



Forest Heath  
District Council

# Forest Heath District Council

## Budget 2015/16



Market Place, Mildenhall

Forest Heath & St Edmundsbury councils

**West Suffolk**  
working together

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## General Fund Summary - Budget Requirement

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Net Revenue Expenditure by Service</b>		
Families & Communities	530,311	467,333
Housing	1,011,558	717,543
Human Resources, Legal & Democratic Services	633,473	562,056
Operations	2,985,000	3,082,886
Planning & Growth	1,079,168	973,060
Resources & Performance	2,234,877	2,484,995
<b>Budget Requirement excluding Parishes</b>	<b>8,474,387</b>	<b>8,287,873</b>
<b>Grants &amp; Council Tax Requirement</b>		
Collection Fund Deficit/(Surplus) - Council Tax	(1,237)	(80,900)
Collection Fund Deficit/(Surplus) - Business Rates	(103,000)	258,000
<b>Government Support</b>		
Formula Grant - Revenue Support	(1,921,827)	(1,286,743)
Formula Grant - Business Rate Retention Scheme	(1,739,558)	(1,772,798)
Business Rates Retention Scheme - Local Share of Growth	(102,000)	181,000
Business Rates Retention Scheme - Share of Suffolk Pooling	(34,000)	(73,000)
Business Rates Retention Scheme - Renewable Energy	0	(128,000)
Business Rates Retention Scheme - S31 Grants	0	(471,000)
Local Services Support Grant	(49,252)	(49,062)
Efficiency Support for Services in Sparse Areas	(2,562)	(4,180)
Council Tax Freeze Grant (Prior Years)	(85,829)	(110,436)
Council Tax Freeze Grant (Current Year)	(22,527)	(25,224)
New Homes Bonus Grant	(2,159,842)	(2,437,162)
<b>Amount Met from Collection Fund</b> (excluding Parish Precepts)	<b>2,252,753</b>	<b>2,288,368</b>
Parish Precepts	1,372,532	1,427,677
<b>Total Amount Met from Collection Fund</b> (Council tax requirement)	<b>3,625,285</b>	<b>3,716,045</b>

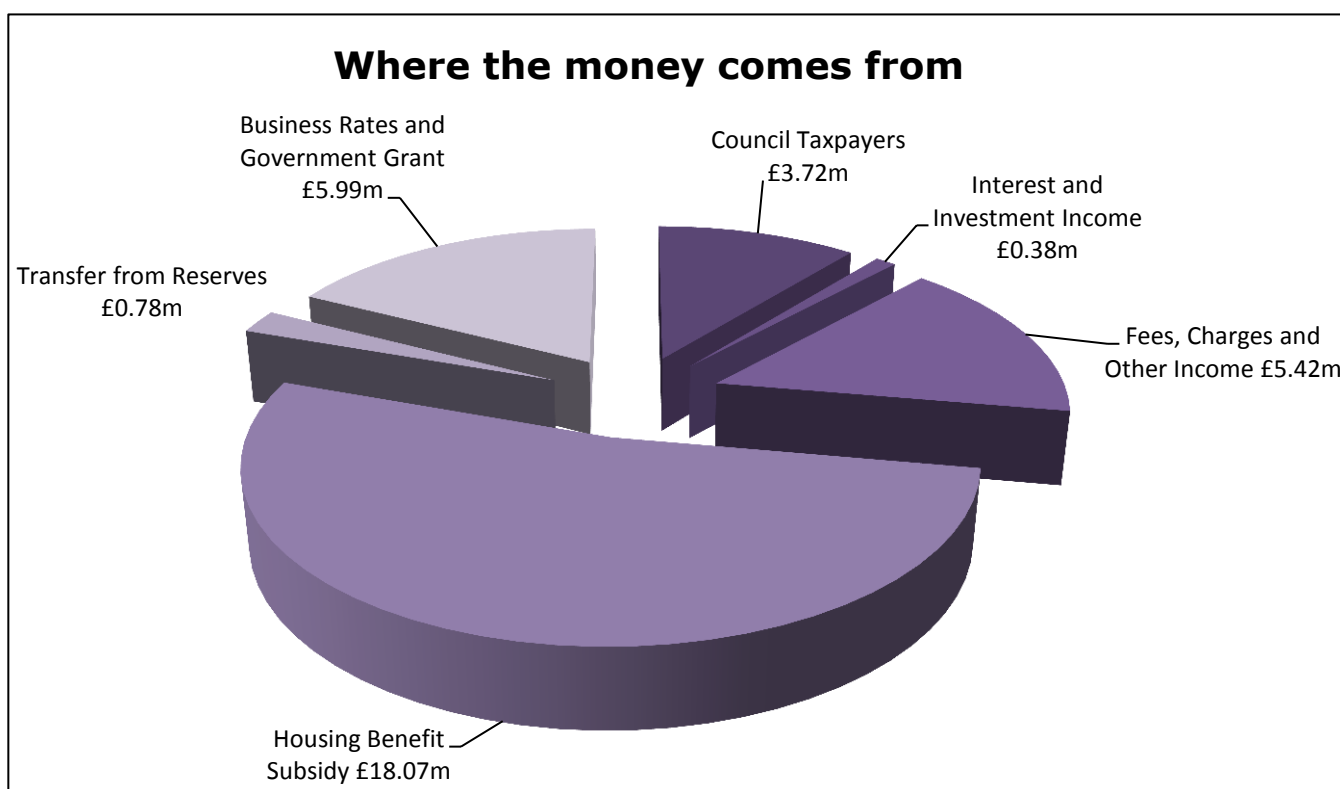
## Changes in spending between 2014/15 and 2015/16

The following is a summary of the main increases and reductions

	£ (thousands)
Council Tax Requirement 2014/15 (including Parish spend)	3,625
Increase in investment interest	(7)
Decrease in fees, charges and other income	64
Decrease in cost of service provision	(714)
Decrease in net cost of benefits granted	(19)
Changes in the amount transferred from Reserves & Balances	490
Increase in Parish/Town Council spend	55
Decrease in Business Rates & Government Grants	222
Council Tax requirement 2015/16 (including Parish spend)	3,716

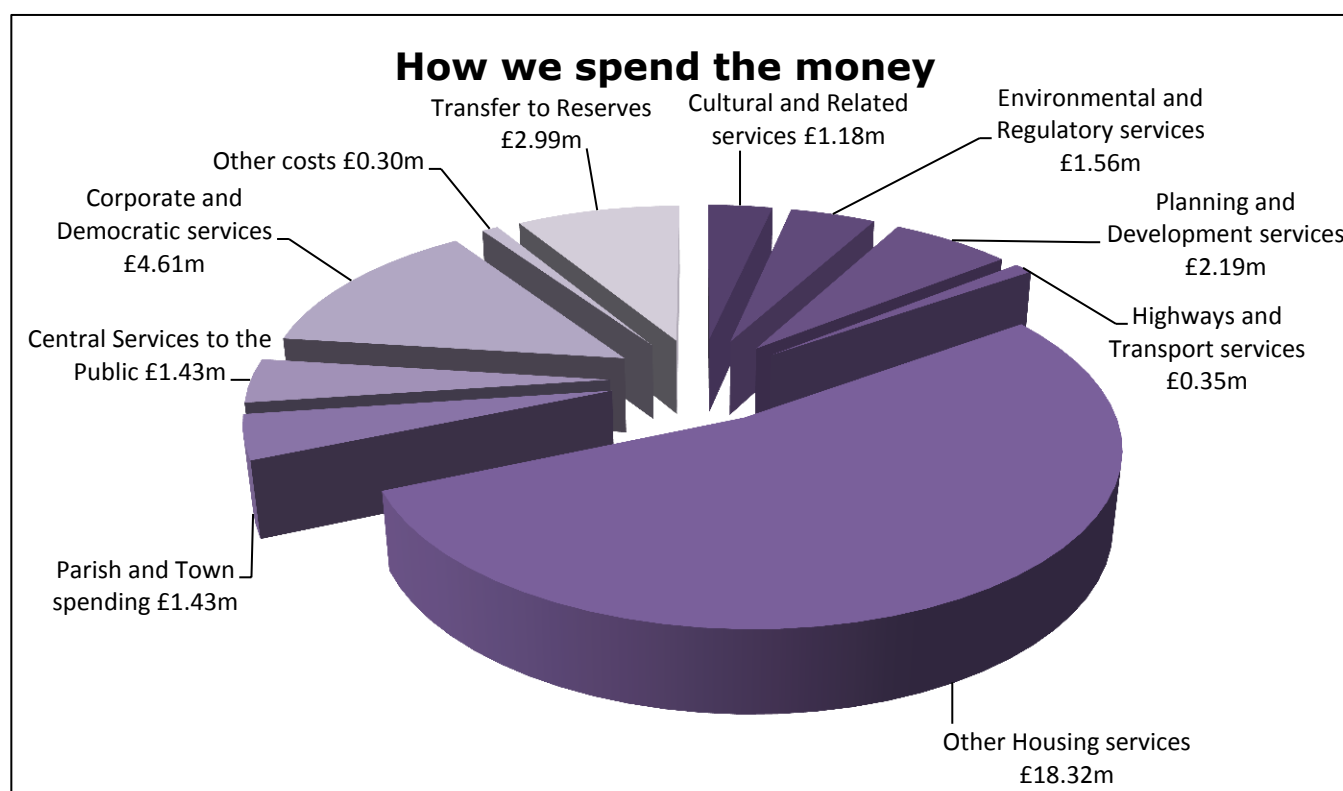
## Where the money comes from

	2014/15	2015/16
	£(figures in millions)	
Council Taxpayers	(3.63)	(3.72)
Interest and investment income	(0.37)	(0.38)
Fees, Charges and Other Income	(5.53)	(5.42)
Housing Benefits Subsidy	(17.14)	(18.07)
Transfer from Reserves	(1.26)	(0.78)
Business Rates & Government Grants	(6.22)	(5.99)
Total	(34.15)	(34.36)



## How we spend the money

	2014/15 Total spending	2015/16 Total spending	Increase/ (Decrease)
	£(figures in millions)		%
Cultural and Related services	1.47	1.18	(19.73)
Environmental and Regulatory services	1.95	1.56	(20.00)
Planning and Development services	2.39	2.19	(8.37)
Highways and Transport services	0.38	0.35	(7.89)
Other Housing services	17.60	18.32	4.09
Parish and Town spending	1.37	1.43	4.38
Central Services to the Public	1.55	1.43	(7.74)
Corporate and Democratic services	4.83	4.61	(4.55)
Other costs	0.07	0.30	328.57
Transfers to reserves	2.54	2.99	17.72
<b>Total</b>	<b>34.15</b>	<b>34.36</b>	<b>0.61</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 2015/16 for a dwelling in valuation Band D.

COUNCIL / AUTHORITY	2015/16		
	Precept Amount	Tax Base	Band D Council Tax
	£		£
Suffolk County Council	18,758,212	16,651.32	1,126.53
Suffolk Police Authority	2,832,390	16,651.32	170.10
Forest Heath District Council	2,288,368	16,651.32	137.43
Parish/Town Councils:			
Barton Mills	19,389	344.78	56.24
Beck Row	30,864	808.15	38.19
Brandon (and Wangford)	226,835	2,325.82	97.53
Cavenham	471	45.69	10.31
Dalham	5,843	128.21	45.57
Elveden	1,074	97.40	11.03
Eriswell	5,608	140.36	39.95
Exning	51,533	686.25	75.09
Freckenham	9,523	129.40	73.59
Gazeley	10,168	244.48	41.59
Herringswell	3,398	97.48	34.86
Higham	0	70.75	0
Icklingham	7,348	139.08	52.83
Kentford	6,555	149.54	43.83
Lakenheath	137,497	1,249.91	110.01
Mildenhall	260,555	2,587.33	100.70
Moulton	34,630	510.95	67.78
Newmarket	504,194	5,231.58	96.76
Red Lodge	86,521	1,235.09	70.05
Santon Downham	5,831	85.68	68.06
Tuddenham St Mary	9,315	149.42	42.34
Worlington	10,525	193.97	54.26
Total Parish/Town Precepts	1,427,677		
Average Parish Precept			85.74

## Head 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
- 1051 - Concessionary Transport

### **Families & Communities**

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

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

## Families & Communities

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Section Support Costs</b> (Policy, Communications & Customer Services)		
Employees	515,452	357,905
Premises-Related Expenditure	22,704	85,234
Transport-Related Expenditure	1,499	225
Supplies & Services	83,909	43,770
Support Services	141,542	8,000
Depreciation & Impairment Losses	10,000	10,000
<b>Total Expenditure</b>	<b>775,106</b>	<b>505,134</b>
<b>Income</b>		
Customer and Client Receipts - Sales	(4,920)	0
Financed from Reserves	(3,000)	(1,118)
Recharges	(747,266)	(504,016)
<b>Total Income</b>	<b>(755,186)</b>	<b>(505,134)</b>
<b>Net Expenditure/(Income)</b>	<b>19,920</b>	<b>0</b>

Cost Centre: 1050, 1140, 1141

<b>Website &amp; Intranet</b>		
Employees	0	12,050
Supplies & Services	0	9,500
<b>Total Expenditure</b>	<b>0</b>	<b>21,550</b>
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	<b>0</b>	<b>21,550</b>

Cost Centre: 1142

<b>Bus Stations</b>		
Employees	26,448	20,971
Premises-Related Expenditure	26,752	22,620
Supplies & Services	5,650	4,700
Third Party Payments	350	0
Support Services	9,492	13,770
Depreciation & Impairment Losses	9,592	9,600
<b>Total Expenditure</b>	<b>78,284</b>	<b>71,661</b>
<b>Income</b>		
Customer and Client Receipts - Sales	(8,384)	(8,500)
Customer and Client Receipts - Fees & Charges	(1,203)	0
<b>Total Income</b>	<b>(9,587)</b>	<b>(8,500)</b>
<b>Net Expenditure/(Income)</b>	<b>68,697</b>	<b>63,161</b>

Cost Centre: 3100



## Families & Communities

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Concessionary Travel</b>		
Premises-Related Expenditure	2	0
Supplies & Services	26,150	0
Support Services	42,421	3,020
Total Expenditure	68,573	3,020
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(4,120)	0
Total Income	(4,120)	0
<b>Net Expenditure/(Income)</b>	64,453	3,020

Cost Centre: 1051

<b>Community Development</b>		
Employees	171,697	112,654
Premises-Related Expenditure	2,996	17,120
Transport-Related Expenditure	11,830	16,316
Supplies & Services	175,468	30,625
Support Services	56,521	43,880
Depreciation & Impairment Losses	5,041	5,000
Total Expenditure	423,553	225,595
<b>Income</b>		
Customer and Client Receipts - Sales	(1,067)	0
Customer and Client Receipts - Fees & Charges	0	(4,000)
Financed from Reserves	(72,500)	(7,514)
Total Income	(73,567)	(11,514)
<b>Net Expenditure/(Income)</b>	349,986	214,081

Cost Centre: 2080

<b>Community Chest - Families &amp; Communities</b>		
Supplies & Services	0	252,750
Total Expenditure	0	252,750
<b>Income</b>		
Financed from Reserves	0	(152,500)
Total Income	0	(152,500)
<b>Net Expenditure/(Income)</b>	0	100,250

Cost Centre: 2081

<b>Health, Culture &amp; Arts</b>		
Supplies & Services	0	41,500
Total Expenditure	0	41,500
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	0	41,500

Cost Centre: 2082

## Families & Communities

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Community Centres</b>		
Employees	2,705	(69)
Premises-Related Expenditure	1,583	3,500
Supplies & Services	4,000	1,020
Support Services	737	1,120
Depreciation & Impairment Losses	18,230	18,200
Total Expenditure	27,255	23,771
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	27,255	23,771

Cost Centre: 2085

<b>Total Families &amp; Communities</b>	<b>530,311</b>	<b>467,333</b>
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# Head of Housing

Simon Phelan



## **Housing Strategy & Partnership**

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

## **Housing Options**

- 4010 - Homelessness
- 4011 - Housing Advice & Choice Based Lettings
- 4015 - Non-HRA Housing Properties

