales          | (7,168)  | (7,311)  |
| Customer and Client Receipts - Fees & Charges | (30,600) | (44,882) |
| Customer and Client Receipts - Rents          | (3,000)  | (3,700)  |
| Financed from Reserves                        | (20,745) | (20,745) |
| Total Income                                  | (66,513) | (82,638) |
| <b>Net Expenditure/(Income)</b>               | 361,917  | 362,401  |

Cost Centre: 2031

|   |           |           |
|---|-----------|-----------|
| <b>West Stow Country Park</b>                 |           |           |
| Employees                                     | 231,918   | 268,210   |
| Premises-Related Expenditure                  | 175,567   | 172,496   |
| Transport-Related Expenditure                 | 1,610     | 1,640     |
| Supplies & Services                           | 63,701    | 60,748    |
| Third Party Payments                          | 2,000     | 650       |
| Support Services                              | 89,788    | 93,384    |
| Depreciation & Impairment Losses              | 51,200    | 51,200    |
| Total Expenditure                             | 615,784   | 648,328   |
| <b>Income</b>                                 |           |           |
| Other Grants, Reimbursements & Contributions  | (5,530)   | (6,030)   |
| Customer and Client Receipts - Sales          | (45,000)  | (45,900)  |
| Customer and Client Receipts - Fees & Charges | (186,850) | (187,207) |
| Customer and Client Receipts - Rents          | (25,000)  | (30,000)  |
| Financed from Reserves                        | (60,840)  | (56,340)  |
| Total Income                                  | (323,220) | (325,477) |
| <b>Net Expenditure/(Income)</b>               | 292,564   | 322,851   |

Cost Centre: 2032, 2033

## Operations (Leisure)

| Service | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---------|-----------------------------------|------------------------|
|---------|-----------------------------------|------------------------|

|                                   |   |   |
|-----------------------------------|---|---|
| <b>Heritage Outreach Services</b> |   |   |
| Total Expenditure                 | 0 | 0 |
| <b>Income</b>                     |   |   |
| Total Income                      | 0 | 0 |
| <b>Net Expenditure/(Income)</b>   | 0 | 0 |

Cost Centre: 2035

|                                       |        |        |
|---------------------------------------|--------|--------|
| <b>Heritage Sites &amp; Monuments</b> |        |        |
| Premises-Related Expenditure          | 4,000  | 5,000  |
| Support Services                      | 8,480  | 9,014  |
| Total Expenditure                     | 12,480 | 14,014 |
| <b>Income</b>                         |        |        |
| Total Income                          | 0      | 0      |
| <b>Net Expenditure/(Income)</b>       | 12,480 | 14,014 |

Cost Centre: 2036

|  |          |          |
|--|----------|----------|
| <b>West Front Houses</b>                     |          |          |
| Premises-Related Expenditure                 | 30,000   | 31,373   |
| Support Services                             | 14,000   | 14,855   |
| Total Expenditure                            | 44,000   | 46,228   |
| <b>Income</b>                                |          |          |
| Other Grants, Reimbursements & Contributions | (2,000)  | (2,000)  |
| Customer and Client Receipts - Rents         | (2,080)  | (2,080)  |
| Financed from Reserves                       | (15,000) | (15,000) |
| Total Income                                 | (19,080) | (19,080) |
| <b>Net Expenditure/(Income)</b>              | 24,920   | 27,148   |

Cost Centre: 2037

|                                      |           |           |
|--------------------------------------|-----------|-----------|
| <b>Sports &amp; Leisure Centres</b>  |           |           |
| Premises-Related Expenditure         | 438,397   | 438,403   |
| Supplies & Services                  | 475,878   | 345,878   |
| Support Services                     | 141,565   | 150,776   |
| Depreciation & Impairment Losses     | 1,118,900 | 1,118,900 |
| Total Expenditure                    | 2,174,740 | 2,053,957 |
| <b>Income</b>                        |           |           |
| Customer and Client Receipts - Sales | (73,469)  | (66,000)  |
| Financed from Reserves               | (143,150) | (143,150) |
| Total Income                         | (216,619) | (209,150) |
| <b>Net Expenditure/(Income)</b>      | 1,958,121 | 1,844,807 |

Cost Centre: 2040

## Operations (Leisure)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Cemeteries &amp; Closed Churchyards</b>    |                                   |                        |
| Employees                                     | 70,427                            | 76,841                 |
| Premises-Related Expenditure                  | 446,998                           | 442,724                |
| Transport-Related Expenditure                 | 3,399                             | 3,437                  |
| Supplies & Services                           | 5,904                             | 10,937                 |
| Support Services                              | 16,956                            | 17,829                 |
| Depreciation & Impairment Losses              | 1,600                             | 1,600                  |
| Total Expenditure                             | 545,284                           | 553,368                |
| <b>Income</b>                                 |                                   |                        |
| Customer and Client Receipts - Sales          | (4,832)                           | (9,928)                |
| Customer and Client Receipts - Fees & Charges | (186,140)                         | (194,263)              |
| Financed from Reserves                        | (36,875)                          | (36,875)               |
| Total Income                                  | (227,847)                         | (241,066)              |
| <b>Net Expenditure/(Income)</b>               | 317,437                           | 312,302                |

Cost Centre: 2050

|                                      |         |         |
|--------------------------------------|---------|---------|
| <b>Allotments</b>                    |         |         |
| Premises-Related Expenditure         | 700     | 685     |
| Support Services                     | 460     | 463     |
| Total Expenditure                    | 1,160   | 1,148   |
| <b>Income</b>                        |         |         |
| Customer and Client Receipts - Rents | (1,390) | (1,390) |
| Total Income                         | (1,390) | (1,390) |
| <b>Net Expenditure/(Income)</b>      | (230)   | (242)   |

Cost Centre: 2055

|   |             |             |
|---|-------------|-------------|
| <b>The Apex</b>                               |             |             |
| Employees                                     | 457,643     | 474,595     |
| Premises-Related Expenditure                  | 623,405     | 626,477     |
| Transport-Related Expenditure                 | 1,958       | 1,978       |
| Supplies & Services                           | 995,182     | 1,185,551   |
| Third Party Payments                          | 27,000      | 27,000      |
| Support Services                              | 118,270     | 118,492     |
| Depreciation & Impairment Losses              | 408,100     | 408,100     |
| Total Expenditure                             | 2,631,558   | 2,842,193   |
| <b>Income</b>                                 |             |             |
| Government Grants                             | (6,000)     | (6,000)     |
| Other Grants, Reimbursements & Contributions  | (49,000)    | (60,000)    |
| Customer and Client Receipts - Sales          | (1,341,719) | (1,557,500) |
| Customer and Client Receipts - Fees & Charges | (185,605)   | (205,000)   |
| Financed from Reserves                        | (123,250)   | (123,250)   |
| Total Income                                  | (1,705,574) | (1,951,750) |
| <b>Net Expenditure/(Income)</b>               | 925,984     | 890,443     |

Cost Centre: 2060

## Operations (Leisure)

| Service                                      | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>The Athenaeum</b>                         |                                   |                        |
| Premises-Related Expenditure                 | 103,424                           | 102,634                |
| Supplies & Services                          | 870                               | 0                      |
| Third Party Payments                         | 4,100                             | 5,600                  |
| Support Services                             | 36,990                            | 38,926                 |
| Depreciation & Impairment Losses             | 26,000                            | 26,000                 |
| Total Expenditure                            | 171,384                           | 173,160                |
| <b>Income</b>                                |                                   |                        |
| Other Grants, Reimbursements & Contributions | (20,000)                          | (20,000)               |
| Customer and Client Receipts - Sales         | (43,665)                          | (40,000)               |
| Customer and Client Receipts - Rents         | (950)                             | (969)                  |
| Financed from Reserves                       | (15,920)                          | (15,920)               |
| Total Income                                 | (80,535)                          | (76,889)               |
| <b>Net Expenditure/(Income)</b>              | 90,849                            | 96,271                 |

Cost Centre: 2061

|                                       |        |   |
|---------------------------------------|--------|---|
| <b>The Guildhall, Bury St Edmunds</b> |        |   |
| Premises-Related Expenditure          | 26,480 | 0 |
| Support Services                      | 2,390  | 0 |
| Total Expenditure                     | 28,870 | 0 |
| <b>Income</b>                         |        |   |
| Total Income                          | 0      | 0 |
| <b>Net Expenditure/(Income)</b>       | 28,870 | 0 |

Cost Centre: 2062

|                                      |          |          |
|--------------------------------------|----------|----------|
| <b>Tourist Information Centres</b>   |          |          |
| Employees                            | 70,641   | 73,684   |
| Premises-Related Expenditure         | 170      | 172      |
| Transport-Related Expenditure        | 90       | 92       |
| Supplies & Services                  | 18,210   | 18,210   |
| Support Services                     | 51,605   | 53,314   |
| Total Expenditure                    | 140,716  | 145,472  |
| <b>Income</b>                        |          |          |
| Customer and Client Receipts - Sales | (12,373) | (10,000) |
| Total Income                         | (12,373) | (10,000) |
| <b>Net Expenditure/(Income)</b>      | 128,343  | 135,472  |

Cost Centre: 2070

## Operations (Leisure)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Shopmobility</b>                           |                                   |                        |
| Employees                                     | 14,497                            | 15,114                 |
| Premises-Related Expenditure                  | 5,026                             | 0                      |
| Transport-Related Expenditure                 | 15                                | 15                     |
| Supplies & Services                           | 22,060                            | 22,060                 |
| Third Party Payments                          | 5,600                             | 5,600                  |
| Support Services                              | 2,370                             | 2,489                  |
| Depreciation & Impairment Losses              | 100                               | 100                    |
| Total Expenditure                             | 49,668                            | 45,378                 |
| <b>Income</b>                                 |                                   |                        |
| Customer and Client Receipts - Fees & Charges | (2,243)                           | (1,800)                |
| Total Income                                  | (2,243)                           | (1,800)                |
| <b>Net Expenditure/(Income)</b>               | 47,425                            | 43,578                 |

Cost Centre: 2071

|   |           |           |
|---|-----------|-----------|
| <b>Bury Festival</b>                          |           |           |
| Employees                                     | 25,370    | 26,321    |
| Premises-Related Expenditure                  | 5,600     | 5,594     |
| Transport-Related Expenditure                 | 754       | 760       |
| Supplies & Services                           | 134,506   | 134,506   |
| Third Party Payments                          | 6,000     | 6,000     |
| Support Services                              | 8,110     | 8,600     |
| Total Expenditure                             | 180,340   | 181,781   |
| <b>Income</b>                                 |           |           |
| Other Grants, Reimbursements & Contributions  | (27,200)  | (27,200)  |
| Customer and Client Receipts - Sales          | (91,020)  | (92,840)  |
| Customer and Client Receipts - Fees & Charges | (871)     | (889)     |
| Total Income                                  | (119,091) | (120,929) |
| <b>Net Expenditure/(Income)</b>               | 61,249    | 60,852    |

Cost Centre: 2072

|                                 |        |        |
|---------------------------------|--------|--------|
| <b>Leisure &amp; Sports</b>     |        |        |
| Supplies & Services             | 40,000 | 30,000 |
| Total Expenditure               | 40,000 | 30,000 |
| <b>Income</b>                   |        |        |
| Total Income                    | 0      | 0      |
| <b>Net Expenditure/(Income)</b> | 40,000 | 30,000 |

Cost Centre: 2083

|   |          |          |
|---|----------|----------|
| <b>The Pavilion - Lady Wolverton Playingfield</b> |          |          |
| Premises-Related Expenditure                      | 10,707   | 9,946    |
| Support Services                                  | 6,775    | 7,242    |
| Depreciation & Impairment Losses                  | 3,700    | 3,700    |
| Total Expenditure                                 | 21,182   | 20,888   |
| <b>Income</b>                                     |          |          |
| Customer and Client Receipts - Rents              | (14,000) | (14,000) |
| Financed from Reserves                            | (3,500)  | (3,500)  |
| Total Income                                      | (17,500) | (17,500) |
| <b>Net Expenditure/(Income)</b>                   | 3,682    | 3,388    |

Cost Centre: 2090

|                                   |                  |                  |
|-----------------------------------|------------------|------------------|
| <b>Total Operations (Leisure)</b> | <b>7,018,102</b> | <b>6,911,168</b> |
|-----------------------------------|------------------|------------------|

## **Assistant Director of Operations (Waste & Street Scene)**

Mark Walsh



### **Waste**

- 3030 - Street Cleansing
- 3040 - Refuse Collection (Black Bin)
- 3041 - Recycling Collection (Blue Bin)
- 3042 - Compostable Collection (Brown Bin)
- 3043 - Bulky, Fridges, Metal & Scrap Collection
- 3044 - Clinical & Hazardous Waste Collection
- 3045 - Multi-Bank Recycling Sites
- 3048 - Trade Waste Service
- 3050 - Refuse Collection: Blue/Black Bin

### **Operational**

- 3000 - Depots
- 3001 - West Suffolk Operational Hub
- 3060 - Grounds Maintenance Operatives\*
- 3061 - Tree Maintenance Operatives\*
- 3065 - Waste & Cleansing Operatives\*
- 6020 - Markets

### **Fleet Management**

- 3005 - Vehicle Workshop
- 3006 - Pool Cars
- 3010 - Vehicle Workshop Trading Account

## Operations (Waste & Street Scene)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Street Cleansing</b>                       |                                   |                        |
| Employees                                     | 230,416                           | 1,641,507              |
| Premises-Related Expenditure                  | 1,937,914                         | 5,042                  |
| Transport-Related Expenditure                 | 11,109                            | 297,582                |
| Supplies & Services                           | 30,000                            | 40,125                 |
| Third Party Payments                          | 2,500                             | 2,500                  |
| Support Services                              | 15,470                            | 16,361                 |
| Depreciation & Impairment Losses              | 40,400                            | 72,500                 |
| Total Expenditure                             | 2,267,809                         | 2,075,617              |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | 0                                 | (75)                   |
| Customer and Client Receipts - Fees & Charges | (55,250)                          | (50,000)               |
| Financed from Reserves                        | (21,925)                          | (22,819)               |
| Total Income                                  | (77,175)                          | (72,894)               |
| <b>Net Expenditure/(Income)</b>               | 2,190,634                         | 2,002,723              |

Cost Centre: 3030

|   |           |   |
|---|-----------|---|
| <b>Refuse Collection (Black Bin)</b>          |           |   |
| Employees                                     | 74,908    | 0 |
| Premises-Related Expenditure                  | 1,525,504 | 0 |
| Transport-Related Expenditure                 | 1,614     | 0 |
| Supplies & Services                           | 57,000    | 0 |
| Support Services                              | 49,710    | 0 |
| Depreciation & Impairment Losses              | 91,500    | 0 |
| Total Expenditure                             | 1,800,236 | 0 |
| <b>Income</b>                                 |           |   |
| Customer and Client Receipts - Fees & Charges | (25,000)  | 0 |
| Financed from Reserves                        | (37,737)  | 0 |
| Total Income                                  | (62,737)  | 0 |
| <b>Net Expenditure/(Income)</b>               | 1,737,499 | 0 |

Cost Centre: 3040

|   |           |   |
|---|-----------|---|
| <b>Recycling Collection (Blue Bins)</b>       |           |   |
| Employees                                     | 89,460    | 0 |
| Premises-Related Expenditure                  | 1,360,487 | 0 |
| Transport-Related Expenditure                 | 1,760     | 0 |
| Supplies & Services                           | 76,500    | 0 |
| Third Party Payments                          | 7,500     | 0 |
| Support Services                              | 53,577    | 0 |
| Total Expenditure                             | 1,589,284 | 0 |
| <b>Income</b>                                 |           |   |
| Other Grants, Reimbursements & Contributions  | (112,138) | 0 |
| Customer and Client Receipts - Sales          | (1,000)   | 0 |
| Customer and Client Receipts - Fees & Charges | (37,500)  | 0 |
| Financed from Reserves                        | (177,876) | 0 |
| Total Income                                  | (328,514) | 0 |
| <b>Net Expenditure/(Income)</b>               | 1,260,770 | 0 |

Cost Centre: 3041

## Operations (Waste & Street Scene)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Compostable Collection (Brown Bins)</b>    |                                   |                        |
| Employees                                     | 61,761                            | 658,578                |
| Premises-Related Expenditure                  | 1,101,252                         | 26,478                 |
| Transport-Related Expenditure                 | 2,183                             | 262,628                |
| Supplies & Services                           | 72,500                            | 98,075                 |
| Support Services                              | 87,110                            | 89,233                 |
| Depreciation & Impairment Losses              | 16,700                            | 53,500                 |
| Total Expenditure                             | 1,341,506                         | 1,188,492              |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (54,995)                          | (33,032)               |
| Customer and Client Receipts - Fees & Charges | (1,298,600)                       | (1,383,000)            |
| Financed from Reserves                        | (20,872)                          | (21,223)               |
| Total Income                                  | (1,374,467)                       | (1,437,255)            |
| <b>Net Expenditure/(Income)</b>               | (32,961)                          | (248,763)              |

Cost Centre: 3042

|   |          |          |
|---|----------|----------|
| <b>Bulky, Fridges, Metal &amp; Scrap Collection</b> |          |          |
| Employees   | 27,546   | 12,618   |
| Premises-Related Expenditure                        | 197,865  | 3,472    |
| Transport-Related Expenditure                       | 840      | 29,515   |
| Support Services                                    | 15,193   | 15,713   |
| Depreciation & Impairment Losses                    | 6,000    | 6,000    |
| Total Expenditure                                   | 247,444  | 67,318   |
| <b>Income</b>                                       |          |          |
| Customer and Client Receipts - Fees & Charges       | (77,550) | (63,522) |
| Financed from Reserves                              | (1,265)  | (1,318)  |
| Total Income  | (78,815) | (64,840) |
| <b>Net Expenditure/(Income)</b>                     | 168,629  | 2,478    |

Cost Centre: 3043

|  |         |         |
|--|---------|---------|
| <b>Clinical &amp; Hazardous Waste Collection</b> |         |         |
| Employees  | 11,185  | 5,939   |
| Premises-Related Expenditure                     | 2,330   | 2,222   |
| Transport-Related Expenditure                    | 270     | 275     |
| Third Party Payments                             | 15,000  | 25,000  |
| Support Services                                 | 1,660   | 1,702   |
| Total Expenditure                                | 30,445  | 35,138  |
| <b>Income</b>                                    |         |         |
| Customer and Client Receipts - Fees & Charges    | (5,255) | (1,500) |
| Financed from Reserves                           | (1,265) | (1,317) |
| Total Income                                     | (6,520) | (2,817) |
| <b>Net Expenditure/(Income)</b>                  | 23,925  | 32,321  |

Cost Centre: 3044

## Operations (Waste & Street Scene)

| Service                                      | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Multi-Bank Recycling Sites</b>            |                                   |                        |
| Employees                                    | 42,192                            | 28,686                 |
| Premises-Related Expenditure                 | 790                               | 754                    |
| Transport-Related Expenditure                | 1,206                             | 1,154                  |
| Supplies & Services                          | 6,020                             | 3,000                  |
| Third Party Payments                         | 79,900                            | 85,400                 |
| Support Services                             | 3,720                             | 3,823                  |
| Total Expenditure                            | 133,828                           | 122,817                |
| <b>Income</b>                                |                                   |                        |
| Other Grants, Reimbursements & Contributions | (140,363)                         | (140,363)              |
| Customer and Client Receipts - Sales         | (6,905)                           | (7,043)                |
| Financed from Reserves                       | (3,654)                           | (3,803)                |
| Total Income                                 | (150,922)                         | (151,209)              |
| <b>Net Expenditure/(Income)</b>              | (17,094)                          | (28,392)               |

Cost Centre: 3045

|   |             |             |
|---|-------------|-------------|
| <b>Trade Waste</b>                            |             |             |
| Employees                                     | 197,708     | 623,377     |
| Premises-Related Expenditure                  | 820,992     | 8,825       |
| Transport-Related Expenditure                 | 8,353       | 347,654     |
| Supplies & Services                           | 91,530      | 147,524     |
| Third Party Payments                          | 906,180     | 1,083,480   |
| Support Services                              | 82,172      | 84,113      |
| Depreciation & Impairment Losses              | 0           | 35,200      |
| Total Expenditure                             | 2,106,935   | 2,330,173   |
| <b>Income</b>                                 |             |             |
| Customer and Client Receipts - Sales          | (160,438)   | (95,647)    |
| Customer and Client Receipts - Fees & Charges | (2,485,221) | (2,720,767) |
| Financed from Reserves                        | (42,932)    | (43,518)    |
| Recharges                                     | (34,000)    | 0           |
| Total Income                                  | (2,722,591) | (2,859,932) |
| <b>Net Expenditure/(Income)</b>               | (615,656)   | (529,759)   |

Cost Centre: 3048

|   |   |           |
|---|---|-----------|
| <b>Refuse Collection: Blue/Black Bin</b>      |   |           |
| Employees                                     | 0 | 2,031,377 |
| Premises-Related Expenditure                  | 0 | 69,201    |
| Transport-Related Expenditure                 | 0 | 725,872   |
| Supplies & Services                           | 0 | 168,000   |
| Support Services                              | 0 | 106,737   |
| Depreciation & Impairment Losses              | 0 | 239,500   |
| Total Expenditure                             | 0 | 3,340,687 |
| <b>Income</b>                                 |   |           |
| Other Grants, Reimbursements & Contributions  | 0 | (92,250)  |
| Customer and Client Receipts - Sales          | 0 | (1,020)   |
| Customer and Client Receipts - Fees & Charges | 0 | (33,632)  |
| Financed from Reserves                        | 0 | (75,516)  |
| Total Income                                  | 0 | (202,418) |
| <b>Net Expenditure/(Income)</b>               | 0 | 3,138,269 |

Cost Centre: 3050

## Operations (Waste & Street Scene)

| Service                                      | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Depots</b>                                |                                   |                        |
| Employees                                    | 102,573                           | 25,437                 |
| Premises-Related Expenditure                 | 406,657                           | 116,809                |
| Transport-Related Expenditure                | 47,228                            | 1,153                  |
| Supplies & Services                          | 12,530                            | 8,760                  |
| Third Party Payments                         | 1,700                             | 250                    |
| Support Services                             | 71,553                            | 2,867                  |
| Depreciation & Impairment Losses             | 126,200                           | 126,200                |
| Total Expenditure                            | 768,441                           | 281,476                |
| <b>Income</b>                                |                                   |                        |
| Other Grants, Reimbursements & Contributions | (16,050)                          | (15,838)               |
| Customer and Client Receipts - Sales         | (23,840)                          | (24,317)               |
| Customer and Client Receipts - Rents         | (15,000)                          | 0                      |
| Financed from Reserves                       | (93,150)                          | (19,600)               |
| Recharges                                    | (620,401)                         | (211,969)              |
| Total Income                                 | (768,441)                         | (271,724)              |
|  |                                   |                        |
| <b>Net Expenditure/(Income)</b>              | 0                                 | 9,752                  |

Cost Centre: 3000

|  |          |           |
|--|----------|-----------|
| <b>West Suffolk Operational Hub</b>          |          |           |
| Employees                                    | 47,776   | 180,014   |
| Premises-Related Expenditure                 | 0        | 259,239   |
| Transport-Related Expenditure                | 0        | 45,771    |
| Supplies & Services                          | 0        | 5,370     |
| Third Party Payments                         | 0        | 1,450     |
| Support Services                             | 0        | 72,874    |
| Total Expenditure                            | 816,217  | 564,718   |
| <b>Income</b>                                |          |           |
| Other Grants, Reimbursements & Contributions | 0        | (188)     |
| Financed from Reserves                       | (47,774) | (106,327) |
| Recharges                                    | 0        | (384,724) |
| Total Income                                 | (47,774) | (491,239) |
|  |          |           |
| <b>Net Expenditure/(Income)</b>              | 768,443  | 73,479    |

Cost Centre: 3001

|   |             |             |
|---|-------------|-------------|
| <b>Grounds Maintenance Operatives</b>         |             |             |
| Employees                                     | 1,014,259   | 1,028,839   |
| Premises-Related Expenditure                  | 102,120     | 104,065     |
| Transport-Related Expenditure                 | 354,291     | 340,484     |
| Supplies & Services                           | 48,811      | 50,811      |
| Third Party Payments                          | 57,500      | 35,000      |
| Support Services                              | 77,312      | 79,415      |
| Depreciation & Impairment Losses              | 85,300      | 86,800      |
| Total Expenditure                             | 1,739,593   | 1,725,414   |
| <b>Income</b>                                 |             |             |
| Other Grants, Reimbursements & Contributions  | (250)       | (75)        |
| Customer and Client Receipts - Fees & Charges | (266,140)   | (266,811)   |
| Recharges                                     | (1,473,203) | (1,455,768) |
| Total Income                                  | (1,739,593) | (1,722,654) |
|   |             |             |
| <b>Net Expenditure/(Income)</b>               | 0           | 2,760       |

Cost Centre: 3060

## Operations (Waste & Street Scene)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Tree Maintenance Operatives</b>            |                                   |                        |
| Employees                                     | 226,582                           | 268,523                |
| Transport-Related Expenditure                 | 15,573                            | 25,784                 |
| Supplies & Services                           | 13,150                            | 14,650                 |
| Third Party Payments                          | 1,000                             | 1,000                  |
| Support Services                              | 1,120                             | 1,087                  |
| Total Expenditure                             | 257,425                           | 311,044                |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (30,850)                          | (30,925)               |
| Customer and Client Receipts - Fees & Charges | (66,474)                          | (70,000)               |
| Recharges                                     | (190,951)                         | (176,767)              |
| Total Income                                  | (288,275)                         | (277,692)              |
| <b>Net Expenditure/(Income)</b>               | (30,850)                          | 33,352                 |

Cost Centre: 3061

|   |             |           |
|---|-------------|-----------|
| <b>Waste &amp; Cleansing Operatives</b>       |             |           |
| Employees                                     | 4,192,155   | 1,000     |
| Premises-Related Expenditure                  | 172,102     | 164,296   |
| Transport-Related Expenditure                 | 2,316,537   | 587,882   |
| Supplies & Services                           | 60,870      | 25,479    |
| Support Services                              | 212,919     | 218,095   |
| Depreciation & Impairment Losses              | 253,600     | 0         |
| Total Expenditure                             | 7,208,183   | 996,752   |
| <b>Income</b>                                 |             |           |
| Other Grants, Reimbursements & Contributions  | (250)       | 0         |
| Customer and Client Receipts - Fees & Charges | (779)       | (795)     |
| Recharges                                     | (7,175,462) | (188,126) |
| Total Income                                  | (7,176,491) | (188,921) |
| <b>Net Expenditure/(Income)</b>               | 31,691      | 807,831   |

Cost Centre: 3065

|   |           |           |
|---|-----------|-----------|
| <b>Markets</b>                                |           |           |
| Employees                                     | 92,301    | 165,364   |
| Premises-Related Expenditure                  | 274,679   | 83,963    |
| Transport-Related Expenditure                 | 3,213     | 3,473     |
| Supplies & Services                           | 7,870     | 9,870     |
| Third Party Payments                          | 56,850    | 56,850    |
| Support Services                              | 14,600    | 14,970    |
| Depreciation & Impairment Losses              | 2,600     | 2,600     |
| Total Expenditure                             | 452,113   | 337,090   |
| <b>Income</b>                                 |           |           |
| Other Grants, Reimbursements & Contributions  | (9,000)   | (9,150)   |
| Customer and Client Receipts - Fees & Charges | (406,000) | (359,140) |
| Total Income                                  | (415,000) | (368,290) |
| <b>Net Expenditure/(Income)</b>               | 37,113    | (31,200)  |

Cost Centre: 6020

## Operations (Waste & Street Scene)

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Vehicle Workshop &amp; Pool Cars</b>       |                                   |                        |
| Employees                                     | 481,399                           | 482,459                |
| Premises-Related Expenditure                  | 110,484                           | 102,546                |
| Transport-Related Expenditure                 | 90,215                            | 89,599                 |
| Supplies & Services                           | 35,069                            | 54,262                 |
| Support Services                              | 44,030                            | 45,719                 |
| Depreciation & Impairment Losses              | 20,600                            | 20,600                 |
| Total Expenditure                             | 781,797                           | 795,185                |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (1,500)                           | 0                      |
| Customer and Client Receipts - Fees & Charges | (140,675)                         | (199,739)              |
| Financed from Reserves                        | (30,993)                          | (32,256)               |
| Recharges                                     | (608,632)                         | (528,656)              |
| Total Income                                  | (781,800)                         | (760,651)              |
| <b>Net Expenditure/(Income)</b>               | (3)                               | 34,534                 |

Cost Centre: 3005, 3006, 3010

|  |                  |                  |
|--|------------------|------------------|
| <b>Total Operations (Waste &amp; Street Scene)</b> | <b>5,522,140</b> | <b>5,299,386</b> |
|--|------------------|------------------|

# Assistant Director of Planning & Regulatory

David Collinson



## **Development Control**

- 5000 - Development Control

## **Business (BC & Support)**

- 5010 - Building Control
- 5015 - Planning & Regulatory Support
- 1060 - Land Charges

## **Environment**

- 3090 - Prevention of Pollution
- 3091 - Environmental Management
- 3092 - Drinking Water Quality
- 3093 - Climate Change
- 3094 - Solar Farm
- 4020 - Home Energy Conservation

## **Business Reg & Licensing**

- 3095 - Licensing
- 3096 - Hackney Carriage & Private Hire Licensing
- 3097 - Food Safety
- 3098 - Health & Safety at Work Act/Enforcement

## **Public Health & Housing**

- 4021 - Housing Renewals
- 4031 - Burial of the Dead
- 4033 - Other Public Health Services

## Planning & Regulatory

| Service                                       | 2017/18<br>Revised<br>Budget<br>£ | 2018/19<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Development Control</b>                    |                                   |                        |
| Employees                                     | 1,214,752                         | 1,289,717              |
| Premises-Related Expenditure                  | 67,979                            | 63,817                 |
| Transport-Related Expenditure                 | 31,177                            | 31,445                 |
| Supplies & Services                           | 84,970                            | 83,690                 |
| Support Services                              | 326,521                           | 343,359                |
| Depreciation & Impairment Losses              | 18,700                            | 18,700                 |
| Total Expenditure                             | 1,744,099                         | 1,830,728              |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (950)                             | (950)                  |
| Customer and Client Receipts - Sales          | (113,653)                         | (120,414)              |
| Customer and Client Receipts - Fees & Charges | (1,615,000)                       | (1,616,000)            |
| Financed from Reserves                        | (9,500)                           | (9,500)                |
| Total Income                                  | (1,739,103)                       | (1,746,864)            |
| <b>Net Expenditure/(Income)</b>               | 4,996                             | 83,864                 |

Cost Centre: 5000

|   |           |           |
|---|-----------|-----------|
| <b>Building Control</b>                       |           |           |
| Employees                                     | 389,121   | 416,111   |
| Premises-Related Expenditure                  | 23,200    | 21,723    |
| Transport-Related Expenditure                 | 24,984    | 25,336    |
| Supplies & Services                           | 11,225    | 14,310    |
| Support Services                              | 107,370   | 110,982   |
| Total Expenditure                             | 555,900   | 588,462   |
| <b>Income</b>                                 |           |           |
| Customer and Client Receipts - Sales          | (1,338)   | (1,365)   |
| Customer and Client Receipts - Fees & Charges | (340,000) | (352,800) |
| Total Income                                  | (341,338) | (354,165) |
| <b>Net Expenditure/(Income)</b>               | 214,562   | 234,297   |

Cost Centre: 5010

|  |         |         |
|--|---------|---------|
| <b>Planning &amp; Regulatory Support</b> |         |         |
| Employees                                | 543,987 | 582,727 |
| Premises-Related Expenditure             | 38,450  | 36,000  |
| Transport-Related Expenditure            | 1,598   | 1,630   |
| Supplies & Services                      | 970     | 970     |
| Support Services                         | 88,457  | 93,202  |
| Total Expenditure                        | 673,462 | 714,529 |
| <b>Income</b>                            |         |         |
| Total Income                             | 0       | 0       |
| <b>Net Expenditure/(Income)</b>          | 673,462 | 714,529 |

Cost Centre: 5015

## Planning & Regulatory

| Service                                       | 2017/18<br>Revised<br>Budget<br>£ | 2018/19<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Land Charges</b>                           |                                   |                        |
| Employees                                     | 67,472                            | 73,965                 |
| Transport-Related Expenditure                 | 90                                | 92                     |
| Supplies & Services                           | 4,000                             | 1,220                  |
| Third Party Payments                          | 30,000                            | 30,000                 |
| Support Services                              | 54,584                            | 57,414                 |
| Total Expenditure                             | 156,146                           | 162,691                |
| <b>Income</b>                                 |                                   |                        |
| Customer and Client Receipts - Fees & Charges | (280,000)                         | (275,000)              |
| Total Income                                  | (280,000)                         | (275,000)              |
| <b>Net Expenditure/(Income)</b>               | (123,854)                         | (112,309)              |

Cost Centre: 1060

|   |          |          |
|---|----------|----------|
| <b>Prevention of Pollution</b>                |          |          |
| Employees                                     | 55,792   | 58,084   |
| Premises-Related Expenditure                  | 17,662   | 16,608   |
| Transport-Related Expenditure                 | 2,411    | 2,431    |
| Supplies & Services                           | 9,790    | 5,600    |
| Third Party Payments                          | 10,000   | 10,000   |
| Support Services                              | 80,330   | 83,219   |
| Total Expenditure                             | 175,985  | 175,942  |
| <b>Income</b>                                 |          |          |
| Customer and Client Receipts - Fees & Charges | (21,584) | (22,016) |
| Total Income                                  | (21,584) | (22,016) |
| <b>Net Expenditure/(Income)</b>               | 154,401  | 153,926  |

Cost Centre: 3090

|                                      |           |           |
|--------------------------------------|-----------|-----------|
| <b>Environmental Management</b>      |           |           |
| Employees                            | 88,922    | 93,078    |
| Premises-Related Expenditure         | 27,342    | 27,703    |
| Transport-Related Expenditure        | 3,257     | 3,285     |
| Supplies & Services                  | 2,500     | 4,500     |
| Support Services                     | 1,610     | 1,707     |
| Total Expenditure                    | 123,631   | 130,273   |
| <b>Income</b>                        |           |           |
| Customer and Client Receipts - Sales | (225,500) | (297,102) |
| Total Income                         | (225,500) | (297,102) |
| <b>Net Expenditure/(Income)</b>      | (101,869) | (166,829) |

Cost Centre: 3091

## Planning & Regulatory

| Service                                       | 2017/18<br>Revised<br>Budget<br>£ | 2018/19<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Drinking Water Quality</b>                 |                                   |                        |
| Employees                                     | 55,877                            | 57,639                 |
| Premises-Related Expenditure                  | 3,459                             | 3,235                  |
| Transport-Related Expenditure                 | 2,451                             | 2,473                  |
| Third Party Payments                          | 9,050                             | 27,250                 |
| Support Services                              | 1,330                             | 1,330                  |
| Total Expenditure                             | 72,167                            | 91,927                 |
| <b>Income</b>                                 |                                   |                        |
| Customer and Client Receipts - Fees & Charges | (17,225)                          | (33,170)               |
| Total Income                                  | (17,225)                          | (33,170)               |
| <b>Net Expenditure/(Income)</b>               | 54,942                            | 58,757                 |

Cost Centre: 3092

|                                 |        |        |
|---------------------------------|--------|--------|
| <b>Climate Change</b>           |        |        |
| Employees                       | 32,865 | 34,471 |
| Premises-Related Expenditure    | 3,133  | 2,930  |
| Transport-Related Expenditure   | 852    | 861    |
| Supplies & Services             | 25,714 | 20,714 |
| Support Services                | 3,251  | 3,286  |
| Total Expenditure               | 65,815 | 62,262 |
| <b>Income</b>                   |        |        |
| Total Income                    | 0      | 0      |
| <b>Net Expenditure/(Income)</b> | 65,815 | 62,262 |

Cost Centre: 3093

|                                      |             |             |
|--------------------------------------|-------------|-------------|
| <b>Solar Farm</b>                    |             |             |
| Employees                            | 20,026      | 20,579      |
| Premises-Related Expenditure         | 300,377     | 219,414     |
| Transport-Related Expenditure        | 712         | 719         |
| Supplies & Services                  | 16,000      | 14,000      |
| Total Expenditure                    | 337,115     | 254,712     |
| <b>Income</b>                        |             |             |
| Customer and Client Receipts - Sales | (1,503,420) | (1,540,420) |
| Financed from Reserves               | (50,000)    | 0           |
| Total Income                         | (1,553,420) | (1,540,420) |
| <b>Net Expenditure/(Income)</b>      | (1,216,305) | (1,285,708) |

Cost Centre: 3094

## Planning & Regulatory

| Service                                       | 2017/18<br>Revised<br>Budget<br>£ | 2018/19<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Licensing</b>                              |                                   |                        |
| Employees                                     | 197,388                           | 193,884                |
| Premises-Related Expenditure                  | 26,539                            | 25,048                 |
| Transport-Related Expenditure                 | 3,553                             | 4,827                  |
| Supplies & Services                           | 29,373                            | 11,606                 |
| Support Services                              | 146,140                           | 152,707                |
| Total Expenditure                             | 402,993                           | 388,072                |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (500)                             | (500)                  |
| Customer and Client Receipts - Fees & Charges | (240,000)                         | (252,799)              |
| Total Income                                  | (240,500)                         | (253,299)              |
| <b>Net Expenditure/(Income)</b>               | 162,493                           | 134,773                |

Cost Centre: 3095

|  |           |           |
|--|-----------|-----------|
| <b>Hackney Carriage &amp; Private Hire Licensing</b> |           |           |
| Transport-Related Expenditure                        | 23,750    | 0         |
| Supplies & Services                                  | 8,530     | 8,030     |
| Support Services                                     | 3,120     | 3,287     |
| Total Expenditure                                    | 35,400    | 11,317    |
| <b>Income</b>  |           |           |
| Customer and Client Receipts - Fees & Charges        | (159,762) | (162,957) |
| Total Income   | (159,762) | (162,957) |
| <b>Net Expenditure/(Income)</b>                      | (124,362) | (151,640) |

Cost Centre: 3096

|   |          |          |
|---|----------|----------|
| <b>Food Safety</b>                            |          |          |
| Employees                                     | 153,942  | 159,461  |
| Premises-Related Expenditure                  | 11,392   | 10,654   |
| Transport-Related Expenditure                 | 7,465    | 7,534    |
| Supplies & Services                           | 31,350   | 43,197   |
| Support Services                              | 23,467   | 24,379   |
| Total Expenditure                             | 227,616  | 245,225  |
| <b>Income</b>                                 |          |          |
| Customer and Client Receipts - Fees & Charges | (21,330) | (24,757) |
| Total Income                                  | (21,330) | (24,757) |
| <b>Net Expenditure/(Income)</b>               | 206,286  | 220,468  |

Cost Centre: 3097

|  |         |         |
|--|---------|---------|
| <b>Health &amp; Safety at Work Act/Enforcement</b> |         |         |
| Employees  | 137,856 | 142,963 |
| Premises-Related Expenditure                       | 11,392  | 10,654  |
| Transport-Related Expenditure                      | 6,376   | 6,433   |
| Supplies & Services                                | 500     | 500     |
| Support Services                                   | 20,524  | 21,450  |
| Total Expenditure                                  | 176,648 | 182,000 |
| <b>Income</b>                                      |         |         |
| Total Income                                       | 0       | 0       |
| <b>Net Expenditure/(Income)</b>                    | 176,648 | 182,000 |

Cost Centre: 3098

## Planning & Regulatory

| Service                                       | 2017/18<br>Revised<br>Budget<br>£ | 2018/19<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Home Energy Conservation</b>               |                                   |                        |
| Supplies & Services                           | 6,430                             | 6,430                  |
| Support Services                              | 30,198                            | 31,532                 |
| Total Expenditure                             | 36,628                            | 37,962                 |
| <b>Income</b>                                 |                                   |                        |
| Total Income                                  | 0                                 | 0                      |
| <b>Net Expenditure/(Income)</b>               | 36,628                            | 37,962                 |
| Cost Centre: 4020                             |                                   |                        |
| <b>Housing Renewals</b>                       |                                   |                        |
| Employees                                     | 152,942                           | 166,133                |
| Premises-Related Expenditure                  | 14,317                            | 13,396                 |
| Transport-Related Expenditure                 | 8,769                             | 6,050                  |
| Supplies & Services                           | 0                                 | 100,000                |
| Third Party Payments                          | 28,500                            | 0                      |
| Support Services                              | 3,878                             | 3,972                  |
| Total Expenditure                             | 208,406                           | 289,551                |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (835)                             | (835)                  |
| Total Income                                  | (835)                             | (835)                  |
| <b>Net Expenditure/(Income)</b>               | 207,571                           | 288,716                |
| Cost Centre: 4021                             |                                   |                        |
| <b>Burial of the Dead</b>                     |                                   |                        |
| Employees                                     | 23,130                            | 25,073                 |
| Premises-Related Expenditure                  | 50                                | 48                     |
| Transport-Related Expenditure                 | 1,379                             | 1,325                  |
| Support Services                              | 1,920                             | 1,968                  |
| Total Expenditure                             | 26,479                            | 28,414                 |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (133)                             | (135)                  |
| Total Income                                  | (133)                             | (135)                  |
| <b>Net Expenditure/(Income)</b>               | 26,346                            | 28,279                 |
| Cost Centre: 4031                             |                                   |                        |
| <b>Other Public Health Services</b>           |                                   |                        |
| Employees                                     | 286,474                           | 310,241                |
| Premises-Related Expenditure                  | 26,806                            | 25,081                 |
| Transport-Related Expenditure                 | 17,419                            | 16,723                 |
| Supplies & Services                           | 1,000                             | 2,500                  |
| Third Party Payments                          | 41,820                            | 38,000                 |
| Support Services                              | 37,329                            | 38,413                 |
| Total Expenditure                             | 410,848                           | 430,958                |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | (1,681)                           | (1,680)                |
| Customer and Client Receipts - Fees & Charges | (13,586)                          | (18,858)               |
| Total Income                                  | (15,267)                          | (20,538)               |
| <b>Net Expenditure/(Income)</b>               | 395,581                           | 410,420                |
| Cost Centre: 4033                             |                                   |                        |
| <b>Total Planning &amp; Regulatory</b>        | <b>813,341</b>                    | <b>893,767</b>         |

