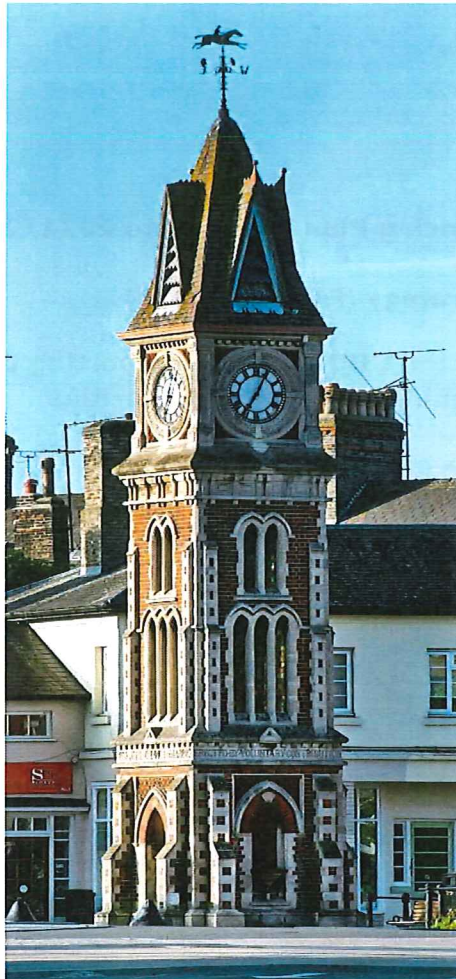




Forest Heath  
District Council

# Forest Heath District Council

## Budget 2018/19



Newmarket Clock Tower

Forest Heath & St Edmundsbury councils

**West Suffolk**  
working together

# Contents

	<b>Page</b>
<b>General Fund Summary - Budget Requirement</b>	<b>2</b>
<b>Changes in spending between 2017/18 and 2018/19</b>	<b>3</b>
<b>Where the money comes from</b>	<b>3</b>
<b>How we spend the money</b>	<b>4</b>
<b>Basic Amounts of Council Tax by Authority</b>	<b>5</b>
<b>Detailed Revenue Budgets for:-</b>	
Families & Communities	<b>6 - 10</b>
Growth	<b>11 - 14</b>
Human Resources, Legal & Democratic Services	<b>15 - 17</b>
Operations	<b>18 - 29</b>
Planning & Regulatory	<b>30 - 35</b>
Resources & Performance	<b>36 - 39</b>
<b>Earmarked Reserves</b>	<b>40 - 41</b>
<b>Capital Programme &amp; Financing Plan 2017/18 to 2021/22</b>	<b>42</b>
<b>Medium Term Financial Strategy (Five Year Model)</b>	<b>43</b>
<b>Subjective Analysis as per the CIPFA Service Reporting Code of Practice (SeRCOP) recommended guidance to local authorities</b>	<b>44 - 45</b>
<b>Leadership Team Structure Chart</b>	<b>46</b>

## General Fund Summary - Budget Requirement

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Net Revenue Expenditure by Service</b>		
Families & Communities	688,600	719,939
Growth	883,057	866,325
Human Resources, Legal & Democratic Services	573,701	603,168
Operations	2,880,755	2,580,629
Planning & Regulatory	(399,001)	(359,171)
Resources & Performance	3,414,339	3,228,173
<b>Net Expenditure of Services</b>	<b>8,041,451</b>	<b>7,639,063</b>
<b>Budget Requirement excluding Parishes</b>	<b>8,041,451</b>	<b>7,639,063</b>
<b>Grants &amp; Council Tax Requirement</b>		
Collection Fund Deficit/(Surplus) - Council Tax	(76,470)	(37,113)
Collection Fund Deficit/(Surplus) - Business Rates	(737,212)	178,287
<b>Government Support</b>		
Formula Grant - Revenue Support	(661,132)	0
Formula Grant - Business Rate Retention Scheme	(1,871,565)	(2,386,631)
Business Rates Retention Scheme - Local Share of Growth	(537,481)	(900,074)
Business Rates Retention Scheme - Share of Suffolk Pooling	(256,269)	(100,000)
Business Rates Retention Scheme - Renewable Energy	(103,831)	(76,538)
Business Rates Retention Scheme - Pilot Benefit	0	(952,000)
Rural Services Delivery Grant	(17,530)	0
New Homes Bonus Grant	(1,277,586)	(718,293)
<b>Amount Met from Collection Fund (excluding Parish Precepts)</b>	<b>2,502,375</b>	<b>2,646,701</b>
TPP - Parish Precepts	1,529,903	1,602,987
<b>Total Amount Met from Collection Fund (Council tax requirement)</b>	<b>4,032,278</b>	<b>4,249,688</b>

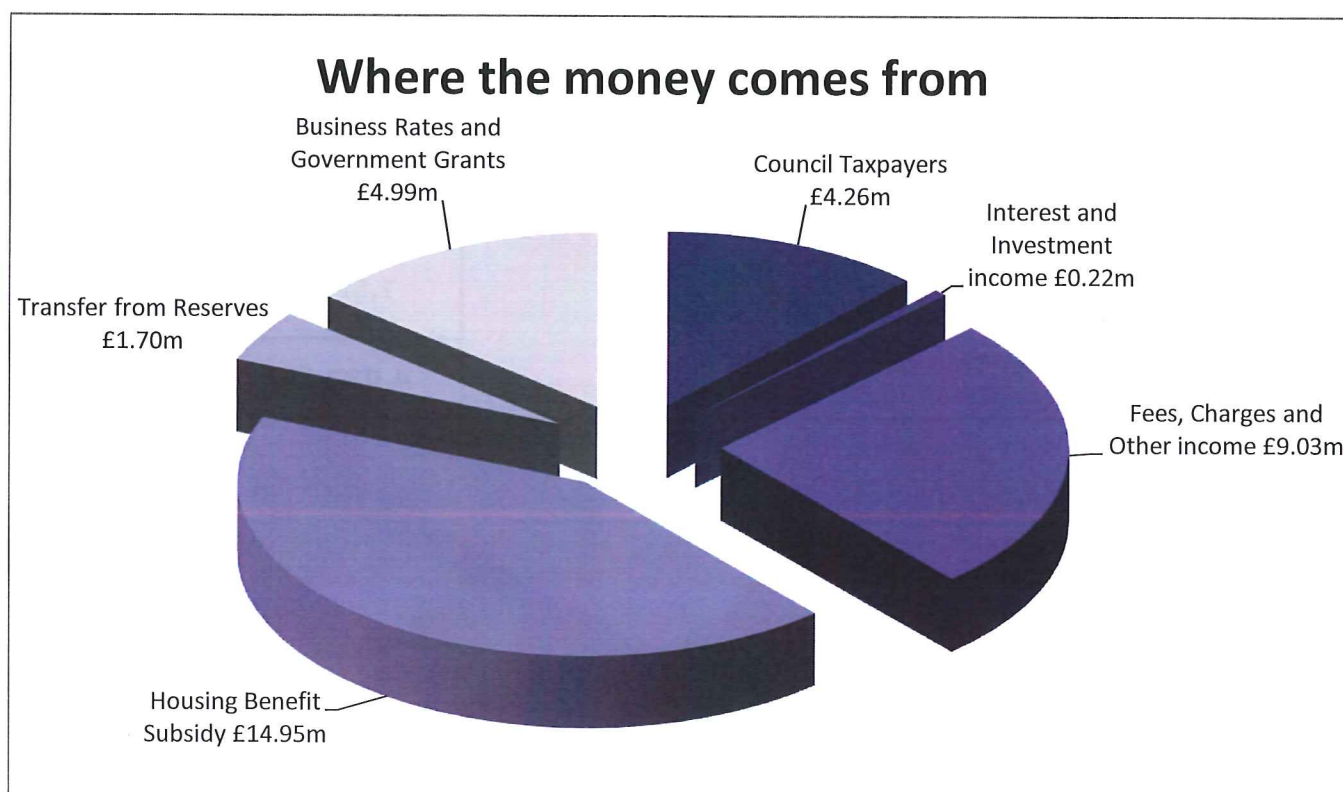
## Changes in spending between 2017/18 and 2018/19

The following is a summary of the main increases and reductions

	£ (thousands)
Council Tax Requirement 2017/18 (including Parish spend)	4,031
Decrease in investment interest	(43)
Increase in fees, charges and other income	(1,246)
Increase in cost of service provision	1,393
Increase in net cost of benefits granted	(79)
Changes in the amount transferred from Reserves & Balances	(425)
Increase in Parish/Town Council spend	73
Decrease in Business Rates & Government Grants	546
Council Tax requirement 2018/19 (including Parish spend)	4,250

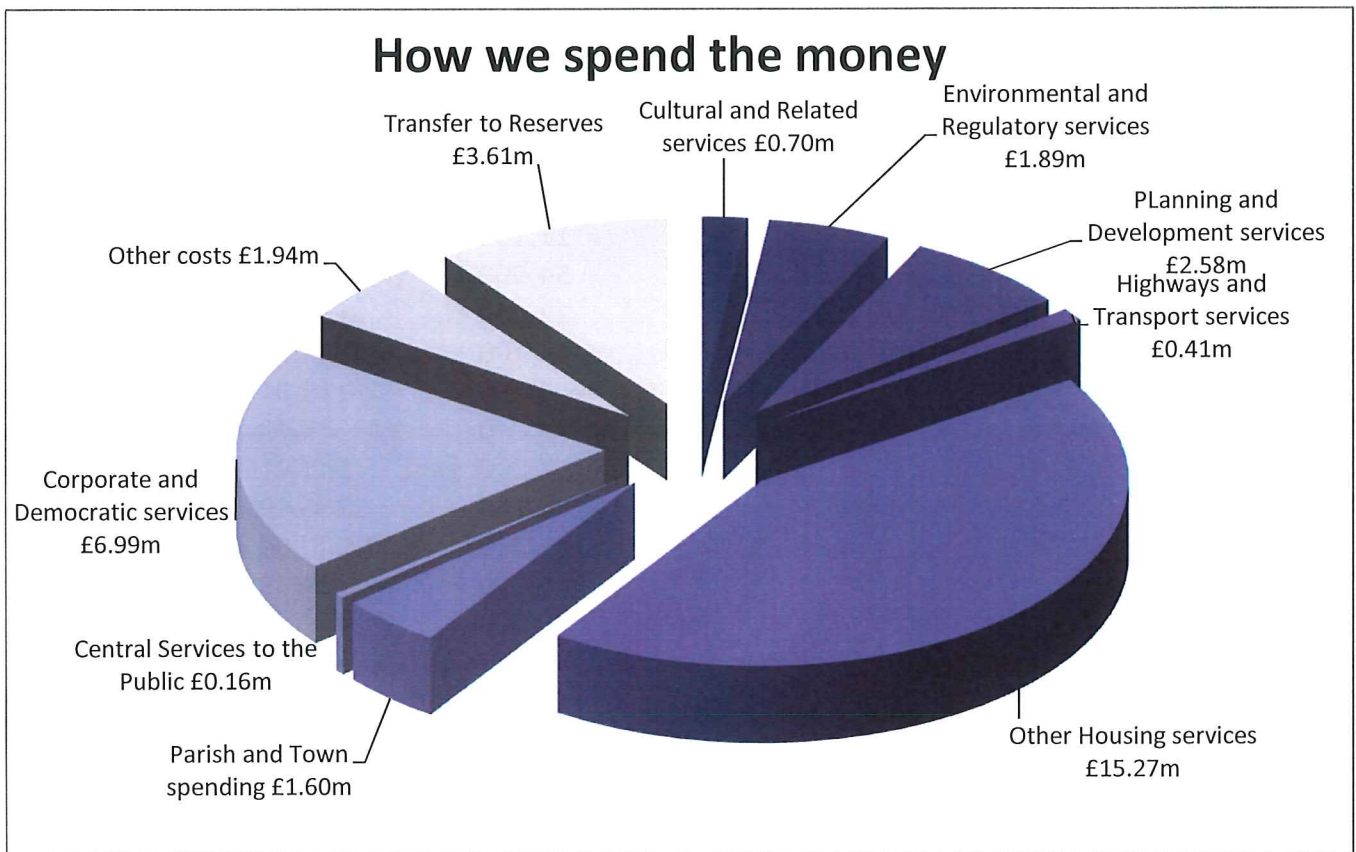
## Where the money comes from

	2018/19	2017/18
	£(millions)	
Council Taxpayers	(4.26)	(4.03)
Interest and investment income	(0.22)	(0.18)
Fees, Charges and Other Income	(9.03)	(7.78)
Housing Benefits Subsidy	(14.95)	(15.54)
Transfer from Reserves	(1.70)	(1.28)
Business Rates & Government Grants	(4.99)	(5.54)
Total	(35.15)	(34.35)



## How we spend the money

	2018/19	2017/18
	£(millions)	
Cultural and Related services	0.70	0.95
Environmental and Regulatory services	1.89	1.93
Planning and Development services	2.58	2.35
Highways and Transport services	0.41	0.39
Other Housing services	15.27	15.84
Parish and Town spending	1.60	1.53
Central Services to the Public	0.16	0.16
Corporate and Democratic services	6.99	6.29
Other costs	1.94	1.28
Transfers to reserves	3.61	3.63
<b>Total</b>	<b>35.15</b>	<b>34.35</b>



## Basic Amounts of Council Tax by Authority

Listed below are the Suffolk County Council, Suffolk Police Authority, Forest Heath District 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	2018/19		
	Precept Amount	Tax Base	Band D Council Tax
	£		£
Suffolk County Council	22,321,535	17,964.44	1,242.54
Suffolk Police Authority	3,392,046	17,964.44	188.82
Forest Heath District Council	2,646,701	17,964.44	147.33
Parish/Town Councils:			
Barton Mills	21,534	363.67	59.21
Beck Row	39,215	986.41	39.76
Brandon (and Wangford)	266,664	2,448.26	108.92
Cavenham	500	48.77	10.25
Dalham	6,132	129.59	47.32
Elveden	1,100	99.41	11.07
Eriswell	11,130	267.48	41.61
Exning	54,900	771.89	71.12
Freckenham	12,000	135.01	88.88
Gazeley	14,100	252.13	55.92
Herringswell	4,495	115.31	38.98
Higham	0	73.43	0
Icklingham	7,600	142.81	53.22
Kentford	8,750	356.69	24.53
Lakenheath	145,220	1,320.04	110.01
Mildenhall	288,290	2,754.89	104.65
Moulton	30,000	411.82	72.85
Newmarket	550,174	5,408.60	101.72
Red Lodge	110,881	1,420.93	78.03
Santon Downham	6,516	88.07	73.99
Tuddenham St Mary	11,639	157.79	73.76
Worlington	12,147	211.44	57.45
Total Parish/Town Precepts	1,602,987		
Total Tax Base		17,964.44	
Average Parish Precept			89.23

# Assistant Director of Families & Communities

Davina Howes



## **Section Support Costs**

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

## **Corporate Communications**

- 1142 - Website & Intranet

## **Customer Services**

- 3100 - Bus Stations

## **Families & Communities**

- 2080 - Community Development
- 2081 - Community Chest - Families & Communities
- 2082 - Health, Culture & Arts
- 2085 - Community Centres

## **Housing Options**

- 4010 - Housing Options: Choice Based Lettings
- 4011 - Housing Options: Advice & Prevention
- 4012 - Housing Options: Solutions

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

## Families & Communities

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Section Support Costs</b> (Policy, Communications & Customer Services)		
Employees	427,885	509,790
Premises-Related Expenditure	76,136	86,001
Transport-Related Expenditure	316	361
Supplies & Services	42,820	39,729
Support Services	8,480	3,794
Depreciation & Impairment Losses	4,700	4,700
<b>Total Expenditure</b>	<b>555,109</b>	<b>644,375</b>
<b>Income</b>		
Customer and Client Receipts - Sales	0	0
Financed from Reserves	0	(55,033)
Recharges	(555,109)	(589,342)
<b>Total Income</b>	<b>(555,109)</b>	<b>(644,375)</b>
<b>Net Expenditure/(Income)</b>	<b>0</b>	<b>0</b>

Cost Centre: 1050, 1140, 1141

<b>Website &amp; Intranet</b>		
Employees	13,025	13,753
Supplies & Services	8,450	8,704
<b>Total Expenditure</b>	<b>21,475</b>	<b>22,457</b>
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	<b>21,475</b>	<b>22,457</b>

Cost Centre: 1142

<b>Bus Stations</b>		
Employees	21,493	22,753
Premises-Related Expenditure	34,189	34,596
Transport-Related Expenditure	45	45
Supplies & Services	3,340	1,430
Third Party Payments	0	0
Support Services	18,450	19,618
Depreciation & Impairment Losses	9,500	9,500
<b>Total Expenditure</b>	<b>87,017</b>	<b>87,942</b>
<b>Income</b>		
Customer and Client Receipts - Sales	(6,231)	(3,200)
Customer and Client Receipts - Fees & Charges	0	0
Financed from Reserves	(7,000)	(7,000)
<b>Total Income</b>	<b>(13,231)</b>	<b>(10,200)</b>
<b>Net Expenditure/(Income)</b>	<b>73,786</b>	<b>77,742</b>

Cost Centre: 3100



## Families & Communities

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Community Development</b>		
Employees	127,994	157,405
Premises-Related Expenditure	12,000	13,555
Transport-Related Expenditure	10,913	14,272
Supplies & Services	53,538	27,340
Support Services	59,963	61,228
Depreciation & Impairment Losses	5,000	5,000
Total Expenditure	269,408	278,800
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(3,800)	(7,988)
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	0	0
Financed from Reserves	(24,288)	0
Total Income	(28,088)	(7,988)
<b>Net Expenditure/(Income)</b>	241,320	270,812

Cost Centre: 2080

<b>Community Chest - Families &amp; Communities</b>		
Supplies & Services	287,356	252,750
Support Services	3,210	3,410
Total Expenditure	290,566	256,160
<b>Income</b>		
Financed from Reserves	(197,606)	(162,500)
Total Income	(197,606)	(162,500)
<b>Net Expenditure/(Income)</b>	92,960	93,660

Cost Centre: 2081

<b>Health, Culture &amp; Arts</b>		
Supplies & Services	10,000	5,000
Total Expenditure	10,000	5,000
<b>Income</b>		
Financed from Reserves	0	0
Total Income	0	0
<b>Net Expenditure/(Income)</b>	10,000	5,000

Cost Centre: 2082

## Families & Communities

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Community Centres</b>		
Employees	0	0
Premises-Related Expenditure	2,870	3,048
Supplies & Services	0	0
Support Services	1,270	1,306
Depreciation & Impairment Losses	6,800	6,800
Total Expenditure	10,940	11,154
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	10,940	11,154

Cost Centre: 2085

<b>Housing Options: Choice Based Lettings</b>		
Employees	51,203	50,277
Premises-Related Expenditure	3,500	3,954
Transport-Related Expenditure	1,100	450
Supplies & Services	26,500	36,371
Support Services	7,590	7,935
Total Expenditure	89,893	98,987
<b>Income</b>		
Government Grants	0	0
Other Grants, Reimbursements & Contributions	0	0
Customer and Client Receipts - Sales	(6,800)	(6,936)
Financed from Reserves	(21,395)	(39,044)
Total Income	(28,195)	(45,980)
<b>Net Expenditure/(Income)</b>	61,698	53,007