## **Housing Standards**

- 4021 - Housing Renewals
- 4031 - Burial of the Dead
- 4032 - Gypsies & Travellers
- 4033 - Other Public Health Services

## Housing

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Housing Development &amp; Strategy</b>		
Employees	22,104	54,770
Premises-Related Expenditure	13,208	2,440
Transport-Related Expenditure	1,994	1,994
Supplies & Services	16,025	22,400
Support Services	82,063	45,610
Depreciation & Impairment Losses	10,556	10,550
Total Expenditure	145,950	137,764
<b>Income</b>		
Financed from Reserves	(9,000)	(11,418)
Total Income	(9,000)	(11,418)
<b>Net Expenditure/(Income)</b>	136,950	126,346

Cost Centre: 4000

<b>Housing Business &amp; Partnerships</b>		
Employees	0	67,821
Supplies & Services	0	10,000
Total Expenditure	0	77,821
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	0	77,821

Cost Centre: 4005

<b>Homelessness</b>		
Employees	49,225	56,666
Premises-Related Expenditure	1,078	4,890
Transport-Related Expenditure	1,898	1,898
Supplies & Services	32,806	23,000
Support Services	6,076	6,760
Total Expenditure	91,083	93,214
<b>Income</b>		
Government Grants	(748)	(750)
Other Grants, Reimbursements & Contributions	0	(10,000)
Total Income	(748)	(10,750)
<b>Net Expenditure/(Income)</b>	90,335	82,464

Cost Centre: 4010

## Housing

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Housing Advice &amp; Choice Based Lettings</b>		
Employees	162,539	104,416
Premises-Related Expenditure	0	17,120
Transport-Related Expenditure	4,655	4,655
Supplies & Services	15,000	0
Third Party Payments	0	27,950
Total Expenditure	182,194	154,141
<b>Income</b>		
Customer and Client Receipts - Sales	0	(6,500)
Customer and Client Receipts - Fees & Charges	0	(4,500)
Financed from Reserves	0	(9,330)
Total Income	0	(20,330)
<b>Net Expenditure/(Income)</b>	182,194	133,811

Cost Centre: 4011

<b>Non-HRA Housing Properties</b>		
Premises-Related Expenditure	5,786	15,000
Supplies & Services	500	1,180
Support Services	4,020	5,840
Depreciation & Impairment Losses	29,588	29,600
Total Expenditure	39,894	51,620
<b>Income</b>		
Customer and Client Receipts - Rents	(4,640)	(4,650)
Total Income	(4,640)	(4,650)
<b>Net Expenditure/(Income)</b>	35,254	46,970

Cost Centre: 4015

<b>Housing Renewals</b>		
Employees	60,268	109,777
Premises-Related Expenditure	420,000	4,890
Transport-Related Expenditure	2,540	2,899
Supplies & Services	19,980	0
Third Party Payments	0	11,000
Support Services	2,202	1,830
Depreciation & Impairment Losses	(125,000)	0
Total Expenditure	379,990	130,396
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	379,990	130,396

Cost Centre: 4021

<b>Burial of the Dead</b>		
Employees	8,488	(24,378)
Transport-Related Expenditure	383	443
Total Expenditure	8,871	(23,935)
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	8,871	(23,935)

Cost Centre: 4031

## Housing

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Gypsies &amp; Travellers</b>		
Employees	8,488	(4,059)
Transport-Related Expenditure	383	443
Third Party Payments	0	1,500
Total Expenditure	8,871	(2,116)
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	8,871	(2,116)

Cost Centre: 4032

<b>Other Public Health Services</b>		
Employees	90,292	81,387
Premises-Related Expenditure	11,466	9,780
Transport-Related Expenditure	4,329	5,037
Supplies & Services	28,528	28,000
Third Party Payments	2,000	2,000
Support Services	34,140	29,340
Total Expenditure	170,755	155,544
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(1,662)	(2,000)
Financed from Reserves	0	(7,758)
Total Income	(1,662)	(9,758)
<b>Net Expenditure/(Income)</b>	169,093	145,786

Cost Centre: 4033

<b>Total Housing</b>	<b>1,011,558</b>	<b>717,543</b>
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# Head of Human Resources, Legal & Democratic Services

Karen Points



## **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	2014/15 Revised Budget £	2015/16 Budget £
<b>Section Support Costs</b> (HR & Payroll, Central Training, Health & Safety & Legal Services)		
Employees	410,334	425,343
Premises-Related Expenditure	24,945	34,220
Transport-Related Expenditure	6,276	11,129
Supplies & Services	59,211	56,690
Support Services	120,523	7,500
Total Expenditure	621,289	534,882
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(12,840)	(6,265)
Customer and Client Receipts - Fees & Charges	(38,842)	(38,842)
Financed from Reserves	(15,000)	(62,499)
Recharges	(556,149)	(427,276)
Total Income	(622,831)	(534,882)
<b>Net Expenditure/(Income)</b>	(1,542)	0

Cost Centre: 1030, 1031, 1032, 1040

<b>Electoral Registration</b>		
Employees	59,574	39,759
Premises-Related Expenditure	1,801	4,890
Transport-Related Expenditure	1,305	0
Supplies & Services	22,747	37,748
Support Services	32,584	39,150
Total Expenditure	118,011	121,547
<b>Income</b>		
Customer and Client Receipts - Sales	(1,429)	(1,429)
Total Income	(1,429)	(1,429)
<b>Net Expenditure/(Income)</b>	116,582	120,118

Cost Centre: 1041

<b>Election Expenses</b>		
Employees	27,709	(2,241)
Premises-Related Expenditure	6,177	5,720
Transport-Related Expenditure	869	0
Supplies & Services	1,081	49,938
Support Services	19,121	21,580
Total Expenditure	54,957	74,997
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(5,100)	(15,300)
Financed from Reserves	0	(12,716)
Total Income	(5,100)	(28,016)
<b>Net Expenditure/(Income)</b>	49,857	46,981

Cost Centre: 1042



## Human Resources, Legal & Democratic Services

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Democratic Services</b>		
Employees	114,828	88,205
Premises-Related Expenditure	43,546	9,780
Transport-Related Expenditure	0	1,251
Supplies & Services	1,715	1,570
Support Services	49,455	56,716
Total Expenditure	209,544	157,522
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	209,544	157,522

Cost Centre: 1130

<b>Members Expenses</b>		
Premises-Related Expenditure	10,390	0
Transport-Related Expenditure	10,000	0
Supplies & Services	207,682	206,335
Support Services	27,231	27,290
Total Expenditure	255,303	233,625
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	255,303	233,625

Cost Centre: 1131

<b>Mayoralty &amp; Civic Functions</b>		
Supplies & Services	6,000	3,000
Support Services	729	810
Total Expenditure	6,729	3,810
<b>Income</b>		
Financed from Reserves	(3,000)	0
Total Income	(3,000)	0
<b>Net Expenditure/(Income)</b>	3,729	3,810

Cost Centre: 1132

<b>Total Human Resources, Legal &amp; Democratic Services</b>	<b>633,473</b>	<b>562,056</b>
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# Head 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**

- 2000 - Leisure Services Management & Support
- 2010 - Leisure Promotion
- 2017 - Arboriculture (Tree Maintenance Works)
- 2020 - Other Parks & Play Provision
- 2025 - Children's Play Areas
- 2030 - Arts, Heritage & Cultural Services
- 2040 - Sports & Leisure Centres
- 2041 - Sports Development & Community Recreation
- 2070 - Tourist Information Centres
- 2071 - Shopmobility
- 2083 - Leisure & Sports
- 2090 - The Pavilion - Lady Wolverton Playingfield
- 2095 - Palace House & Stables

## **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
- 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
- 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	2014/15 Revised Budget £	2015/16 Budget £
<b>Section Support Costs</b> (Property Services, Estate Management, CCTV & Support)		
Employees	181,276	263,990
Premises-Related Expenditure	23,288	5,470
Transport-Related Expenditure	6,172	8,151
Supplies & Services	22,869	9,655
Support Services	122,704	3,360
Depreciation & Impairment Losses	3,572	3,500
<b>Total Expenditure</b>	<b>359,881</b>	<b>294,126</b>
<b>Income</b>		
Customer and Client Receipts - Sales	(1,834)	(1,850)
Financed from Reserves	0	(4,584)
Recharges	(345,698)	(287,692)
<b>Total Income</b>	<b>(347,532)</b>	<b>(294,126)</b>
<b>Net Expenditure/(Income)</b>	<b>12,349</b>	<b>0</b>