## **Assistant Director of Resources & Performance**

(S151 Officer)

Rachael Mann



### **Section Support Costs**

- 1000 - Resources & Performance\*
- 1001 - Internal Audit\*
- 1002 - ICT\*
- 1010 - Anglia Revenues Partnership\*

### **Resources & Performance**

- 1012 - Council Tax Administration
- 1013 - Business Rate Administration
- 1090 - Grants to Organisations
- 4090 - Housing Benefits
- 1020 - Emergency Planning
- 1100 - Corporate Expenditure
- 1101 - Corporate Finance
- 1110 - Feasibility
- 1150 - Non-Distributed Costs
- 1151 - Non-Distributed Costs - Cost of Unused Assets
- 7000 - Interest Transactions
- 8000 - General Fund Adjustments

\* These cost centres make up the Section Support Costs and are recharged out as Support Services

## Resources & Performance

| Service  | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Section Support Costs</b><br>(Resources & Performance, Internal Audit, ICT & ARP) |                                   |                        |
| Employees  | 5,008,015                         | 4,949,365              |
| Premises-Related Expenditure   | 126,609                           | 118,667                |
| Transport-Related Expenditure  | 38,119                            | 37,962                 |
| Supplies & Services  | 1,511,800                         | 1,568,860              |
| Third Party Payments   | 0                                 | 44,667                 |
| Support Services   | 20,714                            | 19,607                 |
| Depreciation & Impairment Losses   | 95,100                            | 95,100                 |
| <b>Total Expenditure</b>   | <b>6,800,357</b>                  | <b>6,834,228</b>       |
| <b>Income</b>  |                                   |                        |
| Government Grants  | 0                                 | (44,667)               |
| Other Grants, Reimbursements & Contributions   | (609,773)                         | (631,492)              |
| Customer and Client Receipts - Fees & Charges  | (528,977)                         | (555,028)              |
| Financed from Reserves   | (422,704)                         | (200,651)              |
| Recharges  | (5,238,903)                       | (5,402,390)            |
| <b>Total Income</b>  | <b>(6,800,357)</b>                | <b>(6,834,228)</b>     |
| <b>Net Expenditure/(Income)</b>  | <b>0</b>                          | <b>0</b>               |

Cost Centre: 1000, 1001, 1002, 1010

|   |                  |                  |
|---|------------------|------------------|
| <b>Council Tax Administration</b>             |                  |                  |
| Supplies & Services                           | 1,500            | 1,000            |
| Support Services                              | 1,012,726        | 1,075,556        |
| Depreciation & Impairment Losses              | 13,700           | 13,700           |
| <b>Total Expenditure</b>                      | <b>1,027,926</b> | <b>1,090,256</b> |
| <b>Income</b>                                 |                  |                  |
| Government Grants                             | (167,762)        | (168,000)        |
| Customer and Client Receipts - Fees & Charges | (300,000)        | (320,000)        |
| <b>Total Income</b>                           | <b>(467,762)</b> | <b>(488,000)</b> |
| <b>Net Expenditure/(Income)</b>               | <b>560,164</b>   | <b>602,256</b>   |

Cost Centre: 1012

|   |                  |                  |
|---|------------------|------------------|
| <b>Business Rate Administration</b>           |                  |                  |
| Supplies & Services                           | 1,500            | 1,000            |
| Support Services                              | 271,641          | 287,959          |
| <b>Total Expenditure</b>                      | <b>273,141</b>   | <b>288,959</b>   |
| <b>Income</b>                                 |                  |                  |
| Other Grants, Reimbursements & Contributions  | (248,203)        | (245,044)        |
| Customer and Client Receipts - Fees & Charges | (14,000)         | (10,000)         |
| <b>Total Income</b>                           | <b>(262,203)</b> | <b>(255,044)</b> |
| <b>Net Expenditure/(Income)</b>               | <b>10,938</b>    | <b>33,915</b>    |

Cost Centre: 1013

|                                 |          |          |
|---------------------------------|----------|----------|
| <b>Grants to Organisations</b>  |          |          |
| Total Expenditure               | 0        | 0        |
| <b>Income</b>                   |          |          |
| Total Income                    | 0        | 0        |
| <b>Net Expenditure/(Income)</b> | <b>0</b> | <b>0</b> |

Cost Centre: 1090

## Resources & Performance

| Service                                       | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|---|-----------------------------------|------------------------|
| <b>Housing Benefits</b>                       |                                   |                        |
| Premises-Related Expenditure                  | 7,933                             | 7,419                  |
| Supplies & Services                           | 23,700                            | 23,700                 |
| Transfer Payments                             | 35,345,402                        | 27,316,254             |
| Support Services                              | 1,463,189                         | 1,549,110              |
| Total Expenditure                             | 36,840,224                        | 28,896,483             |
| <b>Income</b>                                 |                                   |                        |
| Government Grants                             | (35,281,426)                      | (27,180,074)           |
| Other Grants, Reimbursements & Contributions  | (491,182)                         | (513,632)              |
| Customer and Client Receipts - Fees & Charges | (1,918)                           | (1,956)                |
| Total Income                                  | (35,774,526)                      | (27,695,662)           |
| <b>Net Expenditure/(Income)</b>               | 1,065,698                         | 1,200,821              |
| Cost Centre: 4090                             |                                   |                        |
| <b>Emergency Planning</b>                     |                                   |                        |
| Premises-Related Expenditure                  | 11,287                            | 10,596                 |
| Third Party Payments                          | 42,500                            | 42,598                 |
| Support Services                              | 18,420                            | 19,421                 |
| Total Expenditure                             | 72,207                            | 72,615                 |
| <b>Income</b>                                 |                                   |                        |
| Total Income                                  | 0                                 | 0                      |
| <b>Net Expenditure/(Income)</b>               | 72,207                            | 72,615                 |
| Cost Centre: 1020                             |                                   |                        |
| <b>Corporate Expenditure</b>                  |                                   |                        |
| Employees                                     | 1,514,921                         | 1,796,773              |
| Premises-Related Expenditure                  | 26,105                            | 37,677                 |
| Transport-Related Expenditure                 | 38,370                            | 51,389                 |
| Supplies & Services                           | 209,195                           | 234,550                |
| Support Services                              | 2,619,459                         | 2,684,226              |
| Depreciation & Impairment Losses              | 4,400                             | 4,400                  |
| Total Expenditure                             | 4,412,450                         | 4,809,015              |
| <b>Income</b>                                 |                                   |                        |
| Other Grants, Reimbursements & Contributions  | 65,912                            | (17,850)               |
| Customer and Client Receipts - Fees & Charges | 0                                 | (6,000)                |
| Financed from Reserves                        | (20,000)                          | (20,000)               |
| Recharges                                     | (1,033,823)                       | (1,134,911)            |
| Total Income                                  | (987,911)                         | (1,178,761)            |
| <b>Net Expenditure/(Income)</b>               | 3,424,539                         | 3,630,254              |
| Cost Centre: 1100                             |                                   |                        |
| <b>Corporate Finance</b>                      |                                   |                        |
| Employees                                     | 0                                 | (815,995)              |
| Supplies & Services                           | 0                                 | 184,000                |
| Total Expenditure                             | 0                                 | (631,995)              |
| <b>Income</b>                                 |                                   |                        |
| Customer and Client Receipts - Sales          | 0                                 | (57,608)               |
| Customer and Client Receipts - Fees & Charges | 0                                 | (96,805)               |
| Total Income                                  | 0                                 | (154,413)              |
| <b>Net Expenditure/(Income)</b>               | 0                                 | (786,408)              |
| Cost Centre: 1101                             |                                   |                        |