Cost Centre: 4010

<b>Housing Options: Advice &amp; Prevention</b>		
Employees	122,496	118,105
Premises-Related Expenditure	12,000	13,555
Transport-Related Expenditure	836	1,350
Supplies & Services	53,273	251,392
Third Party Payments	0	0
Total Expenditure	188,605	384,402
<b>Income</b>		
Government Grants	0	(135,619)
Other Grants, Reimbursements & Contributions	(10,000)	(49,000)
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	(4,690)	(4,784)
Financed from Reserves	(49,862)	(73,943)
Total Income	(64,552)	(263,346)
<b>Net Expenditure/(Income)</b>	124,053	121,056

Cost Centre: 4011

## Families & Communities

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Housing Options: Solutions</b>		
Employees	57,814	78,735
Transport-Related Expenditure	820	2,095
Supplies & Services	0	13,952
<b>Total Expenditure</b>	<b>58,634</b>	<b>94,782</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	(23,465)
Financed from Reserves	(6,265)	(6,265)
<b>Total Income</b>	<b>(6,265)</b>	<b>(29,730)</b>
<b>Net Expenditure/(Income)</b>	<b>52,369</b>	<b>65,052</b>
Cost Centre: 4012		
<b>Total Families &amp; Communities</b>	<b>688,600</b>	<b>719,939</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
- 5024 - Vibrant Town Centres
- 5025 - Strategic Property

## Growth

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Housing Development &amp; Strategy</b>		
Employees	60,975	117,205
Premises-Related Expenditure	2,000	2,259
Transport-Related Expenditure	1,982	7,090
Supplies & Services	21,090	21,090
Support Services	50,580	51,998
Depreciation & Impairment Losses	0	0
<b>Total Expenditure</b>	<b>136,627</b>	<b>199,642</b>
<b>Income</b>		
Government Grants	0	(2,636)
Other Grants, Reimbursements & Contributions	0	(11,047)
Customer and Client Receipts - Sales	(6,000)	(19,120)
Financed from Reserves	(8,350)	(14,618)
<b>Total Income</b>	<b>(14,350)</b>	<b>(47,421)</b>
<b>Net Expenditure/(Income)</b>	<b>122,277</b>	<b>152,221</b>

Cost Centre: 4000

<b>Housing Business &amp; Partnerships</b>		
Employees	28,263	(1)
Transport-Related Expenditure	0	0
Supplies & Services	0	0
<b>Total Expenditure</b>	<b>28,263</b>	<b>(1)</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(440)	0
<b>Total Income</b>	<b>(440)</b>	<b>0</b>
<b>Net Expenditure/(Income)</b>	<b>27,823</b>	<b>(1)</b>

Cost Centre: 4005

<b>Gypsies &amp; Travellers</b>		
Employees	8,709	8,436
Transport-Related Expenditure	466	466
Third Party Payments	4,500	5,500
<b>Total Expenditure</b>	<b>13,675</b>	<b>14,402</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(33)	(33)
<b>Total Income</b>	<b>(33)</b>	<b>(33)</b>
<b>Net Expenditure/(Income)</b>	<b>13,642</b>	<b>14,369</b>

Cost Centre: 4032

## Growth

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Planning Policy</b>		
Employees	230,520	84,797
Premises-Related Expenditure	7,000	7,907
Transport-Related Expenditure	5,628	4,953
Supplies & Services	121,790	121,790
Support Services	75,180	76,393
Depreciation & Impairment Losses	0	0
Total Expenditure	440,118	295,840
<b>Income</b>		
Government Grants	0	(6,668)
Financed from Reserves	(20,621)	(31,104)
Total Income	(20,621)	(37,772)
<b>Net Expenditure/(Income)</b>	419,497	258,068

Cost Centre: 5005

<b>Local Plan</b>		
Supplies & Services	289,100	105,000
Third Party Payments	0	0
Total Expenditure	289,100	105,000
<b>Income</b>		
Financed from Reserves	(282,500)	(100,000)
Total Income	(282,500)	(100,000)
<b>Net Expenditure/(Income)</b>	6,600	5,000

Cost Centre: 5006

<b>Economic Development &amp; Growth</b>		
Employees	139,787	122,834
Premises-Related Expenditure	17,000	19,203
Transport-Related Expenditure	3,472	439
Supplies & Services	47,560	120,560
Support Services	20,369	21,165
Depreciation & Impairment Losses	0	0
Total Expenditure	228,188	284,201
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(1,500)	0
Financed from Reserves	(30,791)	(103,791)
Total Income	(32,291)	(103,791)
<b>Net Expenditure/(Income)</b>	195,897	180,410

Cost Centre: 5020

<b>Strategic Tourism &amp; Markets</b>		
Employees	15,023	15,509
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	0
Supplies & Services	14,830	14,830
Support Services	12,820	13,618
Total Expenditure	42,673	43,957
<b>Income</b>		
Customer and Client Receipts - Sales	0	0
Financed from Reserves	0	0
Total Income	0	0
<b>Net Expenditure/(Income)</b>	42,673	43,957

Cost Centre: 5021

## Growth

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Vibrant Town Centres</b>		
Employees	0	0
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	0
Supplies & Services	14,680	14,680
Support Services	16,710	17,296
Total Expenditure	31,390	31,976
<b>Income</b>		
Financed from Reserves	0	0
Total Income	0	0
<b>Net Expenditure/(Income)</b>	31,390	31,976

Cost Centre: 5024

<b>Strategic Property</b>		
Employees	64,679	274,506
Transport-Related Expenditure	3,084	2,820
Supplies & Services	0	2,000
Total Expenditure	67,763	279,326
<b>Income</b>		
Government Grants	0	(14,696)
Other Grants, Reimbursements & Contributions	(1,000)	(1,000)
Financed from Reserves		(34,941)
Recharges	(43,505)	(48,364)
Total Income	(44,505)	(99,001)
<b>Net Expenditure/(Income)</b>	23,258	180,325

Cost Centre: 5025

<b>Total Growth</b>	<b>883,057</b>	<b>866,325</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\*

## **Elections**

- 1041 - Electoral Registration
- 1042 - Election Expenses

## **Democratic Services**

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

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



## Human Resources, Legal & Democratic Services

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Section Support Costs</b> (HR & Payroll, Central Training, Health & Safety & Legal Services)		
Employees	618,378	744,748
Premises-Related Expenditure	24,000	26,333
Transport-Related Expenditure	6,062	6,242
Supplies & Services	56,932	63,629
Third Party Payments	54,645	63,180
Support Services	9,060	6,304
<b>Total Expenditure</b>	<b>769,077</b>	<b>910,436</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(133,284)	(147,529)
Customer and Client Receipts - Fees & Charges	(96,401)	(83,389)
Financed from Reserves	34,308	(82,173)
Recharges	(573,700)	(597,344)
<b>Total Income</b>	<b>(769,077)</b>	<b>(910,435)</b>
<b>Net Expenditure/(Income)</b>	<b>0</b>	<b>0</b>

Cost Centre: 1030, 1031, 1032, 1040

<b>Electoral Registration</b>		
Employees	61,708	74,639
Premises-Related Expenditure	3,500	3,954
Transport-Related Expenditure	0	0
Supplies & Services	25,450	25,755
Support Services	40,310	41,360
<b>Total Expenditure</b>	<b>130,968</b>	<b>145,708</b>
<b>Income</b>		
Customer and Client Receipts - Sales	(1,507)	(1,537)
Financed from Reserves	0	(12,207)
<b>Total Income</b>	<b>(1,507)</b>	<b>(13,744)</b>
<b>Net Expenditure/(Income)</b>	<b>129,461</b>	<b>131,964</b>

Cost Centre: 1041

<b>Election Expenses</b>		
Employees	0	0
Premises-Related Expenditure	2,000	2,259
Transport-Related Expenditure	0	0
Supplies & Services	10,000	10,000
Support Services	22,570	23,005
<b>Total Expenditure</b>	<b>34,570</b>	<b>35,264</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(15,300)	0
Financed from Reserves	0	0
<b>Total Income</b>	<b>(15,300)</b>	<b>0</b>
<b>Net Expenditure/(Income)</b>	<b>19,270</b>	<b>35,264</b>

Cost Centre: 1042

## Human Resources, Legal & Democratic Services

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Democratic Services</b>		
Employees	101,428	128,189
Premises-Related Expenditure	7,000	7,907
Transport-Related Expenditure	1,239	1,239
Supplies & Services	740	4,750
Support Services	63,130	61,041
Total Expenditure	173,537	203,126
<b>Income</b>		
Financed from Reserves	0	(26,000)
Total Income	0	(26,000)
<b>Net Expenditure/(Income)</b>	173,537	177,126

Cost Centre: 1130

<b>Members Expenses</b>		
Employees	445	4,005
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	7,000
Supplies & Services	211,105	205,798
Support Services	29,280	31,180
Total Expenditure	240,830	247,983
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	240,830	247,983

Cost Centre: 1131

<b>Mayoralty &amp; Civic Functions</b>		
Premises-Related Expenditure	843	969
Supplies & Services	8,870	8,870
Support Services	890	990
Total Expenditure	10,603	10,829
<b>Income</b>		
Financed from Reserves	0	0
Total Income	0	0
<b>Net Expenditure/(Income)</b>	10,603	10,829

Cost Centre: 1132

<b>Total Human Resources, Legal &amp; Democratic Services</b>	<b>573,701</b>	<b>603,168</b>
---	----------------	----------------