Cost Centre: 1080, 1081, 1082

<b>Offices: College Heath Road</b>		
Employees	100,555	76,563
Premises-Related Expenditure	207,636	166,950
Transport-Related Expenditure	555	0
Supplies & Services	14,081	59,260
Support Services	35,255	45,180
Depreciation & Impairment Losses	98,468	98,500
<b>Total Expenditure</b>	<b>456,550</b>	<b>446,453</b>
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	(7,500)
Customer and Client Receipts - Sales	(13,872)	(13,900)
Customer and Client Receipts - Fees & Charges	0	(4,092)
Customer and Client Receipts - Rents	(30,612)	(39,520)
Recharges	(380,903)	(381,441)
<b>Total Income</b>	<b>(425,387)</b>	<b>(446,453)</b>
<b>Net Expenditure/(Income)</b>	<b>31,163</b>	<b>0</b>

Cost Centre: 1072

<b>Offices: Brandon &amp; Newmarket Guineas</b>		
Premises-Related Expenditure	0	16,780
<b>Total Expenditure</b>	<b>0</b>	<b>16,780</b>
<b>Income</b>		
Recharges	0	(16,780)
<b>Total Income</b>	<b>0</b>	<b>(16,780)</b>
<b>Net Expenditure/(Income)</b>	<b>0</b>	<b>0</b>

Cost Centre: 1073

## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Courier &amp; Postal service</b>		
Employees	13,041	(339)
Transport-Related Expenditure	4,550	3,900
Supplies & Services	81,246	59,550
Third Party Payments	2,600	0
Support Services	21,581	0
Depreciation & Impairment Losses	2,312	2,300
Total Expenditure	125,330	65,411
<b>Income</b>		
Customer and Client Receipts - Sales	(3,283)	0
Customer and Client Receipts - Fees & Charges	(3,199)	0
Recharges	(123,988)	(65,411)
Total Income	(130,470)	(65,411)
<b>Net Expenditure/(Income)</b>	(5,140)	0

Cost Centre: 1075

<b>Printing &amp; Copying Service</b>		
Employees	21,162	(458)
Premises-Related Expenditure	8,380	5,580
Transport-Related Expenditure	0	1,930
Supplies & Services	30,201	25,550
Support Services	13,822	250
Total Expenditure	73,565	32,852
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(4,296)	(4,296)
Recharges	(69,817)	(28,556)
Total Income	(74,113)	(32,852)
<b>Net Expenditure/(Income)</b>	(548)	0

Cost Centre: 1076

<b>Leisure Services Management &amp; Support</b>		
Employees	0	87,791
Support Services	0	6,640
Total Expenditure	0	94,431
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	0	94,431

Cost Centre: 2000

<b>Leisure Promotion</b>		
Employees	0	35,035
Total Expenditure	0	35,035
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	0	35,035

Cost Centre: 2010

## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Arboriculture (Tree Maintenance Works)</b>		
Employees	10,188	40,878
Premises-Related Expenditure	267,948	68,890
Transport-Related Expenditure	2,399	3,409
Supplies & Services	38	0
Third Party Payments	31,655	0
Support Services	6,126	7,300
Total Expenditure	318,354	120,477
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(30,600)	(600)
Financed from Reserves	(3,000)	(3,000)
Recharges	(31,969)	0
Total Income	(65,569)	(3,600)
<b>Net Expenditure/(Income)</b>	252,785	116,877

Cost Centre: 2017

<b>Other Parks &amp; Play Provision</b>		
Employees	154,178	(20,350)
Premises-Related Expenditure	47,696	227,000
Transport-Related Expenditure	0	180
Supplies & Services	32,778	23,500
Support Services	20,600	7,570
Total Expenditure	255,252	237,900
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(12,025)	(12,000)
Customer and Client Receipts - Rents	(255)	0
Financed from Reserves	(28,797)	0
Total Income	(41,077)	(12,000)
<b>Net Expenditure/(Income)</b>	214,175	225,900

Cost Centre: 2020

<b>Childrens's Play Areas</b>		
Employees	(167)	7,489
Premises-Related Expenditure	76,921	49,120
Transport-Related Expenditure	850	0
Supplies & Services	18	230
Support Services	28,970	22,090
Depreciation & Impairment Losses	37,667	37,700
Total Expenditure	144,259	116,629
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(4,940)	(4,940)
Customer and Client Receipts - Sales	(5,915)	(5,915)
Financed from Reserves	(2,000)	(2,000)
Recharges	(49,835)	0
Total Income	(62,690)	(12,855)
<b>Net Expenditure/(Income)</b>	81,569	103,774

Cost Centre: 2025

## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Arts, Heritage &amp; Cultural Services</b>		
Employees	12,683	(144)
Premises-Related Expenditure	6,823	3,440
Transport-Related Expenditure	1,069	400
Supplies & Services	18,701	7,710
Transfer Payments	4,000	0
Support Services	86,352	57,600
Depreciation & Impairment Losses	1,605	1,600
Total Expenditure	131,233	70,606
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	131,233	70,606

Cost Centre: 2030

<b>Sports &amp; Leisure Centres</b>		
Premises-Related Expenditure	87,083	63,850
Transport-Related Expenditure	77	0
Supplies & Services	694,411	583,615
Support Services	60,846	79,180
Depreciation & Impairment Losses	430,205	430,200
Total Expenditure	1,272,622	1,156,845
<b>Income</b>		
Customer and Client Receipts - Sales	(26,520)	(42,000)
Total Income	(26,520)	(42,000)
<b>Net Expenditure/(Income)</b>	1,246,102	1,114,845

Cost Centre: 2040

<b>Sports Development &amp; Community Recreation</b>		
Employees	2,157	14,782
Premises-Related Expenditure	1,078	0
Transport-Related Expenditure	139	60
Supplies & Services	29,606	0
Support Services	6,480	7,690
Total Expenditure	39,460	22,532
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(1,560)	(1,560)
Financed from Reserves	(10,000)	0
Total Income	(11,560)	(1,560)
<b>Net Expenditure/(Income)</b>	27,900	20,972

Cost Centre: 2041

<b>Tourist Information Centres</b>		
Total Expenditure	0	0
<b>Income</b>		
Customer and Client Receipts - Sales	0	(3,850)
Total Income	0	(3,850)
<b>Net Expenditure/(Income)</b>	0	(3,850)

Cost Centre: 2070

## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Shopmobility</b>		
Supplies & Services	0	3,500
Total Expenditure	0	3,500
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	0	(5,000)
Total Income	0	(5,000)
<b>Net Expenditure/(Income)</b>	0	(1,500)

Cost Centre: 2071

<b>Leisure &amp; Sports</b>		
Supplies & Services	0	41,500
Total Expenditure	0	41,500
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	0	41,500

Cost Centre: 2083

<b>The Pavilion - Lady Wolverton Playingfield</b>		
Premises-Related Expenditure	8,746	5,710
Supplies & Services	0	220
Support Services	8,362	5,220
Depreciation & Impairment Losses	3,449	3,500
Total Expenditure	20,557	14,650
<b>Income</b>		
Customer and Client Receipts - Rents	(14,280)	(14,300)
Total Income	(14,280)	(14,300)
<b>Net Expenditure/(Income)</b>	6,277	350

Cost Centre: 2090

<b>Palace House &amp; Stables</b>		
Employees	0	0
Supplies & Services	0	11,110
Depreciation & Impairment Losses	43,867	43,900
Total Expenditure	43,867	55,010
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	43,867	55,010

Cost Centre: 2095

## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Street Cleansing</b>		
Employees	70,194	52,684
Premises-Related Expenditure	404,160	382,112
Transport-Related Expenditure	2,390	9,450
Supplies & Services	19,380	11,500
Third Party Payments	48,645	55,000
Total Expenditure	544,769	510,746
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	0	(3,000)
Total Income	0	(3,000)
<b>Net Expenditure/(Income)</b>	544,769	507,746

Cost Centre: 3030

<b>Refuse Collection (Black Bin)</b>		
Employees	80,175	14,220
Premises-Related Expenditure	282,100	251,745
Transport-Related Expenditure	97,031	85,708
Supplies & Services	28,636	15,550
Support Services	28,252	32,040
Depreciation & Impairment Losses	59,145	59,000
Total Expenditure	575,339	458,263
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(8,531)	(11,500)
Financed from Reserves	(3,000)	0
Total Income	(11,531)	(11,500)
<b>Net Expenditure/(Income)</b>	563,808	446,763

Cost Centre: 3040

<b>Recycling Collection (Blue Bin)</b>		
Employees	21,216	25,610
Premises-Related Expenditure	244,947	229,880
Transport-Related Expenditure	93,847	91,300
Supplies & Services	42,001	30,000
Third Party Payments	123,248	70,733
Support Services	36,151	38,400
Depreciation & Impairment Losses	58,650	58,650
Total Expenditure	620,060	544,573
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(268,850)	(270,000)
Customer and Client Receipts - Sales	(1,077)	(1,000)
Customer and Client Receipts - Fees & Charges	0	(2,500)
Financed from Reserves	(4,000)	0
Total Income	(273,927)	(273,500)
<b>Net Expenditure/(Income)</b>	346,133	271,073

Cost Centre: 3041



## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Compostable Collection (Brown Bin)</b>		
Employees	14,886	9,841
Premises-Related Expenditure	171,220	158,920
Transport-Related Expenditure	71,567	65,583
Supplies & Services	24,877	15,000
Third Party Payments	244,000	222,000
Support Services	28,658	29,680
Depreciation & Impairment Losses	29,825	29,800
Total Expenditure	585,033	530,824
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(377,400)	(334,000)
Customer and Client Receipts - Sales	(1,056)	(1,057)
Customer and Client Receipts - Fees & Charges	0	(2,500)
Financed from Reserves	(3,133)	0
Total Income	(381,589)	(337,557)
<b>Net Expenditure/(Income)</b>	203,444	193,267

Cost Centre: 3042

<b>Bulky, Fridges, Metal &amp; Scrap Collection</b>		
Employees	8,625	2,181
Premises-Related Expenditure	38,316	35,310
Transport-Related Expenditure	10,833	8,725
Supplies & Services	990	0
Third Party Payments	8,500	0
Support Services	16,572	10,670
Depreciation & Impairment Losses	3,000	3,000
Total Expenditure	86,836	59,886
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(16,350)	(16,350)
Total Income	(16,350)	(16,350)
<b>Net Expenditure/(Income)</b>	70,486	43,536

Cost Centre: 3043

<b>Clinical &amp; Hazardous Waste Collection</b>		
Employees	1,258	1,260
Third Party Payments	0	2,500
Total Expenditure	1,258	3,760
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	0	(1,000)
Total Income	0	(1,000)
<b>Net Expenditure/(Income)</b>	1,258	2,760

Cost Centre: 3044

## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Multi-Bank Recycling Sites</b>		
Employees	8,917	8,916
Transport-Related Expenditure	357	416
Supplies & Services	0	2,000
Third Party Payments	0	26,515
Total Expenditure	9,274	37,847
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(55,000)	0
Total Income	(55,000)	0
<b>Net Expenditure/(Income)</b>	(45,726)	37,847

Cost Centre: 3045

<b>Trade Waste Service</b>		
Employees	69,237	5,968
Premises-Related Expenditure	133,381	126,830
Transport-Related Expenditure	39,474	44,551
Supplies & Services	8,155	6,250
Third Party Payments	221,600	160,000
Support Services	24,188	24,540
Depreciation & Impairment Losses	19,748	19,750
Total Expenditure	515,783	387,889
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	(5,000)
Customer and Client Receipts - Fees & Charges	(409,707)	(450,000)
Recharges	(13,930)	0
Total Income	(423,637)	(455,000)
<b>Net Expenditure/(Income)</b>	92,146	(67,111)

Cost Centre: 3048

<b>Depots</b>		
Employees	2,245	(75)
Premises-Related Expenditure	41,752	42,410
Transport-Related Expenditure	3,251	231,200
Supplies & Services	4,782	4,710
Support Services	20,113	24,430
Depreciation & Impairment Losses	14,994	15,000
Total Expenditure	87,137	317,675
<b>Income</b>		
Customer and Client Receipts - Sales	(10,730)	(10,730)
Recharges	(138,555)	(76,945)
Total Income	(149,285)	(87,675)
<b>Net Expenditure/(Income)</b>	(62,148)	230,000

Cost Centre: 3000

## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Waste &amp; Cleansing Operatives</b>		
Employees	930,999	952,446
Premises-Related Expenditure	16,529	11,940
Transport-Related Expenditure	171,481	168,030
Supplies & Services	15,750	21,210
Third Party Payments	500	0
Support Services	30,466	35,440
Depreciation & Impairment Losses	68,913	68,900
Total Expenditure	1,234,638	1,257,966
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(734)	(734)
Recharges	(1,298,774)	(1,257,232)
Total Income	(1,299,508)	(1,257,966)
<b>Net Expenditure/(Income)</b>	(64,870)	0

Cost Centre: 3065

<b>Markets</b>		
Employees	9,564	16,134
Premises-Related Expenditure	69,300	68,330
Supplies & Services	1,925	1,000
Support Services	3,294	4,280
Depreciation & Impairment Losses	2,583	2,600
Total Expenditure	86,666	92,344
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(41,310)	(42,350)
Total Income	(41,310)	(42,350)
<b>Net Expenditure/(Income)</b>	45,356	49,994

Cost Centre: 6020

<b>Off Street Car Parks</b>		
Employees	38,002	54,904
Premises-Related Expenditure	152,005	158,410
Transport-Related Expenditure	103	0
Supplies & Services	30,600	20,330
Support Services	71,734	93,650
Depreciation & Impairment Losses	182,882	182,900
Total Expenditure	475,326	510,194
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(15,300)	0
Customer and Client Receipts - Fees & Charges	(515,421)	(516,700)
Customer and Client Receipts - Rents	(3,091)	(3,200)
Total Income	(533,812)	(519,900)
<b>Net Expenditure/(Income)</b>	(58,486)	(9,706)

Cost Centre: 3110

## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Public Conveniences</b>		
Employees	(32)	0
Premises-Related Expenditure	64,466	66,980
Supplies & Services	2,860	2,230
Support Services	7,613	11,260
Depreciation & Impairment Losses	10,286	10,300
Total Expenditure	85,193	90,770
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(5,125)	0
Customer and Client Receipts - Fees & Charges	(53)	0
Total Income	(5,178)	0
<b>Net Expenditure/(Income)</b>	80,015	90,770

Cost Centre: 3020

<b>CCTV</b>		
Premises-Related Expenditure	3,000	1,500
Supplies & Services	590	590
Third Party Payments	84,350	87,000
Support Services	1,310	1,520
Depreciation & Impairment Losses	12,464	12,500
Total Expenditure	101,714	103,110
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	101,714	103,110

Cost Centre: 3025

<b>District Highways Services</b>		
Premises-Related Expenditure	10,000	10,000
Total Expenditure	10,000	10,000
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	(33,000)
Customer and Client Receipts - Fees & Charges	0	(700)
Total Income	0	(33,700)
<b>Net Expenditure/(Income)</b>	10,000	(23,700)

Cost Centre: 3070

<b>Land Drainage &amp; Associated Works</b>		
Supplies & Services	69,795	74,500
Support Services	336	400
Total Expenditure	70,131	74,900
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	70,131	74,900

Cost Centre: 3072

## Operations

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Industrial &amp; Business Units</b>		
Employees	1,215	11,027
Premises-Related Expenditure	587,247	318,950
Transport-Related Expenditure	13	0
Supplies & Services	176,710	46,545
Support Services	271,254	399,430
Depreciation & Impairment Losses	212,546	212,500
Total Expenditure	1,248,985	988,452
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(26,785)	(30,000)
Customer and Client Receipts - Fees & Charges	(500)	(500)
Customer and Client Receipts - Rents	(884,835)	(885,085)
Financed from Reserves	(489,750)	0
Total Income	(1,401,870)	(915,585)
<b>Net Expenditure/(Income)</b>	(152,885)	72,867

Cost Centre: 6000

<b>Town Centres &amp; Shops</b>		
Premises-Related Expenditure	56,934	26,830
Supplies & Services	0	8,240
Support Services	17,164	25,890
Depreciation & Impairment Losses	7,500	7,500
Total Expenditure	81,598	68,460
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(8,075)	(8,075)
Customer and Client Receipts - Rents	(875,400)	(875,565)
Total Income	(883,475)	(883,640)
<b>Net Expenditure/(Income)</b>	(801,877)	(815,180)

Cost Centre: 6010

<b>Total Operations</b>	<b>2,985,000</b>	<b>3,082,886</b>
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# Head of Planning & Growth

Steven Wood



## **Planning Services**

- 5000 - Development Control
- 5005 - Planning Policy
- 5006 - Local Plan
- 5010 - Building Control
- 5015 - Planning & Regulatory Support
- 1060 - Land Charges

## **Environment & Regulation**

- 3090 - Prevention of Pollution
- 3091 - Environmental Management
- 3092 - Drinking Water Quality
- 3093 - Climate Change
- 3095 - Licensing
- 3096 - Hackney Carriage & Private Hire Licensing
- 3097 - Food Safety
- 3098 - Health & Safety at Work Act/Enforcement
- 4020 - Home Energy Conservation

## **Economic Development & Growth**

- 5020 - Economic Development & Growth
- 5021 - Strategic Tourism & Markets
- 5024 - Vibrant Town Centres

## Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Development Control</b>		
Employees	390,404	225,184
Premises-Related Expenditure	23,559	33,567
Transport-Related Expenditure	12,516	9,554
Supplies & Services	55,009	93,400
Support Services	104,006	107,310
Depreciation & Impairment Losses	12,857	12,850
Total Expenditure	598,351	481,865
<b>Income</b>		
Customer and Client Receipts - Sales	(5,652)	(38,000)
Customer and Client Receipts - Fees & Charges	(507,413)	(505,000)
Financed from Reserves	(17,358)	(50,164)
Total Income	(530,423)	(593,164)
<b>Net Expenditure/(Income)</b>	67,928	(111,299)

Cost Centre: 5000

<b>Planning Policy</b>		
Employees	83,358	245,051
Premises-Related Expenditure	10,010	9,780
Transport-Related Expenditure	5,429	5,427
Supplies & Services	34,486	139,354
Support Services	65,376	71,120
Depreciation & Impairment Losses	15,000	0
Total Expenditure	213,659	470,732
<b>Income</b>		
Financed from Reserves	(56,265)	(22,500)
Total Income	(56,265)	(22,500)
<b>Net Expenditure/(Income)</b>	157,394	448,232

Cost Centre: 5005

<b>Local Plan</b>		
Supplies & Services	169,250	97,400
Total Expenditure	169,250	97,400
<b>Income</b>		
Financed from Reserves	(162,250)	(90,000)
Total Income	(162,250)	(90,000)
<b>Net Expenditure/(Income)</b>	7,000	7,400

Cost Centre: 5006

## Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Building Control</b>		
Employees	72,935	95,621
Premises-Related Expenditure	7,987	7,330
Transport-Related Expenditure	4,933	4,756
Supplies & Services	59,471	14,330
Support Services	41,303	37,490
Total Expenditure	186,629	159,527
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	(4,297)
Customer and Client Receipts - Sales	(1,257)	(1,257)
Customer and Client Receipts - Fees & Charges	(202,743)	(202,754)
Total Income	(204,000)	(208,308)
<b>Net Expenditure/(Income)</b>	(17,371)	(48,781)

Cost Centre: 5010

<b>Planning &amp; Regulatory Support</b>		
Employees	168,041	146,149
Premises-Related Expenditure	0	17,120
Transport-Related Expenditure	1,553	1,553
Total Expenditure	169,594	164,822
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	169,594	164,822

Cost Centre: 5015

<b>Land Charges</b>		
Employees	(439)	25,733
Premises-Related Expenditure	5,980	0
Supplies & Services	25,206	4,070
Third Party Payments	0	20,000
Support Services	29,602	35,860
Total Expenditure	60,349	85,663
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	18,400
Customer and Client Receipts - Fees & Charges	(133,333)	(138,000)
Total Income	(133,333)	(119,600)
<b>Net Expenditure/(Income)</b>	(72,984)	(33,937)

Cost Centre: 1060



## Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Prevention of Pollution</b>		
Employees	2,238	2,947
Transport-Related Expenditure	1,198	1,668
Supplies & Services	28,025	17,400
Third Party Payments	2,000	2,000
Support Services	4,389	3,390
Total Expenditure	37,850	27,405
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(8,652)	(8,660)
Total Income	(8,652)	(8,660)
<b>Net Expenditure/(Income)</b>	29,198	18,745

Cost Centre: 3090

<b>Environmental Management</b>		
Employees	29,204	52,257
Premises-Related Expenditure	0	2,440
Transport-Related Expenditure	1,448	1,918
Supplies & Services	10,000	2,000
Total Expenditure	40,652	58,615
<b>Income</b>		
Financed from Reserves	(10,000)	0
Total Income	(10,000)	0
<b>Net Expenditure/(Income)</b>	30,652	58,615

Cost Centre: 3091

<b>Drinking Water Quality</b>		
Employees	25,336	25,379
Premises-Related Expenditure	0	2,440
Transport-Related Expenditure	1,005	1,184
Total Expenditure	26,341	29,003
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	26,341	29,003

Cost Centre: 3092

<b>Climate Change</b>		
Employees	1,398	1,948
Transport-Related Expenditure	126	186
Supplies & Services	12,890	13,000
Support Services	3,452	2,030
Total Expenditure	17,866	17,164
<b>Income</b>		
Financed from Reserves	(12,857)	(12,857)
Total Income	(12,857)	(12,857)
<b>Net Expenditure/(Income)</b>	5,009	4,307

Cost Centre: 3093

## Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Licensing</b>		
Employees	58,583	48,556
Premises-Related Expenditure	4,114	9,780
Transport-Related Expenditure	1,166	1,165
Supplies & Services	6,120	17,440
Support Services	53,251	54,300
Total Expenditure	123,234	131,241
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(79,923)	(80,000)
Total Income	(79,923)	(80,000)
<b>Net Expenditure/(Income)</b>	43,311	51,241

Cost Centre: 3095

<b>Hackney Carriage &amp; Private Hire Licensing</b>		
Supplies & Services	360	2,000
Total Expenditure	360	2,000
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(48,552)	(51,200)
Total Income	(48,552)	(51,200)
<b>Net Expenditure/(Income)</b>	(48,192)	(49,200)

Cost Centre: 3096

<b>Food Safety</b>		
Employees	55,069	12,940
Premises-Related Expenditure	5,949	2,440
Transport-Related Expenditure	1,835	1,834
Supplies & Services	10,150	18,250
Support Services	19,043	17,250
Total Expenditure	92,046	52,714
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	92,046	52,714

Cost Centre: 3097

<b>Health &amp; Safety at Work Act/Enforcement</b>		
Employees	55,279	56,624
Premises-Related Expenditure	5,950	2,440
Transport-Related Expenditure	1,835	1,834
Supplies & Services	10,000	0
Support Services	18,006	16,080
Total Expenditure	91,070	76,978
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	91,070	76,978

Cost Centre: 3098

## Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Home Energy Conservation</b>		
Employees	(1,346)	0
Premises-Related Expenditure	11,466	0
Supplies & Services	23,779	6,500
Support Services	29,302	25,260
Total Expenditure	63,201	31,760
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(2,592)	(2,600)
Total Income	(2,592)	(2,600)
<b>Net Expenditure/(Income)</b>	60,609	29,160

Cost Centre: 4020

<b>Economic Development &amp; Growth</b>		
Employees	91,272	131,483
Premises-Related Expenditure	840	24,450
Transport-Related Expenditure	2,961	4,151
Supplies & Services	132,503	130,565
Support Services	21,882	18,740
Depreciation & Impairment Losses	6,000	6,000
Total Expenditure	255,458	315,389
<b>Income</b>		
Financed from Reserves	(88,500)	(117,677)
Total Income	(88,500)	(117,677)
<b>Net Expenditure/(Income)</b>	166,958	197,712