## Resources & Performance

| Service  | 2019/20<br>Revised<br>Budget<br>£ | 2020/21<br>Budget<br>£ |
|--|-----------------------------------|------------------------|
| <b>Feasibility</b>                                   |                                   |                        |
| Supplies & Services                                  | 1,705,379                         | 0                      |
| Total Expenditure                                    | 1,705,379                         | 0                      |
| <b>Income</b>  |                                   |                        |
| Other Grants, Reimbursements & Contributions         | (353,774)                         | 0                      |
| Financed from Reserves                               | (1,351,606)                       | 0                      |
| Total Income   | (1,705,380)                       | 0                      |
| <b>Net Expenditure/(Income)</b>                      | (1)                               | 0                      |
| Cost Centre: 1110                                    |                                   |                        |
| <b>Non-Distributed Costs</b>                         |                                   |                        |
| Employees  | 136,000                           | 136,000                |
| Total Expenditure                                    | 136,000                           | 136,000                |
| <b>Income</b>  |                                   |                        |
| Customer and Client Receipts - Fees & Charges        | (1,061)                           | (1,082)                |
| Customer and Client Receipts - Rents                 | (3,000)                           | (3,600)                |
| Total Income   | (4,061)                           | (4,682)                |
| <b>Net Expenditure/(Income)</b>                      | 131,939                           | 131,318                |
| Cost Centre: 1150                                    |                                   |                        |
| <b>Non-Distributed Costs - Cost of Unused Assets</b> |                                   |                        |
| Premises-Related Expenditure                         | 42,470                            | 40,693                 |
| Total Expenditure                                    | 42,470                            | 40,693                 |
| <b>Income</b>  |                                   |                        |
| Customer and Client Receipts - Rents                 | (4,000)                           | (4,000)                |
| Total Income   | (4,000)                           | (4,000)                |
| <b>Net Expenditure/(Income)</b>                      | 38,470                            | 36,693                 |
| Cost Centre: 1151                                    |                                   |                        |
| <b>Interest Transactions</b>                         |                                   |                        |
| Supplies & Services                                  | 1,879,228                         | 3,185,088              |
| Capital Financing Costs                              | 169,600                           | 169,600                |
| Total Expenditure                                    | 2,048,828                         | 3,354,688              |
| <b>Income</b>  |                                   |                        |
| Customer and Client Receipts - Fees & Charges        | (358,745)                         | (1,449,300)            |
| Interest   | (387,641)                         | (431,500)              |
| Financed from Reserves                               | (457,500)                         | (146,020)              |
| Total Income   | (1,203,886)                       | (2,026,820)            |
| <b>Net Expenditure/(Income)</b>                      | 844,942                           | 1,327,868              |
| Cost Centre: 7000                                    |                                   |                        |
| <b>General Fund Adjustments</b>                      |                                   |                        |
| Contributions to Reserves                            | 3,607,903                         | 4,039,671              |
| Reverse Depreciation from GF to CAA                  | (5,076,200)                       | (5,076,200)            |
| Financed from Reserves                               | (1,168,488)                       | 0                      |
| <b>Net Expenditure/(Income)</b>                      | (2,636,785)                       | (1,036,529)            |
| Cost Centre: 8000                                    |                                   |                        |
| <b>Total Resources &amp; Performance</b>             | <b>3,512,111</b>                  | <b>5,212,803</b>       |

| Reserve Details   | 2019/20              | 2019/20                               | 2019/20                                 | 2019/20                         | 2019/20                                   | 2020/21                       | 2020/21                               | 2020/21                                 | 2020/21                         | 2020/21                       |
|---|----------------------|---------------------------------------|---|---------------------------------|---|-------------------------------|---------------------------------------|---|---------------------------------|-------------------------------|
|   | Opening Balance<br>£ | Budgeted Contribution to Reserve<br>£ | Budgeted Contribution from Reserve<br>£ | Budgeted Reserve Transfers<br>£ | Budgeted Net Movement to / (from) Reserve | Budgeted Opening Balance<br>£ | Budgeted Contribution to Reserve<br>£ | Budgeted Contribution from Reserve<br>£ | Budgeted Reserve Transfers<br>£ | Budgeted Closing Balance<br>£ |
| <b>STRATEGIC RESERVES</b>   |                      |                                       |   |                                 |   |                               |                                       |   |                                 |                               |
| Strategic Priorities & MTFS Reserve   | 10,650,068           | 1,861,609                             | (5,290,236)                             | 458,812                         | (2,969,815)                               | 7,680,253                     | 1,811,238                             | (6,208,151)                             | 0                               | 3,283,340                     |
| Investing in our Growth Agenda Reserve  | 1,744,650            | 0                                     | (462,696)                               | 0                               | (462,696)                                 | 1,281,954                     | 0                                     | (582,594)                               | 0                               | 699,360                       |
| Business Rates Retention Pilot:<br>Place-Based Reserve  | 2,588,514            | 619,254                               | (273,478)                               | 0                               | 345,776                                   | 2,934,290                     | 0                                     | (267,788)                               | 0                               | 2,666,502                     |
| <b>FINANCIAL PLANNING RESERVES</b>  |                      |                                       |   |                                 |   |                               |                                       |   |                                 |                               |
| Invest to Save Reserve  | 3,499,464            | 32,000                                | (542,547)                               | 557,072                         | 46,525                                    | 3,545,989                     | 509,000                               | (533,698)                               | 0                               | 3,521,291                     |
| Risk & Recession Reserve<br>(to be transferred to the Invest to Save Reserve)   | 557,072              | 0                                     | 0                                       | (557,072)                       | (557,072)                                 | 0                             | 0                                     | 0                                       | 0                               | 0                             |
| Business Rates Retention Equalisation Reserve   | 6,502,047            | 1,127,041                             | (1,117,790)                             | 0                               | 9,251                                     | 6,511,298                     | 2,228,433                             | 0                                       | 0                               | 8,739,731                     |
| Housing Benefits Equalisation Reserve   | 525,870              | 0                                     | 0                                       | 0                               | 0   | 525,870                       | 0                                     | 0                                       | 0                               | 525,870                       |
| Capital Project Financing & Interest Equalisation Reserve   | 1,592,869            | 367,784                               | (157,500)                               | 0                               | 210,284                                   | 1,803,153                     | 0                                     | (146,020)                               | 0                               | 1,657,133                     |
| Self Insured Reserve  | 442,808              | 20,000                                | (20,000)                                | 0                               | 0   | 442,808                       | 20,000                                | (20,000)                                | 0                               | 442,808                       |
| Election Reserve  | 212,424              | 60,000                                | (200,000)                               | 0                               | (140,000)                                 | 72,424                        | 60,000                                | 0                                       | 0                               | 132,424                       |
| Planning Reserve  | 309,339              | 180,000                               | (257,500)                               | 62,797                          | (14,703)                                  | 294,636                       | 280,000                               | (413,020)                               | 0                               | 161,616                       |
| Planning Delivery Grant Reserve<br>(to be transferred to the Planning Reserve)  | 62,797               | 0                                     | 0                                       | (62,797)                        | (62,797)                                  | 0                             | 0                                     | 0                                       | 0                               | 0                             |
| <b>SERVICE DELIVERY RESERVES</b>  |                      |                                       |   |                                 |   |                               |                                       |   |                                 |                               |
| Computer & Telephone Equipment Reserve  | 342,020              | 150,000                               | (150,000)                               | 0                               | 0   | 342,020                       | 165,000                               | (150,000)                               | 0                               | 357,020                       |
| Office Equipment Reserve  | 377,689              | 49,800                                | (21,000)                                | 0                               | 28,800                                    | 406,489                       | 49,800                                | (21,000)                                | 0                               | 435,289                       |
| Professional Fees Reserve<br>(to be transferred to the Strategic Priorities & MTFS Reserve)                                   | 428,812              | 0                                     | 0                                       | (428,812)                       | (428,812)                                 | 0                             | 0                                     | 0                                       | 0                               | 0                             |
| Anglia Revenues Partnership Reserve   | 930,166              | 0                                     | (23,000)                                | 0                               | (23,000)                                  | 907,166                       | 0                                     | 0                                       | 0                               | 907,166                       |
| Vehicle, Plant & Equipment Reserve  | 1,735,384            | 946,100                               | (997,418)                               | 0                               | (51,318)                                  | 1,684,066                     | 1,005,893                             | (2,246,000)                             | 0                               | 443,959                       |
| Waste Management Reserve  | 456,619              | 62,950                                | (93,450)                                | 0                               | (30,500)                                  | 426,119                       | 62,950                                | (93,450)                                | 0                               | 395,619                       |
| Building Repairs Reserve - Property<br>Leased Flats Management Reserve<br>(to be transferred to the Building Repairs Reserve) | 2,145,921            | 1,383,881                             | (1,445,881)                             | 33,957                          | (28,043)                                  | 2,117,878                     | 1,302,277                             | (1,389,357)                             | 0                               | 2,030,798                     |
| Industrial Unit Service Charge Reserve  | 87,610               | 0                                     | 0                                       | 0                               | 0   | 87,610                        | 0                                     | 0                                       | 0                               | 87,610                        |
| Industrial Rent Reserve   | 645,000              | 0                                     | (110,000)                               | 0                               | (110,000)                                 | 535,000                       | 0                                     | (110,000)                               | 0                               | 425,000                       |
| Building Repairs Reserve - Leisure  | 606,556              | 316,000                               | (839,407)                               | 0                               | (523,407)                                 | 83,149                        | 300,000                               | (251,342)                               | 0                               | 131,807                       |
| Abbey Gardens Donation Reserve  | 38,766               | 0                                     | 0                                       | 0                               | 0   | 38,766                        | 0                                     | 0                                       | 0                               | 38,766                        |
| Newmarket Stallion Statue Reserve   | 20,809               | 0                                     | 0                                       | 0                               | 0   | 20,809                        | 0                                     | 0                                       | 0                               | 20,809                        |
| Communities against Drugs Reserve<br>(to be transferred to the Strategic Priorities & MTFS Reserve)                           | 30,000               | 0                                     | 0                                       | (30,000)                        | (30,000)                                  | 0                             | 0                                     | 0                                       | 0                               | 0                             |
| Housing Options Reserve   | 599,698              | 805,936                               | (694,789)                               | 0                               | 111,147                                   | 710,845                       | 1,002,578                             | (730,789)                               | 0                               | 982,634                       |
| <b>SECTION 106 RESERVES</b>   |                      |                                       |   |                                 |   |                               |                                       |   |                                 |                               |
| Commuted Maintenance Reserve  | 919,531              | 0                                     | (103,510)                               | 0                               | (103,510)                                 | 816,021                       | 0                                     | (103,510)                               | 0                               | 712,511                       |
| Public Service Village Reserve  | 108,937              | 0                                     | 0                                       | 0                               | 0   | 108,937                       | 0                                     | 0                                       | 0                               | 108,937                       |
| S106 Monitoring Officer Reserve   | 75,514               | 30,600                                | (30,000)                                | 0                               | 600                                       | 76,114                        | 42,600                                | (30,000)                                | 0                               | 88,714                        |
| S106 Revenue Reserve  | 145,880              | 0                                     | 0                                       | 0                               | 0   | 145,880                       | 0                                     | 0                                       | 0                               | 145,880                       |
| <b>OTHER RESERVES</b>   |                      |                                       |   |                                 |   |                               |                                       |   |                                 |                               |
| Gershom Parkington Reserve  | 566,666              | 8,300                                 | (5,140)                                 | 0                               | 3,160                                     | 569,826                       | 8,300                                 | (5,640)                                 | 0                               | 572,486                       |
| <b>Total Budgeted Reserves:</b>   | <b>38,983,457</b>    | <b>8,021,255</b>                      | <b>(12,835,342)</b>                     | <b>0</b>                        | <b>(4,814,087)</b>                        | <b>34,169,370</b>             | <b>8,848,069</b>                      | <b>(13,302,359)</b>                     | <b>0</b>                        | <b>29,715,080</b>             |

**WEST SUFFOLK - 2020/21 CAPITAL PROGRAMME WORKINGS**

| Project Description   | Project Code(s) | Account | Project Funding                                | 2019/20<br>Current<br>Budget | 2019/20<br>Forecast<br>Spend | 2019/20<br>Carry<br>Forward<br>Requested | 2019/20<br>Final<br>Revised<br>Budget | 2020/21<br>Carry<br>Forward<br>Check<br>(Zero) | 2020/21<br>A<br>Original<br>Capital<br>Budget | 2020/21<br>B<br>Brought<br>Forward<br>Requested | 2020/21<br>Total<br>Budget |
|---|-----------------|---------|--|------------------------------|------------------------------|--|---------------------------------------|--|---|---|----------------------------|
| <b>Resources &amp; Performance</b>  |                 |         |  |                              |                              |  |                                       |  |   |   |                            |
| Leisure Capital Investment Fund incl Brandon Leisure Centre & GP Surgery      | W0001           | C9999   | BZ803 - SP & MTFS Reserve                      | 2,480,942                    | 0                            | 2,480,942                                | 0                                     | 0  | 0   | 2,480,942                                       | 2,480,942                  |
| Haverhill Leisure Centre Refurbishment  | W0009           | C9999   | BZ803 - SP & MTFS Reserve                      | 41,279                       | 41,279                       | 0  | 41,279                                | 0  | 0   | 0   | 0                          |
| Newmarket Leisure Centre Refurbishment  | W????           | C9999   | BZ803 - SP & MTFS Reserve                      | 1,831,000                    | 1,159,000                    | 672,000                                  | 1,159,000                             | 0  | 0   | 672,000   | 672,000                    |
| Unallocated Capital Budget  | W0006           | C9999   | Borrowing                                      | 3,000,000                    | 0                            | 0  | 3,000,000                             | 0  | 0   | 0   | 0                          |
| Single Council  | W0007           | C9999   | Capital Receipts                               | 132,210                      | 132,210                      | 0  | 132,210                               | 0  | 0   | 0   | 0                          |
| Western Way Development   |                 | C9999   | Borrowing                                      | 0                            | 0                            | 0  | 0                                     | 0  | 17,000,000                                    | 0   | 17,000,000                 |
| Western Way Development - Leisure Centre                                      |                 | C9999   | Borrowing                                      | 0                            | 0                            | 0  | 0                                     | 0  | 4,560,577                                     | 0   | 4,560,577                  |
| <b>Families &amp; Communities</b>   |                 |         |  |                              |                              |  |                                       |  |   |   |                            |
| Housing Solutions   | W6000           | C9999   | Capital Receipts                               | 406,133                      | 406,133                      | 0  | 406,133                               | 0  | 0   | 0   | 0                          |
| Customer Access Project   | W6001           | C9999   | Capital Receipts                               | 101,008                      | 101,008                      | 0  | 101,008                               | 0  | 0   | 0   | 0                          |
| <b>Planning &amp; Regulatory</b>  |                 |         |  |                              |                              |  |                                       |  |   |   |                            |
| Private Sector Disabled Facilities Grants                                     | W1000           | C5000   | Grants   | 1,392,048                    | 1,392,048                    | 0  | 1,392,048                             | 0  | 900,000                                       | 0   | 900,000                    |
| Private Sector Renewal Grants   | W1001           | C5000   | Capital Receipts                               | 250,000                      | 250,000                      | 0  | 250,000                               | 0  | 100,000                                       | 0   | 100,000                    |
| Community Energy Plan   | W1004           | C9999   | BZ803 - SP & MTFS Reserve                      | 1,426,440                    | 1,426,440                    | 0  | 1,426,440                             | 0  | 0   | 0   | 500,000                    |
| West Stow Renewable Energy Project (formerly Biomass Boiler)                  | W1003           | C9999   | BZ803 - SP & MTFS Reserve                      | 248,130                      | 248,130                      | 0  | 248,130                               | 0  | 0   | 0   | 0                          |
| Historic Buildings Grant  | W1005           | C5000   | BZ872 - Planning Delivery Grant                | 29,653                       | 29,653                       | 0  | 29,653                                | 0  | 0   | 0   | 0                          |
| <b>Operations</b>   |                 |         |  |                              |                              |  |                                       |  |   |   |                            |
| Mildenhall Hub  | W0002           | C9999   | BZ803 - SP & MTFS Reserve / Borrowing / Grants | 18,641,029                   | 14,006,000                   | 4,635,029                                | 14,006,000                            | 0  | 5,035,020                                     | 4,635,029                                       | 9,670,049                  |
| Mildenhall Hub - Investing In Renewable Energy                                | W0003           | C9999   | Borrowing                                      | 2,000,000                    | 994,000                      | 1,006,000                                | 994,000                               | 0  | 0   | 1,006,000                                       | 1,006,000                  |
| Swimming Pool Mildenhall  | W0004           | C9999   | Capital Receipts / Borrowing                   | 0                            | 0                            | 0  | 0                                     | 0  | 0   | 0   | 0                          |
| Palace Cottage & Coach House, Newmarket - Conversion & Refit                  | W2001           | C9999   | Capital Receipts / BZ803 - SP & MTFS Reserve   | 238,248                      | 238,248                      | 0  | 238,248                               | 0  | 0   | 0   | 0                          |
| Vehicle & Plant Purchases   | W3000           | C9999   | BZ830 - Vehicle & Plant Reserve                | 997,418                      | 997,418                      | 0  | 997,418                               | 0  | 2,246,000                                     | 0   | 2,246,000                  |
| West Suffolk Operational Hub  | W3001           | C9999   | Capital Receipts / Borrowing                   | 7,436,208                    | 7,436,208                    | 0  | 7,436,208                             | 0  | 0   | 0   | 0                          |
| Property Asset Management Plan  | W3005           | C9999   | BZ803 - SP & MTFS Reserve                      | 10,271                       | 10,271                       | 0  | 10,271                                | 0  | 0   | 0   | 0                          |
| Property Management System  |                 |         | BZ833 - Building Maintenance Reserve           | 20,250                       | 20,250                       | 0  | 20,250                                | 0  | 0   | 0   | 0                          |
| Car Park Improvements   |                 |         | Revenue Reserve                                | 0                            | 0                            | 0  | 0                                     | 0  | 310,000                                       | 0   | 310,000                    |
| Provincial House - Landlord Works   |                 |         | Revenue Reserve                                | 145,000                      | 145,000                      | 0  | 145,000                               | 0  | 0   | 0   | 0                          |
| 21-24 James Carter Road - Refurbishment                                       |                 |         | BZ803 - SP & MTFS Reserve                      | 275,000                      | 275,000                      | 0  | 275,000                               | 0  | 0   | 0   | 0                          |
| Leisure Asset Management Scheme   | W4000           | C9999   | BZ832 - Leisure Building Repairs Reserve       | 205,366                      | 0                            | 205,366                                  | 0                                     | 0  | 300,000                                       | 205,366   | 505,366                    |
| Bury Leisure Centre - All Weather Pitch                                       | W4001           | C9999   | BZ832 - Leisure Building Repairs Reserve       | 198,000                      | 198,000                      | 0  | 198,000                               | 0  | 0   | 0   | 0                          |
| Bury Sports Club Project  | W4002           | C5000   | Capital Receipts                               | 100,000                      | 0                            | 100,000                                  | 0                                     | 0  | 0   | 100,000   | 100,000                    |
| Abbey Gardens Extension: Eastgate Nursery                                     | W4003           | C9999   | BZ832 - Leisure Building Repairs Reserve       | 432,504                      | 432,504                      | 0  | 432,504                               | 0  | 0   | 0   | 0                          |
| Hardwick Heath, Bury St Edmunds - renewal of path between Hospital & Car Park | W4004           | C9999   | BZ832 - Leisure Building Repairs Reserve       | 41,645                       | 41,645                       | 0  | 41,645                                | 0  | 0   | 0   | 0                          |
| Douglas Park, Mildenhall - Play Area Renewal                                  | W4005           | C9999   | BZ832 - Leisure Building Repairs Reserve       | 63,841                       | 63,841                       | 0  | 63,841                                | 0  | 0   | 0   | 0                          |
| Ingham Road Recreation Ground, Haverhill - renewal of MUGA                    | W4006           | C9999   | BZ832 - Leisure Building Repairs Reserve       | 50,000                       | 0                            | 50,000                                   | 0                                     | 0  | 0   | 50,000  | 50,000                     |
| Acorn Park, Moreton Hall, Bury St Edmunds - renewal of Play Area              | W4007           | C9999   | BZ832 - Leisure Building Repairs Reserve       | 58,029                       | 58,029                       | 0  | 58,029                                | 0  | 0   | 0   | 0                          |
| Abbey Gardens, Bury St Edmunds - replacement Retail Facility                  | W4009           | C9999   | BZ832 - Leisure Building Repairs Reserve       | 83,026                       | 83,026                       | 0  | 83,026                                | 0  | 0   | 0   | 0                          |
| Abbey Gardens - Removal and re-landscaping of former tennis court area        |                 |         | BZ832 - Leisure Building Repairs Reserve       | 82,000                       | 82,000                       | 0  | 82,000                                | 0  | 0   | 0   | 0                          |
| Community Sports Facility - Moreton Hall                                      | W4010           | C9999   | Capital Receipts / Grants                      | 1,552,500                    | 1,552,500                    | 0  | 1,552,500                             | 0  | 0   | 0   | 0                          |
| <b>Growth</b>   |                 |         |  |                              |                              |  |                                       |  |   |   |                            |
| Gypsy and traveller site  | W2003           | C9999   | Grants   | 391,702                      | 281,702                      | 110,000                                  | 281,702                               | 0  | 0   | 110,000   | 110,000                    |
| Barley Homes  | W7000           | C9999   | Capital Receipts / Investing in Growth Fund    | 5,350,000                    | 3,000,000                    | 2,350,000                                | 3,000,000                             | 0  | 2,150,000                                     | 2,350,000                                       | 4,500,000                  |
| High Street Haverhill Improvements  | W7001           | C9999   | Grants   | 693,000                      | 0                            | 693,000                                  | 0                                     | 0  | 0   | 693,000   | 693,000                    |
| Investing in our Growth Agenda  | W8000           | C9999   | Borrowing                                      | 23,007,872                   | 5,000,000                    | 18,007,872                               | 5,000,000                             | 5,000,000                                      | 0   | 13,007,872                                      | 13,007,872                 |
| Haverhill Research Park - Loan Facility                                       |                 |         | Borrowing                                      | 3,500,000                    | 200,000                      | 3,300,000                                | 200,000                               | 0  | 0   | 3,300,000                                       | 3,300,000                  |
| Purchase of Provincial House, Haverhill                                       |                 |         | Borrowing                                      | 3,699,500                    | 3,699,500                    | 0  | 3,699,500                             | 0  | 0   | 0   | 0                          |
| Purchase of Elsey's Yard, Bury St Edmunds                                     |                 |         | Borrowing                                      | 379,400                      | 379,400                      | 0  | 379,400                               | 0  | 0   | 0   | 0                          |
| Renovation of 17/18 Cornhill, Bury St Edmunds                                 | W8001           | C9999   | Capital Receipts / Borrowing                   | 6,445,530                    | 1,000,000                    | 5,445,530                                | 1,000,000                             | 0  | (1,000,000)                                   | 5,445,530                                       | 4,445,530                  |
| MENTA, 21-27 Hollands Road, Haverhill   | W8002           | C9999   | Grants - S106                                  | 397,178                      | 397,178                      | 0  | 397,178                               | 0  | 0   | 0   | 0                          |
| <b>CAPITAL TOTALS:</b>  |                 |         |  | <b>87,833,360</b>            | <b>45,777,621</b>            | <b>39,055,739</b>                        | <b>48,777,621</b>                     | <b>5,000,000</b>                               | <b>31,601,597</b>                             | <b>34,055,739</b>                               | <b>66,157,336</b>          |

| Description   | Item      | 2020/21<br>Total<br>Budget<br>£000s | 2021/22<br>Projected<br>Budget<br>£000s | 2022/23<br>Projected<br>Budget<br>£000s | 2023/24<br>Projected<br>Budget<br>£000s |
|---|-----------|-------------------------------------|---|---|---|
| <b>Net Service Expenditure before Interest</b>  | <b>1</b>  | <b>17,429</b>                       | <b>14,907</b>                           | <b>15,612</b>                           | <b>15,961</b>                           |
| Interest received on Investments  | 2         | (126)                               | (130)                                   | (130)                                   | (130)                                   |
| Dividends   | 3         | (40)                                | (40)                                    | (40)                                    | (40)                                    |
| External Interest Paid  | 4         | 170                                 | 170                                     | 170                                     | 170                                     |
| Interest on Borrowing   | 5         | 1,362                               | 1,955                                   | 1,954                                   | 1,954                                   |
| Minimum Revenue Provision   | 6         | 1,810                               | 2,516                                   | 2,516                                   | 2,514                                   |
| <b>Net Expenditure after Interest &amp; Capital</b>   | <b>7</b>  | <b>20,605</b>                       | <b>19,378</b>                           | <b>20,082</b>                           | <b>20,429</b>                           |
| Remaining Budget Gap  | 8         | 0                                   | (696)                                   | (1,077)                                 | (1,390)                                 |
| <b>Budget Requirement (excluding Parishes)</b>  | <b>9</b>  | <b>20,605</b>                       | <b>18,682</b>                           | <b>19,005</b>                           | <b>19,039</b>                           |
| Collection Fund Deficit/(Surplus) - Council Tax   | 10        | (222)                               | 0                                       | 0                                       | 0                                       |
| Collection Fund Deficit/(Surplus) - Business Rates  | 11        | (704)                               | 0                                       | 0                                       | 0                                       |
| Business Rates Retention - Baseline funding   | 12        | (4,524)                             | (4,601)                                 | (4,679)                                 | (4,758)                                 |
| Business Rates Retention - Local Share of Growth/S31 Grants   | 13        | (2,147)                             | (2,184)                                 | (2,221)                                 | (2,259)                                 |
| Business Rates Retention - Share of Suffolk Pooling   | 14        | (300)                               | (300)                                   | (300)                                   | (300)                                   |
| Business Rates Retention - Renewable Energy   | 15        | (512)                               | (521)                                   | (530)                                   | (539)                                   |
| Business Rates Retention - Enterprise Zones   | 16        | (70)                                | (72)                                    | (73)                                    | (74)                                    |
| Revenue Support Grant   | 17        | (199)                               | 0                                       | 0                                       | 0                                       |
| Rural Services Delivery Grant   | 18        | (173)                               | 0                                       | 0                                       | 0                                       |
| New Homes Bonus Grant   | 19        | (1,811)                             | (679)                                   | (487)                                   | 0                                       |
| <b>Amount to be charged to Council Taxpayers</b>  | <b>20</b> | <b>9,943</b>                        | <b>10,325</b>                           | <b>10,715</b>                           | <b>11,109</b>                           |
| Council Tax Base  | 21        | 56,138.14                           | 56,699.52                               | 57,266.52                               | 57,839.18                               |
| Council Tax at Band D - former Forest Heath Taxpayers   | 22        | £163.98                             | £175.59                                 | £187.11                                 | £192.06                                 |
| Council Tax at Band D - former St Edmundsbury Taxpayers   | 23        | £183.78                             | £185.40                                 | £187.11                                 | £192.06                                 |
| <b>Total Council Tax generated (excluding Parishes)</b>   | <b>24</b> | <b>9,943</b>                        | <b>10,325</b>                           | <b>10,715</b>                           | <b>11,109</b>                           |
| Town and Parish Council Precepts  | 25        | 4,346                               | 4,346                                   | 4,346                                   | 4,346                                   |
| <b>Total Council Tax generated (including Parishes) – Demand on the Council Tax Collection Fund</b> | <b>26</b> | <b>14,289</b>                       | <b>14,671</b>                           | <b>15,061</b>                           | <b>15,455</b>                           |
| <b>General Fund</b>   |           |                                     |   |   |   |
| Balance as at 1 April   | 27        | 5,036                               | 5,036                                   | 5,036                                   | 5,036                                   |
| Transfer to / (from) Reserve  | 28        | 0                                   | 0                                       | 0                                       | 0                                       |
| <b>Closing General Fund Balance as at 31 March</b>  | <b>29</b> | <b>5,036</b>                        | <b>5,036</b>                            | <b>5,036</b>                            | <b>5,036</b>                            |
| Net Expenditure for General Fund purposes   | 30        | 20,605                              | 19,378                                  | 20,082                                  | 20,429                                  |
| General Fund balance as % of Net Expenditure  | 31        | 24.44%                              | 25.99%                                  | 25.08%                                  | 24.65%                                  |
| <b>Earmarked Reserves</b>   |           |                                     |   |   |   |
| Balance as at 1 April   | 32        | 34,169                              | 29,715                                  | 30,867                                  | 31,818                                  |
| Contributions to / (from) Reserves  | 33        | (4,454)                             | 1,152                                   | 951                                     | 475                                     |
| <b>Closing Earmarked Reserves Balances as at 31 March</b>   | <b>34</b> | <b>29,715</b>                       | <b>30,867</b>                           | <b>31,818</b>                           | <b>32,293</b>                           |

## **Subjective Analysis as per the CIPFA Service Reporting Code of Practice (SeRCOP) recommended guidance to local authorities**

### **Employees**

This group includes the costs of employee expenses, both direct and indirect, to the authority

#### **What it includes**

Salaries, Employer's NI Contribution and Pension Cost.

Agency Staff

Recruitment Advertising and Interview Costs

Training

### **Premises-Related Expenditure**

This group includes expenses directly related to the running of premises and land.

#### **What it includes**

Repairs, alterations and maintenance of buildings

Energy costs, Water services, Rents and Rates

Fixtures and fittings

Apportionment of expenses of operational buildings

Cleaning and domestic supplies

Grounds maintenance costs

Premises insurance

Contributions to premises-related provisions

### **Transport-Related Expenditure**

This group includes all costs associated with the provision, hire or use of transport, including travelling allowances.

#### **What it includes**

Repairs and maintenance, running costs in respect of vehicles.

Recharges for vehicles hired from a central pool.

Contract hire and operating leases

Staff travelling expenses and Car allowances.

Transport insurance

Contributions to vehicles and transport-related provisions

### **Supplies and Services**

This group includes all direct supplies and service expenses to the authority

#### **What it includes**

Equipment, furniture and materials

Catering

Clothes, uniform and laundry

Printing, stationery and general office expenses

Professional fees

Postage, telephones and computer costs.

Members' allowances

Subsistence and conference expenses.

Grants and subscriptions

Contributions to provisions

Miscellaneous expenses

### **Third Party Payments**

A third party payment is a payment to an external provider or an internal service delivery unit defined as a trading operation which is operating independently.

#### **What it includes**

Other local authorities

Health authorities

Government departments

## **Subjective Analysis as per the CIPFA Service Reporting Code of Practice (SeRCOP) recommended guidance to local authorities**

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Voluntary associations

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Private contractors

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Other agencies

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Transport operators in respect of concessionary fares.

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### **Transfer Payments**

This includes the cost of payments to individuals for which no goods or services are received in return by the local authority

#### **What it includes**

Housing benefits - Rent allowances and Rent rebates

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### **Support Services**

Charges for services that support the provision of services to the public

#### **Function**

Human Resources and Organisational Development

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Policy, Communications and Customers

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Legal Services

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Resources, Performance, Audit, ICT and Procurement

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Property Services and Estate Management

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### **Depreciation and Impairment Losses**

This provides the subjective analysis of the impact of capital items in the service revenue accounts of the authority

#### **What it includes**

Depreciation

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Revaluation losses

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Loss on impairment of assets

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Amortisation of intangible fixed assets

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### **Income**

This group includes all income received by the service from external users or by way of charges or recharges to internal users

#### **What it includes**

Government grants

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Other grants reimbursements and contributions

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Sales of products or materials, data technology or surplus products.

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Fees and charges for services, use of facilities, admissions and lettings.

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Rents, tithes, way leaves and other land and property-based charges of a non-casual user.

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Interest

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Recharges

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# Leadership Team

**Chief Executive of Forest Heath District  
Council & St Edmundsbury Borough  
Council**  
Ian Gallin



**Director**  
Jill Korwin



**Director**  
Alex Wilson



**Assistant Director -  
Families  
& Communities**  
Davina Howes



**Assistant Director -  
Growth**  
Julie Baird



**Assistant Director -  
HR, Legal &  
Democratic Services**  
Jennifer Eves



**Assistant Director -  
Operations**  
Mark Walsh



**Assistant Director -  
Planning  
& Regulatory**  
David Collinson



**Assistant Director -  
Resources &  
Performance  
(S151 Officer)**  
Rachael Mann