# Assistant Director of Operations

Mark Walsh



## Section Support Costs & Facilities

- 1080 - Property Services\*
- 1081 - Estates Management\*
- 1082 - CCTV & Support\*
- 1072 - Offices: College Heath Road\*
- 1073 - Offices: Brandon & Newmarket Guineas\*
- 1075 - Courier & Postal Service\*
- 1076 - Printing & Copying Service\*

## Leisure Services

- 2017 - Arboriculture (Tree Maintenance Works)
- 2020 - Other Parks & Play Provision
- 2025 - Children's Play Areas
- 2026 - Brandon Country Park
- 2030 - Arts, Heritage & Cultural Services
- 2040 - Sports & Leisure Centres
- 2055 - Allotments
- 2071 - Shopmobility
- 2083 - Leisure & Sports
- 2090 - The Pavilion - Lady Wolverton Playingfield

## 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

## Operational

- 3000 - Depots
- 3006 - Pool Cars
- 3065 - Waste & Cleansing Operatives\*
- 6020 - Markets

## Car Parking

- 3110 - Off Street Car Parks

## Property & CCTV

- 3020 - Public Conveniences
- 3025 - CCTV
- 3070 - District Highways Services
- 3072 - Land Drainage & Associated Works
- 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

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Section Support Costs</b> (Property Services, Estate Management, CCTV & Support)		
Employees	312,488	328,385
Premises-Related Expenditure	5,360	5,619
Transport-Related Expenditure	7,186	4,309
Supplies & Services	56,670	13,670
Support Services	3,820	1,660
Depreciation & Impairment Losses	1,100	1,100
Total Expenditure	383,790	354,743
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(1,300)	(1,300)
Customer and Client Receipts - Sales	(1,937)	(1,976)
Financed from Reserves	(50,000)	0
Recharges	(330,553)	(351,467)
Total Income	(383,790)	(354,743)
<b>Net Expenditure/(Income)</b>	0	0

Cost Centre: 1080, 1081, 1082

<b>Offices: College Heath Road</b>		
Employees	0	0
Premises-Related Expenditure	247,521	247,418
Transport-Related Expenditure	0	0
Supplies & Services	8,000	7,500
Support Services	45,180	44,959
Depreciation & Impairment Losses	93,600	93,600
Total Expenditure	394,301	393,477
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(30,500)	(30,500)
Customer and Client Receipts - Sales	(16,678)	(17,012)
Customer and Client Receipts - Fees & Charges	(4,274)	0
Customer and Client Receipts - Rents	(64,520)	(54,450)
Financed from Reserves	(10,400)	(10,400)
Recharges	(267,929)	(281,115)
Total Income	(394,301)	(393,477)
<b>Net Expenditure/(Income)</b>	0	0

Cost Centre: 1072

<b>Offices: Brandon &amp; Newmarket Guineas</b>		
Premises-Related Expenditure	15,087	49,952
Depreciation & Impairment Losses	19,200	19,200
Total Expenditure	34,287	69,152
<b>Income</b>		
Financed from Reserves	0	(10,850)
Recharges	(34,287)	(58,302)
Total Income	(34,287)	(69,152)
<b>Net Expenditure/(Income)</b>	0	0

Cost Centre: 1073

## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Courier &amp; Postal service</b>		
Employees	0	0
Transport-Related Expenditure	5,159	4,971
Supplies & Services	13,500	17,500
Third Party Payments	40,270	0
Support Services	0	0
Depreciation & Impairment Losses	0	0
Total Expenditure	58,929	22,471
<b>Income</b>		
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	0	0
Recharges	(58,929)	(22,471)
Total Income	(58,929)	(22,471)
<b>Net Expenditure/(Income)</b>	0	0

Cost Centre: 1075

<b>Printing &amp; Copying Service</b>		
Employees	22,494	0
Premises-Related Expenditure	5,580	5,833
Supplies & Services	24,010	28,000
Support Services	250	82
Total Expenditure	52,334	33,915
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(5,981)	0
Recharges	(46,353)	(33,915)
Total Income	(52,334)	(33,915)
<b>Net Expenditure/(Income)</b>	0	0

Cost Centre: 1076

<b>Arboriculture (Tree Maintenance Works)</b>		
Employees	31,063	7,222
Premises-Related Expenditure	63,500	58,700
Transport-Related Expenditure	3,489	3,489
Supplies & Services	0	300
Third Party Payments	0	0
Support Services	8,650	8,664
Total Expenditure	106,702	78,375
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	0
Financed from Reserves	0	0
Recharges	0	0
Total Income	0	0
<b>Net Expenditure/(Income)</b>	106,702	78,375

Cost Centre: 2017

## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Other Parks &amp; Play Provision</b>		
Employees	23,286	65,382
Premises-Related Expenditure	231,609	187,956
Transport-Related Expenditure	0	3,454
Supplies & Services	22,000	0
Support Services	16,760	17,134
Total Expenditure	293,655	273,926
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(4,700)	(30,397)
Customer and Client Receipts - Fees & Charges	(6,750)	(6,885)
Customer and Client Receipts - Rents	0	0
Financed from Reserves	(6,201)	(7,511)
Total Income	(17,651)	(44,793)
<b>Net Expenditure/(Income)</b>	276,004	229,133

Cost Centre: 2020

<b>Childrens's Play Areas</b>		
Employees	12,012	19,654
Premises-Related Expenditure	53,426	54,167
Transport-Related Expenditure	0	0
Supplies & Services	0	0
Support Services	26,100	27,076
Depreciation & Impairment Losses	45,300	45,300
Total Expenditure	136,838	146,197
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(3,000)	(3,000)
Customer and Client Receipts - Sales	0	0
Financed from Reserves	(1,799)	(3,299)
Recharges	0	0
Total Income	(4,799)	(6,299)
<b>Net Expenditure/(Income)</b>	132,039	139,898

Cost Centre: 2025

<b>Brandon Country Park</b>		
Supplies & Services	0	22,000
Total Expenditure	0	22,000
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	0	22,000

Cost Centre: 2026

## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Arts, Heritage &amp; Cultural Services</b>		
Employees	195	0
Premises-Related Expenditure	4,178	4,464
Transport-Related Expenditure	0	0
Supplies & Services	6,960	6,200
Transfer Payments	0	0
Support Services	67,970	70,904
Depreciation & Impairment Losses	1,300	1,300
Total Expenditure	80,603	82,868
<b>Income</b>		
Financed from Reserves	(1,000)	(1,000)
Total Income	(1,000)	(1,000)
<b>Net Expenditure/(Income)</b>	79,603	81,868

Cost Centre: 2030

<b>Sports &amp; Leisure Centres</b>		
Premises-Related Expenditure	129,686	129,958
Transport-Related Expenditure	0	0
Supplies & Services	454,726	393,968
Support Services	86,320	90,385
Depreciation & Impairment Losses	494,200	494,200
Total Expenditure	1,164,932	1,108,511
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	0
Customer and Client Receipts - Sales	(46,900)	(47,838)
Financed from Reserves	(53,000)	(53,000)
Total Income	(99,900)	(100,838)
<b>Net Expenditure/(Income)</b>	1,065,032	1,007,673

Cost Centre: 2040

<b>Allotments</b>		
Total Expenditure	0	0
<b>Income</b>		
Customer and Client Receipts - Rents	0	(214)
Total Income	0	(214)
<b>Net Expenditure/(Income)</b>	0	(214)

Cost Centre: 2055

<b>Shopmobility</b>		
Supplies & Services	8,340	8,340
Total Expenditure	8,340	8,340
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	0	0
Total Income	0	0
<b>Net Expenditure/(Income)</b>	8,340	8,340

Cost Centre: 2071

## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Leisure &amp; Sports</b>		
Supplies & Services	22,000	22,000
Total Expenditure	22,000	22,000
<b>Income</b>		
Financed from Reserves	0	0
Total Income	0	0
<b>Net Expenditure/(Income)</b>	22,000	22,000

Cost Centre: 2083

<b>The Pavilion - Lady Wolverton Playingfield</b>		
Premises-Related Expenditure	8,630	8,707
Support Services	6,140	6,475
Depreciation & Impairment Losses	3,700	3,700
Total Expenditure	18,470	18,882
<b>Income</b>		
Customer and Client Receipts - Rents	(14,000)	(14,000)
Financed from Reserves	(2,500)	(2,500)
Total Income	(16,500)	(16,500)
<b>Net Expenditure/(Income)</b>	1,970	2,382

Cost Centre: 2090

<b>Street Cleansing</b>		
Employees	50,229	28,419
Premises-Related Expenditure	487,040	500,363
Transport-Related Expenditure	9,179	7,004
Supplies & Services	17,500	16,000
Third Party Payments	50,000	48,000
Support Services	0	0
Depreciation & Impairment Losses	40,400	40,400
Total Expenditure	654,348	640,186
<b>Income</b>		
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	(6,710)	(6,844)
Financed from Reserves	(3,500)	0
Recharges	0	0
Total Income	(10,210)	(6,844)
<b>Net Expenditure/(Income)</b>	644,138	633,342

Cost Centre: 3030



## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Refuse Collection (Black Bin)</b>		
Employees	16,679	22,271
Premises-Related Expenditure	324,720	336,384
Transport-Related Expenditure	77,541	78,146
Supplies & Services	14,880	26,880
Support Services	39,660	42,420
Depreciation & Impairment Losses	91,500	91,500
Total Expenditure	564,980	597,601
<b>Income</b>		
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	(11,981)	0
Financed from Reserves	0	0
Total Income	(11,981)	0
<b>Net Expenditure/(Income)</b>	552,999	597,601

Cost Centre: 3040

<b>Recycling Collection (Blue Bin)</b>		
Employees	22,484	27,978
Premises-Related Expenditure	300,124	311,228
Transport-Related Expenditure	82,345	82,060
Supplies & Services	26,910	30,780
Third Party Payments	26,515	7,500
Support Services	44,670	46,107
Depreciation & Impairment Losses	0	0
Total Expenditure	503,048	505,653
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(109,900)	(175,380)
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	0	0
Financed from Reserves	0	0
Total Income	(109,900)	(175,380)
<b>Net Expenditure/(Income)</b>	393,148	330,273

Cost Centre: 3041

<b>Compostable Collection (Brown Bin)</b>		
Employees	21,565	53,431
Premises-Related Expenditure	185,880	193,967
Transport-Related Expenditure	58,972	59,937
Supplies & Services	54,350	55,500
Third Party Payments	245,700	150,000
Support Services	34,910	35,655
Depreciation & Impairment Losses	16,700	16,700
Total Expenditure	618,077	565,190
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(100,000)	(96,800)
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	(360,000)	(420,000)
Financed from Reserves	(5,880)	0
Total Income	(465,880)	(516,800)
<b>Net Expenditure/(Income)</b>	152,197	48,390

Cost Centre: 3042

## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Bulky, Fridges, Metal &amp; Scrap Collection</b>		
Employees	8,368	13,630
Premises-Related Expenditure	41,350	42,403
Transport-Related Expenditure	7,971	8,166
Supplies & Services	0	0
Third Party Payments	0	0
Support Services	11,870	12,563
Depreciation & Impairment Losses	6,000	6,000
Total Expenditure	75,559	82,762
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(17,027)	(20,000)
Total Income	(17,027)	(20,000)
<b>Net Expenditure/(Income)</b>	58,532	62,762

Cost Centre: 3043

<b>Clinical &amp; Hazardous Waste Collection</b>		
Employees	3,211	8,093
Transport-Related Expenditure	0	270
Third Party Payments	2,000	5,000
Total Expenditure	5,211	13,363
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(1,020)	(650)
Total Income	(1,020)	(650)
<b>Net Expenditure/(Income)</b>	4,191	12,713

Cost Centre: 3044

<b>Multi-Bank Recycling Sites</b>		
Employees	9,901	11,174
Transport-Related Expenditure	443	713
Supplies & Services	2,920	2,920
Third Party Payments	16,733	18,400
Total Expenditure	29,997	33,207
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(60,000)	(68,500)
Customer and Client Receipts - Sales	(7,150)	(3,750)
Total Income	(67,150)	(72,250)
<b>Net Expenditure/(Income)</b>	(37,153)	(39,043)

Cost Centre: 3045

## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Trade Waste Service</b>		
Employees	33,697	(2,268)
Premises-Related Expenditure	148,680	152,566
Transport-Related Expenditure	40,103	41,183
Supplies & Services	5,740	5,740
Third Party Payments	166,600	175,000
Support Services	28,130	30,295
Depreciation & Impairment Losses	0	0
Total Expenditure	422,950	402,516
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	0
Customer and Client Receipts - Sales	(3,000)	(3,710)
Customer and Client Receipts - Fees & Charges	(474,994)	(516,580)
Financed from Reserves	0	0
Recharges	0	0
Total Income	(477,994)	(520,290)
<b>Net Expenditure/(Income)</b>	(55,044)	(117,774)

Cost Centre: 3048

<b>Depots</b>		
Employees	6,803	13,968
Premises-Related Expenditure	65,479	62,150
Transport-Related Expenditure	1,165	3,850
Supplies & Services	920	1,000
Support Services	24,430	24,283
Depreciation & Impairment Losses	13,800	13,800
Total Expenditure	112,597	119,051
<b>Income</b>		
Customer and Client Receipts - Sales	(12,212)	(8,274)
Financed from Reserves	(12,500)	(12,500)
Recharges	(87,885)	(98,277)
Total Income	(112,597)	(119,051)
<b>Net Expenditure/(Income)</b>	0	0

Cost Centre: 3000

<b>Pool Cars</b>		
Transport-Related Expenditure	516	559
Total Expenditure	516	559
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	516	559

Cost Centre: 3006

## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Waste &amp; Cleansing Operatives</b>		
Employees	1,033,338	1,075,743
Premises-Related Expenditure	13,501	13,801
Transport-Related Expenditure	477,287	471,790
Supplies & Services	17,860	17,615
Third Party Payments	0	0
Support Services	39,180	38,369
Depreciation & Impairment Losses	1,200	1,200
Total Expenditure	1,575,429	1,618,518
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(749)	(764)
Recharges	(1,574,680)	(1,617,754)
Total Income	(1,575,429)	(1,618,518)
<b>Net Expenditure/(Income)</b>	0	0

Cost Centre: 3065

<b>Markets</b>		
Employees	21,282	37,564
Premises-Related Expenditure	77,075	79,396
Transport-Related Expenditure	0	0
Supplies & Services	0	0
Support Services	5,810	6,410
Depreciation & Impairment Losses	2,600	2,600
Total Expenditure	106,767	125,970
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(27,350)	(23,500)
Total Income	(27,350)	(23,500)
<b>Net Expenditure/(Income)</b>	79,417	102,470

Cost Centre: 6020

<b>Off Street Car Parks</b>		
Employees	53,581	55,389
Premises-Related Expenditure	193,045	198,502
Transport-Related Expenditure	0	0
Supplies & Services	12,900	19,900
Third Party Payments	0	9,000
Support Services	107,890	112,156
Depreciation & Impairment Losses	172,500	172,500
Total Expenditure	539,916	567,447
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	0
Customer and Client Receipts - Fees & Charges	(614,114)	(670,000)
Customer and Client Receipts - Rents	(3,200)	0
Financed from Reserves	(11,000)	(11,000)
Total Income	(628,314)	(681,000)
<b>Net Expenditure/(Income)</b>	(88,398)	(113,553)

Cost Centre: 3110

## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Public Conveniences</b>		
Employees	0	0
Premises-Related Expenditure	62,439	64,739
Supplies & Services	0	0
Support Services	13,520	14,331
Depreciation & Impairment Losses	10,300	10,300
Total Expenditure	86,259	89,370
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	0
Customer and Client Receipts - Fees & Charges	0	0
Financed from Reserves	(10,400)	(10,400)
Total Income	(10,400)	(10,400)
<b>Net Expenditure/(Income)</b>	75,859	78,970

Cost Centre: 3020

<b>CCTV</b>		
Premises-Related Expenditure	2,752	3,004
Supplies & Services	0	0
Third Party Payments	87,000	87,000
Support Services	1,670	1,770
Depreciation & Impairment Losses	12,500	12,500
Total Expenditure	103,922	104,274
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	103,922	104,274

Cost Centre: 3025

<b>District Highways Services</b>		
Employees	15,834	15,992
Premises-Related Expenditure	10,000	10,000
Total Expenditure	25,834	25,992
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(33,000)	(34,200)
Customer and Client Receipts - Fees & Charges	(714)	(728)
Total Income	(33,714)	(34,928)
<b>Net Expenditure/(Income)</b>	(7,880)	(8,936)

Cost Centre: 3070

<b>Land Drainage &amp; Associated Works</b>		
Supplies & Services	74,500	79,000
Support Services	440	440
Total Expenditure	74,940	79,440
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	74,940	79,440

Cost Centre: 3072

## Operations

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Non HRA Housing Properties</b>		
Premises-Related Expenditure	30,525	30,603
Supplies & Services	0	0
Support Services	6,860	7,258
Depreciation & Impairment Losses	22,700	22,700
Total Expenditure	60,085	60,561
<b>Income</b>		
Customer and Client Receipts - Rents	(4,650)	(4,650)
Financed from Reserves	(15,000)	(15,000)
Total Income	(19,650)	(19,650)
<b>Net Expenditure/(Income)</b>	40,435	40,911

Cost Centre: 4015

<b>Industrial &amp; Business Units</b>		
Employees	0	0
Premises-Related Expenditure	626,900	665,119
Transport-Related Expenditure	0	0
Supplies & Services	80,000	80,000
Support Services	466,140	485,230
Depreciation & Impairment Losses	180,200	180,200
Total Expenditure	1,353,240	1,410,549
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(40,000)	(40,000)
Customer and Client Receipts - Fees & Charges	(510)	(520)
Customer and Client Receipts - Rents	(1,021,572)	(1,149,427)
Financed from Reserves	(247,700)	(247,700)
Total Income	(1,309,782)	(1,437,647)
<b>Net Expenditure/(Income)</b>	43,458	(27,098)

Cost Centre: 6000

<b>Town Centres &amp; Shops</b>		
Premises-Related Expenditure	30,833	52,299
Support Services	30,030	31,648
Depreciation & Impairment Losses	0	0
Total Expenditure	60,863	83,947
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(8,075)	(8,075)
Customer and Client Receipts - Rents	(899,000)	(862,000)
Financed from Reserves	0	(10,000)
Total Income	(907,075)	(880,075)
<b>Net Expenditure/(Income)</b>	(846,212)	(796,128)

Cost Centre: 6010

<b>Total Operations</b>	<b>2,880,755</b>	<b>2,580,629</b>
-------------------------	------------------	------------------

# Assistant Director of Planning & Regulatory

David Collinson



## **Development Control**

- 5000 - Development Control

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

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

## **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 Revised Budget £	2018/19 Budget £
<b>Development Control</b>		
Employees	350,366	422,260
Premises-Related Expenditure	24,000	27,110
Transport-Related Expenditure	10,965	10,965
Supplies & Services	54,040	71,420
Support Services	115,579	113,709
Depreciation & Impairment Losses	18,700	18,700
Total Expenditure	573,650	664,164
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(8,938)	(2,234)
Customer and Client Receipts - Sales	(17,850)	(30,000)
Customer and Client Receipts - Fees & Charges	(590,000)	(718,500)
Financed from Reserves	(73,700)	(9,500)
Total Income	(690,488)	(760,234)
<b>Net Expenditure/(Income)</b>	(116,838)	(96,070)

Cost Centre: 5000

<b>Building Control</b>		
Employees	118,828	126,330
Premises-Related Expenditure	5,500	5,500
Transport-Related Expenditure	0	0
Supplies & Services	9,280	4,500
Support Services	41,780	44,580
Total Expenditure	175,388	180,910
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(4,297)	25,750
Customer and Client Receipts - Sales	(1,282)	(1,308)
Customer and Client Receipts - Fees & Charges	(159,562)	(141,250)
Total Income	(165,141)	(116,808)
<b>Net Expenditure/(Income)</b>	10,247	64,102

Cost Centre: 5010

<b>Planning &amp; Regulatory Support</b>		
Employees	160,359	174,189
Premises-Related Expenditure	12,000	13,555
Transport-Related Expenditure	990	450
Total Expenditure	173,349	188,194
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	173,349	188,194

Cost Centre: 5015



## Planning & Regulatory

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Land Charges</b>		
Employees	31,022	27,437
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	0
Supplies & Services	0	0
Third Party Payments	20,000	19,000
Support Services	36,382	37,974
Total Expenditure	87,404	84,411
<b>Income</b>		
Other Grants, Reimbursements & Contributions	18,400	15,300
Customer and Client Receipts - Fees & Charges	(111,000)	(113,220)
Total Income	(92,600)	(97,920)
<b>Net Expenditure/(Income)</b>	(5,196)	(13,509)

Cost Centre: 1060

<b>Prevention of Pollution</b>		
Employees	21,312	18,857
Premises-Related Expenditure	0	0
Transport-Related Expenditure	1,767	1,233
Supplies & Services	12,290	6,380
Third Party Payments	2,000	5,000
Support Services	3,610	3,910
Total Expenditure	40,979	35,380
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(680)	0
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	(9,035)	(6,306)
Financed from Reserves	0	0
Total Income	(9,715)	(6,306)
<b>Net Expenditure/(Income)</b>	31,264	29,074

Cost Centre: 3090

<b>Environmental Management</b>		
Employees	26,520	29,990
Premises-Related Expenditure	2,000	17,259
Transport-Related Expenditure	2,150	1,616
Supplies & Services	1,750	5,750
Total Expenditure	32,420	54,615
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(680)	0
Customer and Client Receipts - Sales	(79,715)	(81,000)
Financed from Reserves	0	0
Total Income	(80,395)	(81,000)
<b>Net Expenditure/(Income)</b>	(47,975)	(26,385)

Cost Centre: 3091

## Planning & Regulatory

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Drinking Water Quality</b>		
Employees	20,464	20,585
Premises-Related Expenditure	2,000	2,259
Transport-Related Expenditure	1,698	1,431
Third Party Payments	0	5,000
<b>Total Expenditure</b>	<b>24,162</b>	<b>29,275</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(340)	0
Customer and Client Receipts - Fees & Charges	0	(7,000)
<b>Total Income</b>	<b>(340)</b>	<b>(7,000)</b>
<b>Net Expenditure/(Income)</b>	<b>23,822</b>	<b>22,275</b>

Cost Centre: 3092

<b>Climate Change</b>		
Employees	9,096	11,597
Transport-Related Expenditure	0	0
Supplies & Services	12,857	12,857
Support Services	2,890	2,721
<b>Total Expenditure</b>	<b>24,843</b>	<b>27,175</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	0
Financed from Reserves	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure/(Income)</b>	<b>24,843</b>	<b>27,175</b>

Cost Centre: 3093

<b>Solar Farm</b>		
Premises-Related Expenditure	291,000	288,758
Supplies & Services	2,000	14,000
<b>Total Expenditure</b>	<b>293,000</b>	<b>302,758</b>
<b>Income</b>		
Customer and Client Receipts - Sales	(1,214,000)	(1,289,420)
<b>Total Income</b>	<b>(1,214,000)</b>	<b>(1,289,420)</b>
<b>Net Expenditure/(Income)</b>	<b>(921,000)</b>	<b>(986,662)</b>

Cost Centre: 3094

<b>Home Energy Conservation</b>		
Employees	0	0
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	0
Supplies & Services	6,210	3,430
Support Services	28,370	28,338
<b>Total Expenditure</b>	<b>34,580</b>	<b>31,768</b>
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(2,702)	0
<b>Total Income</b>	<b>(2,702)</b>	<b>0</b>
<b>Net Expenditure/(Income)</b>	<b>31,878</b>	<b>31,768</b>

Cost Centre: 4020

## Planning & Regulatory

Service	2017/18 Revised Budget £	2018/19 Budget £
---------	-----------------------------------	------------------------

<b>Licensing</b>		
Employees	61,904	62,491
Premises-Related Expenditure	7,000	7,907
Transport-Related Expenditure	0	0
Supplies & Services	17,606	11,580
Support Services	56,430	57,023
<b>Total Expenditure</b>	<b>142,940</b>	<b>139,001</b>
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(85,736)	(87,416)
Financed from Reserves	(8,000)	0
<b>Total Income</b>	<b>(93,736)</b>	<b>(87,416)</b>
<b>Net Expenditure/(Income)</b>	<b>49,204</b>	<b>51,585</b>

Cost Centre: 3095

<b>Hackney Carriage &amp; Private Hire Licensing</b>		
Supplies & Services	2,370	2,370
<b>Total Expenditure</b>	<b>2,370</b>	<b>2,370</b>
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(53,265)	(54,330)
<b>Total Income</b>	<b>(53,265)</b>	<b>(54,330)</b>
<b>Net Expenditure/(Income)</b>	<b>(50,895)</b>	<b>(51,960)</b>

Cost Centre: 3096

<b>Food Safety</b>		
Employees	46,089	46,261
Premises-Related Expenditure	2,000	2,259
Transport-Related Expenditure	2,376	2,028
Supplies & Services	17,230	19,747
Support Services	19,080	19,957
<b>Total Expenditure</b>	<b>86,775</b>	<b>90,252</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(600)	0
Customer and Client Receipts - Fees & Charges	(500)	(510)
Financed from Reserves	(2,000)	0
<b>Total Income</b>	<b>(3,100)</b>	<b>(510)</b>
<b>Net Expenditure/(Income)</b>	<b>83,675</b>	<b>89,742</b>

Cost Centre: 3097

## Planning & Regulatory

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Health &amp; Safety at Work Act/Enforcement</b>		
Employees	45,721	45,893
Premises-Related Expenditure	2,000	2,259
Transport-Related Expenditure	2,378	2,028
Supplies & Services	0	0
Support Services	17,290	17,994
Total Expenditure	67,389	68,174
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(600)	0
Financed from Reserves	(2,000)	0
Total Income	(2,600)	0
<b>Net Expenditure/(Income)</b>	64,789	68,174

Cost Centre: 3098

<b>Housing Renewals</b>		
Employees	57,912	56,753
Premises-Related Expenditure	3,500	3,954
Transport-Related Expenditure	3,196	3,182
Supplies & Services	0	0
Third Party Payments	13,000	13,000
Support Services	2,570	2,448
Depreciation & Impairment Losses	0	0
Total Expenditure	80,178	79,337
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(195)	(195)
Total Income	(195)	(195)
<b>Net Expenditure/(Income)</b>	79,983	79,142

Cost Centre: 4021

<b>Burial of the Dead</b>		
Employees	9,303	8,436
Transport-Related Expenditure	466	466
Total Expenditure	9,769	8,902
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(33)	(33)
Total Income	(33)	(33)
<b>Net Expenditure/(Income)</b>	9,736	8,869

Cost Centre: 4031

<b>Other Public Health Services</b>		
Employees	100,104	97,729
Premises-Related Expenditure	7,000	7,907
Transport-Related Expenditure	5,689	5,612
Supplies & Services	13,780	13,780
Third Party Payments	2,000	2,000
Support Services	34,020	33,399
Total Expenditure	162,593	160,427
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(390)	(390)
Customer and Client Receipts - Fees & Charges	(2,090)	(4,722)
Financed from Reserves	0	0
Total Income	(2,480)	(5,112)
<b>Net Expenditure/(Income)</b>	160,113	155,315

Cost Centre: 4033

<b>Total Planning &amp; Regulatory</b>	<b>(399,001)</b>	<b>(359,171)</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
- 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	2017/18 Revised Budget £	2018/19 Budget £
<b>Section Support Costs</b> (Resources & Performance, Internal Audit, ICT & ARP)		
Employees	1,453,885	1,575,073
Premises-Related Expenditure	48,865	55,262
Transport-Related Expenditure	9,546	9,951
Supplies & Services	327,911	369,988
Third Party Payments	170,917	148,599
Support Services	47,211	40,260
Depreciation & Impairment Losses	38,600	38,600
<b>Total Expenditure</b>	<b>2,096,935</b>	<b>2,237,733</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(160,842)	0
Customer and Client Receipts - Fees & Charges	0	(175,146)
Financed from Reserves	(49,479)	(140,071)
Recharges	(1,886,614)	(1,922,516)
<b>Total Income</b>	<b>(2,096,935)</b>	<b>(2,237,733)</b>
<b>Net Expenditure/(Income)</b>	<b>0</b>	<b>0</b>

Cost Centres: 1000, 1001, 1002, 1010

<b>Council Tax Administration</b>		
Supplies & Services	1,000	1,000
Third Party Payments	0	0
Transfer Payments	0	0
Support Services	392,904	381,548
<b>Total Expenditure</b>	<b>393,904</b>	<b>382,548</b>
<b>Income</b>		
Government Grants	(61,936)	(58,718)
Customer and Client Receipts - Fees & Charges	(128,450)	(131,019)
<b>Total Income</b>	<b>(190,386)</b>	<b>(189,737)</b>
<b>Net Expenditure/(Income)</b>	<b>203,518</b>	<b>192,811</b>

Cost Centre: 1012

<b>Business Rate Administration</b>		
Supplies & Services	1,000	1,000
Third Party Payments	0	0
Transfer Payments	0	0
Support Services	113,638	111,699
<b>Total Expenditure</b>	<b>114,638</b>	<b>112,699</b>
<b>Income</b>		
Government Grants	0	0
Other Grants, Reimbursements & Contributions	(90,000)	(90,000)
Customer and Client Receipts - Fees & Charges	(6,100)	(6,222)
<b>Total Income</b>	<b>(96,100)</b>	<b>(96,222)</b>
<b>Net Expenditure/(Income)</b>	<b>18,538</b>	<b>16,477</b>

Cost Centre: 1013

## Resources & Performance

Service	2017/18 Revised Budget £	2018/19 Budget £
---------	-----------------------------------	------------------------

<b>Grants to Organisations</b>		
Supplies & Services	0	0
Support Services	2,210	2,310
Total Expenditure	2,210	2,310
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	2,210	2,310

Cost Centre: 1090

<b>Housing Benefits</b>		
Supplies & Services	21,020	57,753
Third Party Payments	0	0
Transfer Payments	15,306,975	14,640,126
Support Services	481,574	466,579
Total Expenditure	15,809,569	15,164,458
<b>Income</b>		
Government Grants	(15,385,435)	(14,641,406)
Other Grants, Reimbursements & Contributions	(252,000)	(302,095)
Customer and Client Receipts - Fees & Charges	(1,841)	(1,878)
Total Income	(15,639,276)	(14,945,379)
<b>Net Expenditure/(Income)</b>	170,293	219,079

Cost Centre: 4090

<b>Emergency Planning</b>		
Employees	0	0
Premises-Related Expenditure	3,500	3,954
Supplies & Services	0	0
Third Party Payments	15,511	15,511
Support Services	12,290	12,890
Total Expenditure	31,301	32,355
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	31,301	32,355

Cost Centre: 1020

## Resources & Performance

Service	2017/18 Revised Budget £	2018/19 Budget £
<b>Corporate Expenditure</b>		
Employees	719,349	741,158
Premises-Related Expenditure	7,183	8,117
Transport-Related Expenditure	17,443	7,073
Supplies & Services	231,547	423,191
Third Party Payments	1,400	1,400
Support Services	891,137	950,630
Depreciation & Impairment Losses	4,400	4,400
<b>Total Expenditure</b>	<b>1,872,459</b>	<b>2,135,969</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(11,000)	(2,400)
Customer and Client Receipts - Fees & Charges	(5,100)	(1,212,500)
Financed from Reserves	(116,633)	(151,163)
Recharges	(360,502)	(360,464)
<b>Total Income</b>	<b>(493,235)</b>	<b>(1,726,527)</b>
<b>Net Expenditure/(Income)</b>	<b>1,375,398</b>	<b>409,438</b>

Cost Centre: 1100

<b>Interest Transactions</b>		
Supplies & Services	884,969	1,772,750
Capital Financing Costs	169,600	169,600
<b>Total Expenditure</b>	<b>1,054,569</b>	<b>1,942,350</b>
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(387,500)	0
Interest	(181,000)	(224,000)
Financed from Reserves	0	0
<b>Total Income</b>	<b>(568,500)</b>	<b>(224,000)</b>
<b>Net Expenditure/(Income)</b>	<b>486,069</b>	<b>1,718,350</b>

Cost Centre: 7000

<b>General Fund Adjustments</b>		
Corporate Savings - Shared Services	0	0
Contributions to Reserves	2,443,512	2,212,848
Reverse Depreciation from GF to CAA	(1,316,500)	(1,316,500)
Financed from Reserves	0	(258,995)
<b>Net Expenditure/(Income)</b>	<b>1,127,012</b>	<b>637,353</b>

Cost Centre: 8000

<b>Total Resources &amp; Performance</b>	<b>3,414,339</b>	<b>3,228,173</b>
--	------------------	------------------



# Forest Heath District Council -2018/19 Reserves

Reserve Details	2017/18 Opening Balance £	2017/18 Forecast Net Movement £	2018/19 Opening Balance £	2018/19 Contribution to Reserve £	2018/19 Contribution from Reserve £	2018/19 Transfers Between Reserves £	2018/19 Closing Balance £
Investing in our Growth Agenda Reserve	0	950,000	950,000	0	(262,484)	0	687,516
Capital Project Financing Reserve	0	202,441	202,441	0	0	0	202,441
Invest to Save Reserve	379,543	(67,200)	312,343	110,644	(66,951)	0	356,036
Risk/Recession Reserve	421,323	(251,330)	169,993	0	(80,708)	0	89,285
BRR Equalisation Reserve	35,886	894,880	930,766	542,555	(178,287)	0	1,295,034
Self Insured Fund	111,069	25,000	136,069	50,000	(50,000)	0	136,069
Computer & Telephone Equipment Reserve	158,527	(9,571)	148,956	52,500	(52,500)	0	148,956
HB Equalisation Reserve	161,046	119,726	280,772	44,053	0	0	324,825
Professional Fees Reserve	74,780	35,000	109,780	35,000	(9,120)	0	135,660
ARP Reserve	412,879	(100,000)	312,879	0	(11,500)	0	301,379
Vehicle & Plant Renewal Fund	443,601	16,000	459,601	365,100	(159,000)	0	665,701
Waste Management Reserve	112,256	0	112,256	0	0	0	112,256
BR-Building Repairs Reserve - Leisure	0	27,932	27,932	0	0	0	27,932
BR-Building Repairs Reserve - Other	25,907	215,670	241,577	471,350	(391,350)	0	321,577
Industrial Units - Service Charges	0	577	577	0	0	0	577
Car Park Development Fund	56,170	(56,170)	0	0	0	0	0
Newmarket Stallion Statue Reserve	22,459	(1,650)	20,809	0	0	0	20,809
Leisure Reserve	27,932	(27,932)	0	0	0	0	0
Planning Reserve	25,835	75,500	101,335	110,000	(100,000)	0	111,335
Local Land Charges Reserve	54,009	(54,009)	0	0	0	0	0
Planning Policy Statement Climate Change	2,579	(2,579)	0	0	0	0	0
S106 Monitoring Officer Reserve	35,564	(28,580)	6,984	10,500	(15,248)	0	2,236
Implementing Smoke Free Legislation	7,758	(7,758)	0	0	0	0	0
Homelessness Legislation Reserve	127,736	18,488	146,224	135,619	(127,602)	0	154,241
S106 Revenue Reserve	127,305	(2,155)	125,150	0	0	0	125,150
Election Reserve	43,091	0	43,091	10,000	(12,207)	0	40,884
Staff Training Reserve	22,582	(22,582)	0	0	0	0	0
<b>Forest Heath Reserve Totals:</b>	<b>11,827,980</b>	<b>(571,314)</b>	<b>11,256,666</b>	<b>3,607,614</b>	<b>(7,527,974)</b>	<b>0</b>	<b>7,336,306</b>

# Forest Heath District Council -2018/19 Reserves

## The earmarked reserves as detailed have been set up for the following reasons:

Investing in our Growth Agenda Reserve	Monies set aside to fund Growth.
Capital Project Financial Reserve	Monies set aside to fund future Capital projects.
Invest to Save Reserve	Monies set aside for investment in new technologies and streamlined working practices to provide longer term efficiencies and savings.
Risk/Recession Reserve	Monies set aside to provide against possible future financial risks arising, for example shortfalls in income levels and interest rates, reductions in Government Grant funding.
BRR Equalisation Reserve	To neutralise the impact of any year on year fluctuations in growth or reduction of business rate income under the Business Rate Retention scheme.
Self-Insured Fund	Monies set aside to meet potential future insurance excess payments.
Computer & Telephone Equipment Reserve	To meet future computer hardware and software requirements.
Housing Benefit (HB) Equalisation Reserve	To cover year on year adjustments made to the level of subsidy grant received from the DWP.
Professional fees Reserve	To meet future professional fee obligations.
ARP (formerly ARP Partnership) Reserve	Government Grant monies received by the Anglia Revenues Partnership (ARP) for specific purposes which are held in reserve due to timings of receipts and usage.
Vehicle & Plant Renewal Fund	Monies set aside for the purchase of replacement vehicles and plant.
Waste Management Reserve	Monies set aside for Waste Management of trade and domestic refuse collection.
Building Repairs Reserve - Leisure	Monies set aside for significant repairs and improvements to leisure services.
Building Repairs Reserve - Other	Monies set aside for significant repairs and improvements to public buildings and investment properties, including energy conservation measures.
Industrial Units Service Charges	Monies set aside for Industrial Units
Car Park Development Fund	Monies set aside for future car park repairs and service improvements.
Newmarket Stallion Reserve	Monies set aside to fund future maintenance cost of the Newmarket Stallion statue.
Leisure Reserve	Monies set aside to fund sports and recreation.
Planning Reserve	Monies set aside to fund the Local Development Framework (LDF).
Local Land Charges Reserve	Monies set aside in respect of the land charges service.
Planning Policy Statement on Climate Change	Government Grant monies received to assist Local Authorities with the Planning Policy Statement on Climate Change, to fund future spend on areas such as energy conservation.
S106 Monitoring Officer Reserve	Monies set aside in order to fund the post of Monitoring Officer in the Planning Dept.
Smoke Free Legislation Reserve	Grant monies received to assist with the implementation of the Smoke Free Legislation, banning
Homelessness Legislation Reserve	Monies set aside to fund future homelessness legislation requirements.
Election Reserve	Monies set aside to finance the cost of local elections.
Staff Training Reserve	Monies set aside to finance staff training.