Cost Centre: 5020

<b>Strategic Tourism &amp; Markets</b>		
Employees	(343)	19,273
Premises-Related Expenditure	840	0
Supplies & Services	25,814	17,000
Support Services	207,832	11,340
Total Expenditure	234,143	47,613
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	234,143	47,613

Cost Centre : 5021

<b>Vibrant Town Centres</b>		
Employees	42,190	(1,095)
Premises-Related Expenditure	840	0
Transport-Related Expenditure	1,251	0
Supplies & Services	41,702	39,340
Support Services	13,587	16,490
Total Expenditure	99,570	54,735
<b>Income</b>		
Financed from Reserves	(63,108)	(25,000)
Total Income	(63,108)	(25,000)
<b>Net Expenditure/(Income)</b>	36,462	29,735

Cost Centre: 5024

## Planning & Growth

<b>Service</b>	<b>2014/15 Revised Budget £</b>	<b>2015/16 Budget £</b>
<b>Total Planning &amp; Growth</b>	<b>1,079,168</b>	<b>973,060</b>

## **Head 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
- 4025 - Housing Act Advances
- 4090 - Housing Benefits
- 1020 - Emergency Planning
- 1100 - Corporate Expenditure
- 1150 - Non-Distributed Costs
- 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	2014/15 Revised Budget £	2015/16 Budget £
<b>Section Support Costs</b> (Resources & Performance, Internal Audit, ICT & ARP)		
Employees	1,406,067	1,464,030
Premises-Related Expenditure	61,707	63,570
Transport-Related Expenditure	22,945	17,815
Supplies & Services	412,631	297,733
Third Party Payments	159,884	114,051
Support Services	257,186	82,629
Depreciation & Impairment Losses	53,442	53,500
Total Expenditure	2,373,862	2,093,328
<b>Income</b>		
Other Grants, Reimbursements & Contributions	(97,372)	(139,823)
Customer and Client Receipts - Fees & Charges	(125,950)	0
Financed from Reserves	(20,000)	(22,605)
Recharges	(2,122,080)	(1,930,900)
Total Income	(2,365,402)	(2,093,328)
<b>Net Expenditure/(Income)</b>	8,460	0

Cost Centres: 1000, 1001, 1002, 1010

<b>Council Tax Administration</b>		
Supplies & Services	2,140	2,150
Third Party Payments	2,300	1,500
Support Services	541,533	399,404
Total Expenditure	545,973	403,054
<b>Income</b>		
Government Grants	(65,064)	(58,340)
Customer and Client Receipts - Fees & Charges	0	(125,950)
Total Income	(65,064)	(184,290)
<b>Net Expenditure/(Income)</b>	480,909	218,764

Cost Centre: 1012

<b>Business Rate Administration</b>		
Supplies & Services	3,055	0
Third Party Payments	2,075	1,000
Transfer Payments	21,000	0
Support Services	64,278	114,926
Total Expenditure	90,408	115,926
<b>Income</b>		
Government Grants	(85,127)	0
Other Grants, Reimbursements & Contributions	0	(90,011)
Total Income	(85,127)	(90,011)
<b>Net Expenditure/(Income)</b>	5,281	25,915

Cost Centre: 1013

## Resources & Performance

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Grants to Organisations</b>		
Supplies & Services	239,212	84,000
Support Services	1,671	1,900
Total Expenditure	240,883	85,900
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	240,883	85,900

Cost Centre: 1090

<b>Housing Act Advances</b>		
Support Services	862	0
Total Expenditure	862	0
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	862	0

Cost Centre: 4025

<b>Housing Benefits</b>		
Supplies & Services	159,070	16,300
Third Party Payments	125	0
Transfer Payments	16,857,972	17,797,674
Support Services	465,121	490,931
Total Expenditure	17,482,288	18,304,905
<b>Income</b>		
Government Grants	(16,985,985)	(17,921,658)
Other Grants, Reimbursements & Contributions	(300,000)	(220,000)
Customer and Client Receipts - Fees & Charges	(2,050)	(2,050)
Total Income	(17,288,035)	(18,143,708)
<b>Net Expenditure/(Income)</b>	194,253	161,197

Cost Centre: 4090

<b>Emergency Planning</b>		
Employees	(12)	0
Premises-Related Expenditure	1,610	4,890
Supplies & Services	1,570	0
Third Party Payments	16,607	16,607
Support Services	9,852	12,260
Total Expenditure	29,627	33,757
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	29,627	33,757

Cost Centre: 1020

## Resources & Performance

Service	2014/15 Revised Budget £	2015/16 Budget £
<b>Corporate Expenditure</b>		
Employees	430,068	662,184
Premises-Related Expenditure	43,613	9,820
Transport-Related Expenditure	10,476	10,480
Supplies & Services	289,488	220,711
Third Party Payments	1,395	1,400
Support Services	508,435	800,598
Total Expenditure	1,283,475	1,705,193
<b>Income</b>		
Customer and Client Receipts - Fees & Charges	(169,910)	(115,100)
Financed from Reserves	(187,807)	0
Recharges	(32,672)	(361,383)
Total Income	(390,389)	(476,483)
<b>Net Expenditure/(Income)</b>	893,086	1,228,710

Cost Centre: 1100

<b>Non-Distributed Costs</b>		
Premises-Related Expenditure	29,298	0
Total Expenditure	29,298	0
<b>Income</b>		
Total Income	0	0
<b>Net Expenditure/(Income)</b>	29,298	0

Cost Centre: 1150

<b>Interest Transactions</b>		
Supplies & Services	138,425	132,890
Capital Financing Costs	169,600	169,600
Total Expenditure	308,025	302,490
<b>Income</b>		
Other Grants, Reimbursements & Contributions	0	(36,500)
Interest	(372,418)	(379,500)
Financed from Reserves	0	(11,000)
Total Income	(372,418)	(427,000)
<b>Net Expenditure/(Income)</b>	(64,393)	(124,510)

Cost Centre: 7000

<b>General Fund Adjustments</b>		
Corporate Savings - Shared Services	(38,500)	0
Contributions to Reserves	2,155,136	2,572,162
Reverse Depreciation from GF to CAA	(1,700,025)	(1,458,900)
Financed from Reserves	0	(258,000)
<b>Net Expenditure/(Income)</b>	416,611	855,262

Cost Centre: 8000

<b>Total Resources &amp; Performance</b>	<b>2,234,877</b>	<b>2,484,995</b>
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## Earmarked Reserves

Earmarked Reserve	2014/15 Opening Balance £	2014/15 Contribution to Reserve £	2014/15 Contribution from Reserve £	2015/16 Opening Balance £	2015/16 Contribution to Reserve £	2015/16 Contribution from Reserve £	2015/16 Closing Balance £
Strategic Priorities & MTFs	3,022,643	2,155,136	(1,198,250)	3,979,529	2,437,162	(1,428,500)	4,988,191
Invest to Save Reserve	168,836	273,214	(90,000)	352,050	0	0	352,050
Corporate Priority Development Fund	263,589	0	(263,589)	0	0	0	0
Corporate Improvement Fund	9,625	0	(9,625)	0	0	0	0
Risk/Recession Reserve	562,500	152,400	(187,604)	527,296	0	(11,000)	516,296
BRR Equalisation Reserve	267,648	0	0	267,648	135,000	(258,000)	144,648
Self Insured Fund	71,905	12,500	0	84,405	0	0	84,405
Computer & Telephone Equipment Reserve	140,231	0	0	140,231	35,000	0	175,231
Professional Fees Reserve	0	0	0	0	35,000	0	35,000
Single Regeneration Board Reserve	24,000	0	0	24,000	0	0	24,000
ARP Reserve	207,341	11,381	0	218,722	0	0	218,722
Vehicle & Plant Renewal Fund	1	0	0	1	230,000	(150,000)	80,001
Wheeled Bins Reserve	27,398	0	(10,133)	17,265	0	0	17,265
Car Park Development Fund	98,569	0	0	98,569	0	0	98,569
Public Cleansing Reserve	46,477	0	0	46,477	0	0	46,477
Commuted Maintenance Reserve	482,693	600,000	(5,000)	1,077,693	0	(5,000)	1,072,693
Newmarket Stallion Reserve	27,538	0	0	27,538	0	0	27,538
Teal & Woodcock Reserve	1,419	0	(1,419)	0	0	0	0
Rural Sports & Recreation Reserve	22,949	0	0	22,949	0	0	22,949
S106 Red Lodge Community Reserve	11,930	0	0	11,930	0	0	11,930
ECDC/FHDC Voluntary Grants	2,514	0	0	2,514	0	(2,514)	0
Communities against Drugs Reserve	107,657	0	(5,000)	102,657	0	(5,000)	97,657
Planning Reserve	200,601	0	(162,250)	38,351	78,250	(90,000)	26,601
Building Regulations Charging Reserve	1	40,148	(40,149)	0	0	0	0
Planning Delivery Grant Reserve	94,716	0	(17,358)	77,358	0	(16,399)	60,959
Local Land Charges Reserve	49,212	0	0	49,212	0	0	49,212
Planning Policy Statement Climate Change	41,150	0	(12,857)	28,293	0	(12,857)	15,436
S106 Monitoring Officer Reserve	122,869	5,000	(33,765)	94,104	38,000	(33,765)	98,339
Smoke Free Legislation Reserve	7,758	0	0	7,758	0	(7,758)	0
Economic Development Reserve (LABGI)	122,411	0	(38,108)	84,303	0	(2,000)	82,303
Homelessness Legislation Reserve	127,736	0	(9,000)	118,736	0	(8,350)	110,386
Election Reserve	12,716	24,753	0	37,469	0	(12,716)	24,753
Staff Training Reserve	22,582	0	0	22,582	0	(22,582)	0
<b>Totals</b>	<b>6,369,215</b>	<b>3,274,532</b>	<b>(2,084,107)</b>	<b>7,559,640</b>	<b>2,988,412</b>	<b>(2,066,441)</b>	<b>8,481,611</b>

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

Strategic Priorities & MTFS	Monies received in respect of the New Homes Bonus Grant which have been set aside to support the delivery of the Council's strategic priorities.
Invest to Save Reserve	Monies set aside for investment in new technologies and streamlined working practices to provide longer term efficiencies and savings.
Corporate Priority Development Fund	Monies set aside to fund future corporate priority projects.
Corporate Improvement Fund	Monies set aside to fund future corporate improvements.
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.
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.
Professional Fees Reserve	To meet future professional fee obligations.
Single Regeneration Board Reserve	Monies received from the East of England Development Agency (EEDA) that can only be used in Brandon.
ARP 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.
Wheeled Bins Reserve	Monies set aside for the purchase of replacement bins used for trade and domestic refuse collection.
Car Park Development Fund	Monies set aside for future car park repairs and service improvements.
Public Cleansing Reserve	Monies set aside to fund public cleansing.
Commuted Maintenance Reserve	Monies received which have been set aside for future public open space development and maintenance.
Newmarket Stallion Reserve	Monies set aside to fund future maintenance cost of the Newmarket Stallion statue.
Teal & Woodcock Reserve	Monies set aside from developers' contributions to finance the maintenance of the Teal & Woodcock open spaces in Brandon.
Rural Sports & Recreation Reserve	Monies set aside to fund sports and recreation in rural areas.
S106 Red Lodge Community Reserve	Monies received which have been set aside for Red Lodge Community Development Officer activities.

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

ECDC/FHDC Voluntary Grants	Monies set aside in respect of previous voluntary grant scheme arrangements with East Cambs DC.
Communities against Drugs Reserve	Monies set aside from grants received set aside for future spend on crime reduction and associated initiatives.
Planning Reserve	Monies set aside to fund the Local Development Framework (LDF).
Planning Delivery Grant Reserve	Grant funding received from Central Government set aside for development of the planning service.
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 smoking in public places.
Economic Development Reserve	Grant funding received in respect of the "Local Authority Business Growth Incentive" (LABGI) set aside for the promotion of business growth.
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.

## Capital Programme 2014/15 to 2018/19

## Capital Programme 5 Year Financing Plan

Project Description	Category	Project Sponsor	Portfolio Holder	Project Code	2014-15 Revised Budget £	2015-16 Budget £	2016-17 Budget £	2017-18 Budget £	2018-19 Budget £	Total Budget (over 5 years) £	General Fund Capital Receipts £	Housing Capital Receipts £	Government Grants £	Housing & Planning Delivery Grant £	New Homes Bonus £	Donations £	Grants from other bodies £	Revenue Reserves £	Total Financing £
Home of Horseracing Project	FHDC Asset	L Watts	Health, Leisure & Culture	F1000	5,500,000	7,518,000	309,000	0	0	13,327,000	756,432	0	0	0	0	7,320,568	5,250,000	0	13,327,000
Flagship - 3 Play Areas	FHDC Asset	M Walsh	Health, Leisure & Culture	F1001	141,890	0	0	0	0	141,890	0	141,890	0	0	0	0	0	0	141,890
Mildenhall S Pool Fitness Project	FHDC Asset	M Walsh	Health, Leisure & Culture	F1003	0	10,862	0	0	0	10,862	0	10,862	0	0	0	0	0	0	10,862
St. Johns Improvement Scheme	FHDC Asset	S Phelan	Families & Communities	F1004	333,750	0	0	0	0	333,750	0	333,750	0	0	0	0	0	0	333,750
Sam Alper Development	FHDC Asset	A Mayley/ M Walsh	Economic Development & Tourism	F1007	25,000	0	0	0	0	25,000	0	25,000	0	0	0	0	0	0	25,000
Sam Alper Court Industrial Development	FHDC Asset	M Walsh	Resources, Governance & Performance	F1041	0	1,500,000	0	0	0	1,500,000	0	1,500,000	0	0	0	0	0	0	1,500,000
Vehicle & Plant Purchases	VP&E	M Walsh	Environment & Waste	F1009	67,000	150,000	240,000	200,000	200,000	857,000	0	67,000	0	0	0	0	0	790,000	857,000
Brandon Leisure Centre PV extension	FHDC Asset	S Wood	Environment & Waste	F1035	121,000	0	0	0	0	121,000	0	0	0	0	121,000	0	0	0	121,000
Newmarket Leisure Centre PV extension	FHDC Asset	S Wood	Environment & Waste	F1036	122,000	0	0	0	0	122,000	0	0	0	0	122,000	0	0	0	122,000
Gregory Road solar PV installation	FHDC Asset	S Wood	Environment & Waste	F1037	91,000	0	0	0	0	91,000	0	0	0	0	91,000	0	0	0	91,000
Putney Close solar PV installation	FHDC Asset	S Wood	Environment & Waste	F1038	91,000	0	0	0	0	91,000	0	0	0	0	91,000	0	0	0	91,000
Guineas car park energy efficient lighting	FHDC Asset	S Wood/ M Walsh	Environment & Waste	F1039	75,000	0	0	0	0	75,000	0	0	0	0	75,000	0	0	0	75,000
Playground Improvements	FHDC Asset	M Walsh	Health, Leisure & Culture	F1040	0	60,000	0	0	0	60,000	0	60,000	0	0	0	0	0	0	60,000
Historic Buildings Grant	Grant	S Wood	Planning, Housing & Transport	F1016	28,920	15,000	15,000	15,000	15,000	88,920	0	0	0	88,920	0	0	0	0	88,920
Mildenhall Museum Grant	Grant	M Walsh	Health, Leisure & Culture	F1018	223,159	0	0	0	0	223,159	0	223,159	0	0	0	0	0	0	223,159
Private Sector Disabled Facilities Grants	DFG/DH	S Phelan	Planning, Housing & Transport	F1014	150,000	250,000	200,000	200,000	200,000	1,000,000	0	375,000	625,000	0	0	0	0	0	1,000,000
Private Sector Renewal Grants	DFG/DH	S Phelan	Planning, Housing & Transport	F1015	100,000	340,000	220,000	220,000	220,000	1,100,000	0	1,100,000	0	0	0	0	0	0	1,100,000
<b>Asset Management Plan</b>																			
Leisure Centre Brandon	AMP	M Walsh	Resources, