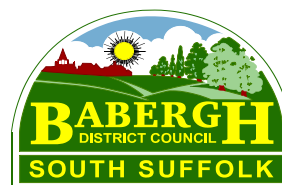


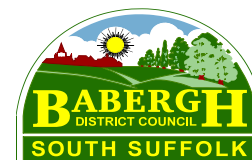
# Budget Book 2017/18





## Budget Book 2017/18

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## GENERAL FUND REVENUE BUDGET SUMMARY

	2016/17 £'000	2017/18 £'000	Movement £'000
1 Employee Costs	7,871	8,062	191
2 Premises	811	767	(44)
3 Supplies & Services	5,171	3,456	(1,715)
4 Transport	180	182	2
5 Contracts	4,092	4,108	16
6 Third Party Payments	13,789	20,202	6,412
7 Income	(23,135)	(27,448)	(4,313)
8 Transfers to HRA / Capital (recharge model)	(1,406)	(1,513)	(107)
9 Capital charges & Investment Income	280	(1)	(281)
10 <b>Transfers to Reserves</b>			
(a) New Homes Bonus	1,779	1,212	(567)
(b) S31 Business Rates Grant	624	650	26
(c) Other	20	23	3
<b>Service Cost</b>	<b>10,075</b>	<b>9,700</b>	<b>(376)</b>
11 Grants to parishes (LCTS)	63	-	(63)
12 Transformation Fund -Delivery Plan Projects	2,000	-	(2,000)
<b>Net Service Cost</b>	<b>12,138</b>	<b>9,700</b>	<b>(2,439)</b>
13 Transformation Fund - Staffing (NHB)	(427)	(484)	(57)
14 Transformation Fund - Delivery Plan Projects (NHB)	(2,000)	-	2,000
15 S31 Grant	-	(650)	(650)
16 New Homes Bonus remaining	(1,559)	(712)	846
17 Deficit / (Surplus) on Collection fund	(80)	(40)	40
18 Revenue Support Grant (RSG)	(992)	(504)	488
19 Baseline business rates	(1,957)	(1,997)	(40)
20 Business rates – growth/pooling benefit	(109)	(109)	-
21 Transition Grant	(22)	(22)	0
22 Rural Services Support Grant	(225)	(182)	43
23 Council Tax	(4,766)	(4,999)	(232)
<b>Total Funding</b>	<b>(12,138)</b>	<b>(9,700)</b>	<b>2,439</b>
24 Shortfall in funding / (Surplus Funds)	-	-	-
Council Tax Base	(32,020)	(32,489)	(469)
Council Tax for Band D Property	148.86	153.86	5.00
<b>Council Tax</b>	<b>(4,767)</b>	<b>(4,999)</b>	<b>(232)</b>



**GENERAL FUND BUDGET - Services and Activities Summary**

	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
<b>Planning for Growth</b>								
Growth and Sustainable Planning	808	0	228	20	0	0	(532)	524
Business Improvement	31	0	0	1	0	0	0	32
Sustainable Environment	450	0	29	16	0	0	(5)	490
Strategic Planning	644	0	136	8	0	0	(20)	769
<b>TOTAL</b>	<b>1,933</b>	<b>0</b>	<b>393</b>	<b>46</b>	<b>0</b>	<b>0</b>	<b>(557)</b>	<b>1,815</b>
<b>Supported Living</b>								
Private Sector Housing	73	0	30	4	0	0	(2)	106
Housing Options	144	28	99	6	0	0	(88)	189
Property Services	469	282	147	28	8	0	(574)	361
<b>TOTAL</b>	<b>687</b>	<b>310</b>	<b>277</b>	<b>38</b>	<b>8</b>	<b>0</b>	<b>(664)</b>	<b>656</b>
<b>Environment and Projects</b>								
Building Control	354	3	9	21	0	0	(309)	77
Waste Services	203	0	617	9	1,810	0	(2,022)	617
Food and Safety	231	0	9	9	0	0	(9)	239
Leisure	0	54	0	0	228	0	(31)	251
<b>TOTAL</b>	<b>788</b>	<b>57</b>	<b>635</b>	<b>38</b>	<b>2,038</b>	<b>0</b>	<b>(2,371)</b>	<b>1,185</b>
<b>Communities and Public Access</b>								
Customer Services	407	0	36	2	0	0	0	445
Strong and Safe Communities	251	0	225	6	0	0	0	482
Countryside and Public Realm	266	292	334	8	718	0	(364)	1,254
Policy and Strategy (Health and Well Being)	90	0	35	4	0	0	0	128
<b>TOTAL</b>	<b>1,013</b>	<b>292</b>	<b>630</b>	<b>19</b>	<b>718</b>	<b>0</b>	<b>(364)</b>	<b>2,309</b>
<b>Investment and Commercial Delivery</b>								
Open for Business	250	5	96	6	0	0	(192)	164
Housing and Regeneration	115	13	29	1	0	0	(369)	(211)
<b>TOTAL</b>	<b>365</b>	<b>17</b>	<b>125</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>(561)</b>	<b>(47)</b>
<b>Corporate Resources</b>								
HR and Organisational Development	376	0	32	1	0	0	0	409
Financial Services	1,315	91	199	4	1,116	20,202	(22,591)	336
Commissioning and Procurement	136	0	14	1	0	0	0	151
Senior Leadership Team	646	0	35	10	0	0	(33)	658
<b>TOTAL</b>	<b>2,472</b>	<b>91</b>	<b>280</b>	<b>17</b>	<b>1,116</b>	<b>20,202</b>	<b>(22,624)</b>	<b>1,554</b>
<b>Law and Governance</b>								
Information Management and ICT	382	0	466	1	228	0	(214)	863
Internal Audit	72	0	1	0	0	0	0	73
Democratic Services	121	0	376	14	0	0	(7)	504
Business Improvement	108	0	8	1	0	0	0	117
Shared Legal Services	120	0	265	0	0	0	(85)	301
<b>TOTAL</b>	<b>803</b>	<b>0</b>	<b>1,115</b>	<b>16</b>	<b>228</b>	<b>0</b>	<b>(306)</b>	<b>1,857</b>
<b>TOTAL</b>	<b>8,062</b>	<b>767</b>	<b>3,456</b>	<b>182</b>	<b>4,108</b>	<b>20,202</b>	<b>(27,448)</b>	<b>9,329</b>



**GENERAL FUND BUDGET - Planning for Growth**

<b>Growth and Sustainable Planning</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Development Management	773	0	228	20	0	0	(532)	490
Development Management - Transformation	34	0	0	0	0	0	0	34
	<b>808</b>	<b>0</b>	<b>228</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>(532)</b>	<b>524</b>

<b>Business Improvement</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Business Improvement	31	0	0	1	0	0	0	32
	<b>31</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>

<b>Sustainable Environment</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Abandoned Vehicles	0	0	1	0	0	0	0	1
Climate Change and Sustainability	0	0	6	0	0	0	0	6
Dog Control	0	0	7	0	0	0	0	7
Environmental Protection	294	0	13	10	0	0	(5)	312
Planning Enforcement	157	0	1	6	0	0	0	163
	<b>450</b>	<b>0</b>	<b>29</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>(5)</b>	<b>490</b>

<b>Strategic Planning</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
CIL	84	0	0	0	0	0	0	85
Conservation	176	0	0	5	0	0	0	182
Development Policy and Local Plans	332	0	72	1	0	0	0	406
Housing Enabling	0	0	8	0	0	0	0	8
NPG - General	0	0	18	0	0	0	(20)	(3)
Social Housing	51	0	4	1	0	0	0	57
Strategic Planning General	0	0	1	0	0	0	0	1
Local Plans	0	0	34	0	0	0	0	34
	<b>644</b>	<b>0</b>	<b>136</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>(20)</b>	<b>769</b>

<b>TOTAL</b>	<b>1,933</b>	<b>0</b>	<b>393</b>	<b>46</b>	<b>0</b>	<b>0</b>	<b>(557)</b>	<b>1,815</b>
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**GENERAL FUND BUDGET - Supported Living**

<b>Private Sector Housing</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Home Improvement Agency	0	0	16	0	0	0	0	16
Housing Advances	0	0	0	0	0	0	(0)	(0)
Housing Standards	73	0	0	4	0	0	0	78
Other Housing Matters	0	0	11	0	0	0	0	11
Other Housing Services	0	0	2	0	0	0	(2)	0
Renovation Grants Administration	0	0	1	0	0	0	0	1
	<b>73</b>	<b>0</b>	<b>30</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>(2)</b>	<b>106</b>

<b>Housing Options</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Homeless Prevention Fund	0	0	1	0	0	0	0	1
Homelessness Private Sector	101	18	99	3	0	0	(78)	142
Rent Deposit Scheme	43	10	0	3	0	0	(10)	47
	<b>144</b>	<b>28</b>	<b>99</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>(88)</b>	<b>189</b>

<b>Property Services</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Asset Management	33	0	15	0	0	0	(0)	48
Asset Management Technical Staff	392	0	0	25	0	0	0	417
Belle Vue House	0	23	0	0	0	0	(13)	9
Calais St Depot	0	2	0	0	0	0	0	2
Chilton Depot	0	47	0	0	1	0	(4)	44
Community Safety-CCTV	13	1	15	0	0	0	0	29
East House	0	5	4	0	0	0	0	9
Hadleigh Market	0	0	0	0	0	0	(2)	(1)
Headquarters General	31	62	79	0	7	0	0	178
HQ Energy	0	72	0	0	0	0	0	72
HQ Repairs	0	68	1	0	0	0	0	69
Industrial Estates	0	1	0	0	1	0	(67)	(65)
Pool Cars	0	0	0	3	0	0	0	3
PV Panels	0	0	33	0	0	0	(478)	(445)
Wenham Depot	0	2	0	0	0	0	(10)	(8)
	<b>469</b>	<b>282</b>	<b>147</b>	<b>28</b>	<b>8</b>	<b>0</b>	<b>(574)</b>	<b>361</b>

<b>TOTAL</b>	<b>687</b>	<b>310</b>	<b>277</b>	<b>38</b>	<b>8</b>	<b>0</b>	<b>(664)</b>	<b>656</b>
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**GENERAL FUND BUDGET - Environment and Projects**

<b>Building Control</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Commercial Income	0	0	2	0	0	0	(2)	(0)
Building Regulations: chargeable service	245	0	4	14	0	0	(295)	(32)
Building Regulations: non-chargeable service	55	0	0	3	0	0	0	59
Building Regulations: other activities	34	0	0	2	0	0	0	36
Street Naming and Numbering	19	3	3	1	0	0	(12)	15
	<b>354</b>	<b>3</b>	<b>9</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>(309)</b>	<b>63</b>

<b>Waste Services</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Bring Sites	10	0	86	0	0	0	(139)	(43)
Domestic Waste	127	0	201	8	1,360	0	(431)	1,266
Garden Waste	51	0	115	0	323	0	(908)	(419)
Trade Waste	15	0	215	0	128	0	(544)	(186)
	<b>203</b>	<b>0</b>	<b>617</b>	<b>9</b>	<b>1,810</b>	<b>0</b>	<b>(2,022)</b>	<b>617</b>

<b>Food &amp; Safety</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Animal Welfare Licensing	0	0	1	0	0	0	(6)	(5)
Food & Safety (General)	231	0	3	9	0	0	0	243
Food Hygiene Courses	0	0	0	0	0	0	(0)	(0)
Food Safety	0	0	1	0	0	0	0	1
Health & Safety Regulation	0	0	0	0	0	0	(0)	(0)
Water Sampling	0	0	3	0	0	0	(3)	(0)
	<b>231</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>(9)</b>	<b>239</b>

<b>Leisure</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Hadleigh Pool	0	20	0	0	59	0	0	79
Kingfisher Leisure Centre	0	33	0	0	139	0	0	172
New Hadleigh Pool & Leisure	0	0	0	0	31	0	(31)	0
	<b>0</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>228</b>	<b>0</b>	<b>(31)</b>	<b>251</b>

<b>TOTAL</b>	<b>788</b>	<b>57</b>	<b>635</b>	<b>38</b>	<b>2,038</b>	<b>0</b>	<b>(2,371)</b>	<b>1,170</b>
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**GENERAL FUND BUDGET - Communities and Public Access**

<b>Public Access</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Customer Services	407	0	36	2	0	0	0	445
	<b>407</b>	<b>0</b>	<b>36</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>445</b>

<b>Strong and Safe Communities</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Civil Protection and Emergency Planning	0	0	24	0	0	0	0	24
Community Development	87	0	0	3	0	0	0	90
Communications	78	0	6	0	0	0	0	84
Community Achievement Awards	0	0	3	0	0	0	0	3
Community Safety-General	35	0	14	1	0	0	0	50
Grants and Contributions	31	0	172	1	0	0	0	203
The Arts	20	0	8	1	0	0	0	28
	<b>251</b>	<b>0</b>	<b>225</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>482</b>

<b>Countryside and Public Realm</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
AONB Contributions	0	0	32	0	0	0	0	32
Car Parks General	7	29	1	0	3	0	(0)	40
Community Development -Countryside	44	0	0	0	0	0	0	45
Footpaths	21	1	4	1	0	0	(11)	16
Hadleigh Car Parks	0	24	19	0	4	0	(33)	14
Holbrook Car Park	0	(0)	0	0	0	0	0	(0)
Nayland and Sproughton Closed Burial Grounds	0	0	0	0	1	0	0	1
Open Spaces	135	31	144	2	293	0	(51)	553
Pin Mill Car Park	0	1	5	0	0	0	(14)	(8)
Public Conveniences	0	60	20	0	33	0	0	114
Public Tree Programme	52	21	0	4	0	0	0	78
River Gipping Drainage Levy	0	0	2	0	0	0	0	2
Street and Major Road Cleansing	6	0	56	1	375	0	(86)	351
Sudbury Car Parks	0	126	47	0	8	0	(169)	12
The Greenways Project	0	0	6	0	0	0	0	6
	<b>266</b>	<b>292</b>	<b>334</b>	<b>8</b>	<b>718</b>	<b>0</b>	<b>(364)</b>	<b>1,254</b>

<b>Policy and Strategy (Health &amp; Well Being)</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Policy and Strategy (Health and Well Being)	90	0	35	4	0	0	0	128
	<b>90</b>	<b>0</b>	<b>35</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128</b>

<b>TOTAL</b>	<b>1,013</b>	<b>292</b>	<b>630</b>	<b>19</b>	<b>718</b>	<b>0</b>	<b>(364)</b>	<b>2,309</b>
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**GENERAL FUND BUDGET - Investment and Commercial Delivery**

	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
<b>Open for Business</b>								
Alcohol, Entertainments and Late Night Refreshment	30	0	8	0	0	0	(78)	(40)
Economic Development	115	0	25	5	0	0	0	145
Gambling and Small Lotteries	41	0	0	1	0	0	(8)	34
Lavenham Tourist Information Centre	56	5	13	0	0	0	(24)	49
Taxi and Private Hire Licensing	9	0	13	0	0	0	(79)	(57)
Tourism General	0	0	38	0	0	0	(4)	33
	<b>250</b>	<b>5</b>	<b>96</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>(192)</b>	<b>164</b>
<b>Housing and Regeneration</b>								
Asset Utilisation	95	2	4	1	0	0	0	102
Borehamgate Shopping Centre	0	0	20	0	0	0	(334)	(314)
Gainsborough Chambers	0	0	0	0	0	0	(12)	(12)
Navigation House	0	11	5	0	0	0	(23)	(7)
Capital Investment Strategy	20	0	0	0	0	0	0	20
	<b>115</b>	<b>13</b>	<b>29</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>(369)</b>	<b>(211)</b>
<b>TOTAL</b>	<b>365</b>	<b>17</b>	<b>125</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>(561)</b>	<b>(47)</b>

**GENERAL FUND BUDGET - Corporate Resources**

<b>HR and Organisational Development</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Health & Safety	26	0	2	0	0	0	0	29
Organisational Development	349	0	30	1	0	0	0	380
	<b>376</b>	<b>0</b>	<b>32</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>409</b>

<b>Financial Services</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Bank Charges	0	0	60	0	0	0	(6)	54
Contingencies/Savings Adjustments	74	0	0	0	0	0	0	74
Revenues and Benefits	0	0	2	0	0	20,202	(20,723)	(519)
External Audit	0	0	74	0	0	0	0	74
Financial Services	358	0	35	4	0	0	0	397
Insurance Premiums	125	91	12	1	0	0	0	228
Pay Inflation and Increment Costs	(100)	0	0	0	0	0	0	(100)
Shared Revenues Partnership	0	0	0	0	1,116	0	0	1,116
Treasury Management	0	0	16	0	0	0	0	16
Pension Lump Sum Deficit	858	0	0	0	0	0	0	858
New Homes Bonus	0	0	0	0	0	0	(1,212)	(1,212)
Section 31 Grant	0	0	0	0	0	0	(650)	(650)
	<b>1,315</b>	<b>91</b>	<b>199</b>	<b>4</b>	<b>1,116</b>	<b>20,202</b>	<b>(22,591)</b>	<b>336</b>

<b>Commissioning and Procurement</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Central Stationery and Equipment	0	0	10	0	0	0	0	10
Commissioning and Procurement	136	0	4	1	0	0	0	141
	<b>136</b>	<b>0</b>	<b>14</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>151</b>

<b>Senior Leadership Team</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Senior Leadership Team	646	0	35	10	0	0	(33)	658
	<b>646</b>	<b>0</b>	<b>35</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>(33)</b>	<b>658</b>

<b>TOTAL</b>	<b>2,472</b>	<b>91</b>	<b>280</b>	<b>17</b>	<b>1,116</b>	<b>20,202</b>	<b>(22,624)</b>	<b>1,554</b>
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**GENERAL FUND BUDGET - Law and Governance**

<b>Information Management and ICT</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
ICT	244	0	443	0	228	0	0	916
Information Management	91	0	0	0	0	0	0	91
Land Charges	0	0	23	0	0	0	(214)	(191)
ICT Transformation Programmes	47	0	0	0	0	0	0	47
	<b>382</b>	<b>0</b>	<b>466</b>	<b>1</b>	<b>228</b>	<b>0</b>	<b>(214)</b>	<b>863</b>

<b>Internal Audit</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Internal Audit	72	0	1	0	0	0	0	73
	<b>72</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>73</b>

<b>Democratic Services</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Central Postal Services	10	0	51	0	0	0	0	61
Central Printing	13	0	27	0	0	0	(3)	37
Cost of Democracy	(156)	0	244	14	0	0	(2)	101
Elections	38	0	0	0	0	0	0	39
Electoral Registration	0	0	50	0	0	0	(2)	48
Governance	214	0	3	0	0	0	(0)	217
Village of the Year	0	0	1	0	0	0	0	1
	<b>121</b>	<b>0</b>	<b>376</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>504</b>

<b>Business Improvement</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Business Improvement	108	0	8	1	0	0	0	117
	<b>108</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>117</b>

<b>Shared Legal Services</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Third Party Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Shared Legal Services	120	0	265	0	0	0	(85)	301
	<b>120</b>	<b>0</b>	<b>265</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(85)</b>	<b>301</b>

<b>TOTAL</b>	<b>803</b>	<b>0</b>	<b>1,115</b>	<b>16</b>	<b>228</b>	<b>0</b>	<b>(306)</b>	<b>1,857</b>
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**HOUSING REVENUE ACCOUNT 2017/18**

	2016/17 £'000	2017/18 £'000
<b>Income</b>		
Dwelling Rent and Other Income	(16,849)	(16,759)
Less Bad Debt Provision	75	115
Interest Income	(15)	(16)
<b>Gross Income</b>	<b>(16,789)</b>	<b>(16,660)</b>
	2016/17 £'000	2017/18 £'000
<b>Expenditure</b>		
Repairs, maintenance, management and other costs	5,376	5,558
Capital Charges (funding the capital programme)	2,824	2,803
Depreciation	2,721	2,721
Revenue Contribution to Capital Programme	2,540	5,605
<b>Gross Expenditure</b>	<b>13,461</b>	<b>16,687</b>
<b>Net Operating Income</b>	<b>(3,328)</b>	<b>27</b>
<b>Net Transfer to Revenue Provision for Repayment of Borrowing</b>	<b>500</b>	<b>500</b>
<b>(Surplus)/Deficit for the Year</b>	<b>(2,828)</b>	<b>527</b>



BABERGH CAPITAL PROGRAMME 2017/18 - 2020/21	2017/18	2018/19	2019/20	2020/21	TOTAL BUDGET (over 4 years)	Capital Receipts	Revenue Contributions to Capital	Reserves	Gov't Grants	S106	Borrowing	Total Financing
GENERAL FUND	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

<b>Supported Living</b>												
Mandatory Disabled Facilities Grant	300	300	300	300	1,200				1,168		32	1,200
Discretionary Housing Grants	100	100	100	100	400						400	400
Empty Homes Grant	100	100	100	100	400						400	400
<b>Total Supported Living</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,168</b>	<b>0</b>	<b>832</b>	<b>2,000</b>

<b>Strategic Housing</b>												
Grants for Affordable Housing	100	100	100	100	400						400	400
<b>Total Strategic Housing</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>400</b>

<b>Environment and Projects</b>												
Replacement Refuse Freighters - Joint Scheme	0	170	170	170	510						510	510
Recycling Bins	75	75	75	75	300						300	300
<b>Total Environment and Projects</b>	<b>75</b>	<b>245</b>	<b>245</b>	<b>245</b>	<b>810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>810</b>	<b>810</b>

<b>Communities and Public Access</b>												
Community Development Grants	117	117	117	117	468						468	468
Play Equipment	50	50	50	50	200						200	200
Planned Maintenance / Enhancements - Car Parks	39	36	38	36	147						147	147
<b>Total Community Services</b>	<b>206</b>	<b>203</b>	<b>205</b>	<b>203</b>	<b>815</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>815</b>	<b>815</b>

<b>Leisure Contracts</b>												
Kingfisher Leisure Centre - changing room replacement	550	0	0	0	550						550	550
Kingfisher Leisure Centre - plant and other capital	0	145	40	0	185						185	185
Hadleigh Sports and Swimming Pool - general	50	0	0	0	50						50	50
Hadleigh Community Facility	0	0	0	0	0						0	0
Installation of PV Panels on Housing Stock	0	0	0	0	0						0	0
<b>Total Leisure Contracts</b>	<b>600</b>	<b>145</b>	<b>40</b>	<b>0</b>	<b>785</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>785</b>	<b>785</b>

<b>Capital Projects</b>												
Planned Maint / Enhancements - Hadleigh HQ	35	0	0	0	35						35	35
Planned Maint / Enhancements - Other Corp Buildings	48	48	48	48	192						192	192
Carbon Reduction	50	50	50	50	200						200	200
Hadleigh Community Facility	0	0	0	0	0						0	0
Installation of PV Panels on Housing Stock	0	0	0	0	0						0	0
<b>Total Asset Management</b>	<b>133</b>	<b>98</b>	<b>98</b>	<b>98</b>	<b>427</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>427</b>	<b>427</b>

<b>Investment and Commercial Delivery</b>												
Land assembly, property acquisition and regeneration opportunities	2,973	2,973	2,973	2,973	11,892						11,892	11,892
<b>Total Investment and Commercial Delivery</b>	<b>2,973</b>	<b>2,973</b>	<b>2,973</b>	<b>2,973</b>	<b>11,892</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,892</b>	<b>11,892</b>

<b>Corporate Resources</b>												
ICT - Hardware / Software (incl joint working with MSDC)	763	200	200	200	1,363	250					1,113	1,363
<b>Total Corporate Resources</b>	<b>763</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,363</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,113</b>	<b>1,363</b>

<b>Total General Fund Capital Spend</b>	<b>5,349</b>	<b>4,464</b>	<b>4,361</b>	<b>4,319</b>	<b>18,492</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>1,168</b>	<b>0</b>	<b>17,074</b>	<b>18,492</b>
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BABERGH CAPITAL PROGRAMME 2017/18 - 2020/21	2017/18	2018/19	2019/20	2020/21	TOTAL BUDGET (over 4 years)	Capital Receipts	Revenue Contributions to Capital	Reserves	Gov't Grants	S106	Borrowing	Total Financing
HOUSING REVENUE ACCOUNT	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

<b>Capital projects</b>												
Planned maintenance	4,288	6,155	5,226	5,690	21,359	212	14,852	6,295				21,359
ICT Projects	80	0	0	0	80		80	0				80
Environmental Improvements	50	50	50	50	200		30	170				200
Disabled Facilities work	200	200	200	200	800		400	400				800
Horticulture and play equipment	23	23	23	23	92			92				92

New build programme inc acquisitions	5,010	3,253	3,520	3,840	15,623	436	3,699	11,422	66			15,623
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<b>Total HRA Capital Spend</b>	<b>9,651</b>	<b>9,681</b>	<b>9,019</b>	<b>9,803</b>	<b>38,154</b>	<b>648</b>	<b>19,061</b>	<b>18,379</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>38,154</b>
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<b>Total Capital Spend</b>	<b>15,000</b>	<b>14,145</b>	<b>13,380</b>	<b>14,122</b>	<b>56,646</b>	<b>898</b>	<b>19,061</b>	<b>18,379</b>	<b>1,234</b>	<b>0</b>	<b>17,074</b>	<b>56,646</b>
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**RESERVES**

**GENERAL FUND**

	Estimated Balance 31 Mar 2017 £'000	2017/18		Estimated Balance 31 Mar 2018 £'000
		Transfer into reserves £'000	Use of reserves £'000	
Working Balance	(1,200)			(1,200)
Government Grants	(371)			(371)
Personal Searches	(60)			(60)
Elections	(30)	(20)		(50)
Green Initiatives	(25)			(25)
Section 106 (part only)	(232)			(232)
Planning Enforcement	(40)			(40)
Other				0
<b>Sub total</b>	<b>(758)</b>	<b>(20)</b>	<b>0</b>	<b>(778)</b>
Transformation Fund	(2,262)	(1,862)	1,847	(2,278)
<b>TOTAL GENERAL FUND RESERVES</b>	<b>(4,220)</b>	<b>(1,882)</b>	<b>1,847</b>	<b>(4,256)</b>