Project Description	Project Sponsor	2017-18 Forecast	2018-19 Budget	2019-20 Budget	2020-21 Budget	2021-22 Budget	Total Budget (over 5 years)	5 Year Programme Financing					Total	
								Capital Receipts	Capital Borrowing	Revenue Reserves	Grants from other bodies	S106		
<b>Resources &amp; Performance</b>														
Home of Horseracing Project	A Wilson	100,525	0	0	0	0	100,525	0	0	0	100,525	0	0	100,525
Invest to Save Projects	R Mann	282,000	0	0	0	0	282,000	0	0	282,000	0	0	0	282,000
Leisure Capital Investment Fund	J Korwin	60,000	3,440,000	0	0	0	3,500,000	0	0	3,500,000	0	0	0	3,500,000
<b>Human Resources, Legal &amp; Democratic</b>														
Health & Safety Management Software	K Points	14,000	0	0	0	0	14,000	0	0	14,000	0	0	0	14,000
<b>Families &amp; Communities</b>														
Affordable Housing	D Howes	50,000	355,000	0	0	0	405,000	405,000	0	0	0	0	0	405,000
<b>Planning &amp; Regulatory</b>														
Private Sector Disabled Facilities Grants	D Collinson	175,000	175,000	175,000	175,000	175,000	875,000	0	0	0	875,000	0	0	875,000
Private Sector Renewal Grants	D Collinson	95,396	344,604	220,000	220,000	220,000	1,100,000	975,000	125,000	0	0	0	0	1,100,000
Historic Buildings Grant	D Collinson	15,000	15,000	0	0	0	30,000	0	0	30,000	0	0	0	30,000
Community Energy Plan	D Collinson	272,355	1,210,466	0	0	0	1,482,821	0	0	1,482,821	0	0	0	1,482,821
Parish Council S106 Grants		190,824	0	0	0	0	190,824	0	0	0	190,824	0	0	190,824
<b>Operations</b>														
Asset Management Plan	M Walsh	636,271	0	0	0	0	636,271	0	0	636,271	0	0	0	636,271
Vehicle & Plant Purchases	M Walsh	314,000	159,000	305,000	984,000	80,000	1,842,000	0	0	1,842,000	0	0	0	1,842,000
Mildenhall Hub	A Wilson	2,000,000	8,810,000	9,000,000	0	0	19,810,000	0	11,560,000	3,000,000	5,250,000	0	0	19,810,000
Mildenhall Hub - Investing in Renewable Energy Technologies	A Wilson / P Guddie	0	2,000,000	0	0	0	2,000,000	0	2,000,000	0	0	0	0	2,000,000
Swimming Pool Mildenhall	M Walsh	0	250,000	0	0	0	250,000	226,000	24,000	0	0	0	0	250,000
Flowerpot Brandon	M Walsh	0	50,000	0	0	0	50,000	0	50,000	0	0	0	0	50,000
Playground Improvements	M Walsh	28,730	0	0	0	0	28,730	0	0	28,730	0	0	0	28,730
Waste & Street Scene Back Office System	M Walsh	54,128	0	0	0	0	54,128	0	0	54,128	0	0	0	54,128
Refurbishment & Upgrade of Communal Areas, Haxnes, Adam, Exton, St. George	M Walsh	25,595	0	0	0	0	25,595	0	0	25,595	0	0	0	25,595
West Suffolk Operational Hub	M Walsh	881,560	2,585,263	575,177	0	0	4,042,000	0	4,042,000	0	0	0	0	4,042,000
Red Lodge Nature Reserve	M Walsh	4,600	0	0	0	0	4,600	0	0	0	4,600	0	0	4,600
<b>Growth</b>														
Wellington Street Newmarket - Wider Pedestrianisation Scheme	J Baird	0	150,000	0	0	0	150,000	0	150,000	0	0	0	0	150,000
Private Housing Company	J Baird	36,250	1,695,750	1,243,000	0	0	2,975,000	0	2,975,000	0	0	0	0	2,975,000
Investing in our Growth Agenda	R Mann / J Baird	0	20,000,000	0	0	0	20,000,000	0	20,000,000	0	0	0	0	20,000,000
Single Council		0	250,000	125,000	0	0	375,000	375,000	0	0	0	0	0	375,000
		5,236,234	41,490,083	11,643,177	1,379,000	475,000	60,223,494	1,981,000	40,926,000	10,869,950	6,446,544	0	0	60,223,494

**FHDC MEDIUM TERM FINANCIAL STRATEGY**

Description	Item	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		Actual £'000	Forecast Position £'000	Total Budget £'000	Projected Budget £'000	Projected Budget £'000	Projected Budget £'000
<b>Net Service Expenditure before Interest</b>	1	<b>7,952</b>	<b>6,947</b>	<b>5,922</b>	<b>3,959</b>	<b>3,203</b>	<b>3,944</b>
Forecast Underspend	2		0				
Interest received on investment of cash balances	3	(252)	(181)	(224)	(167)	(164)	(177)
Dividend received	4	(37)	0	0	0	0	0
External Interest Paid	5	170	509	784	977	1,282	1,282
Minimum Revenue Provision	6	189	766	1,158	1,399	1,666	1,664
<b>Net Expenditure after Interest and Capital</b>	7	<b>8,022</b>	<b>8,041</b>	<b>7,640</b>	<b>6,168</b>	<b>5,987</b>	<b>6,713</b>
Remaining Budget Gap *	8	0	0	0	0	0	(555)
Transfer to/(from) General Fund Balance	9	(118)	0	0	0	0	0
<b>Budget Requirement (excluding Parishes)</b>	10	<b>7,904</b>	<b>8,041</b>	<b>7,640</b>	<b>6,168</b>	<b>5,987</b>	<b>6,158</b>
Collection Fund Deficit/(Surplus) - Council Tax	11	(55)	(76)	(37)	0	0	0
Collection Fund Deficit/(Surplus) - Business Rates	12	184	(737)	178	0	0	0
Revenue Support Grant	13	(1,004)	(661)	0	(196)	0	0
Business Rates Retention - Baseline funding	14	(1,834)	(1,872)	(2,387)	(1,971)	(2,010)	(2,050)
Business Rates Retention - Local Share of Growth/S31 Grants	15	53	(537)	(900)	(478)	(488)	(497)
Business Rates Retention - Share of Suffolk Pooling	16	(191)	(256)	(100)	(100)	(100)	(100)
Business Rates Retention - Renewable Energy	17	(22)	(104)	(77)	(78)	(80)	(81)
Business Rates Retention - Pilot Benefit	18	0	0	(952)	0	0	0
Efficiency Support for Services in Sparse Areas	19	(22)	(18)	0	(18)	0	0
New Homes Bonus Grant	20	(2,648)	(1,278)	(718)	(564)	(428)	(428)
<b>Amount to be charged to Council Taxpayers</b>	21	<b>2,365</b>	<b>2,502</b>	<b>2,647</b>	<b>2,763</b>	<b>2,881</b>	<b>3,002</b>
Council Tax Base	22	17,208	17,575	17,964	18,144	18,326	18,509
Council Tax at Band D (£ p)	23	£137.43	£142.38	£147.33	£152.28	£157.23	£162.18
Budgeted Increase Year on Year (%)	24	0.0%	3.6%	3.5%	3.4%	3.3%	3.1%
Budgeted Increase Year on Year (£ p)	25	£0.00	£4.95	£4.95	£4.95	£4.95	£4.95
<b>Total Council Tax Generated Excluding Parishes</b>	26	<b>2,365</b>	<b>2,502</b>	<b>2,647</b>	<b>2,763</b>	<b>2,881</b>	<b>3,002</b>

\* A further review of the budget assumptions included in 2021/22 will take place during 2018/19 when more information will be available, for example the rolling pipeline of sites and potential returns from Barley Homes.

**General Fund**

Balance as at 1 April	27	2,118	2,000	2,000	2,000	2,000	2,000
Transfer to / (from) Reserve	28	(118)	0	0	0	0	0
Closing Balance as at 31 March	29	2,000	2,000	2,000	2,000	2,000	2,000
Net Expenditure for General Fund purposes	30	8,022	8,041	7,640	6,168	5,987	6,713
General Fund balance as % of Net Expenditure	31	24.93%	24.87%	26.18%	32.43%	33.41%	29.79%

**Earmarked Reserves**

Balance as at 1 April	32	9,474	11,828	11,257	7,337	7,620	7,287
Contributions to / (from) Reserves	33	2,354	(571)	(3,920)	283	(333)	570
Closing Balance as at 31 March	34	11,828	11,257	7,337	7,620	7,287	7,857

**Capital Receipts**

Balance as at 1 April	35	14,576	941	996	20	0	4,305
Movement in the year	36	(13,635)	55	(976)	(20)	4,305	(20)
Closing Balance as at 31 March	37	941	996	20	0	4,305	4,285

# 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 & 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

Voluntary associations

Private contractors

Other agencies

Transport operators in respect of concessionary fares.

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

### **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

### **Support Services**

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

#### **Function**

Human Resources and Organisational Development

Policy, Communications and Customers

Legal Services

Resources, Performance, Audit, ICT and Procurement

Property Services and Estate Management

### **Depreciation & 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

Revaluation losses

Loss on impairment of assets

Amortisation of intangible fixed assets

### **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

Other grants reimbursements and contributions

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

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

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

Interest

Recharges

# 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



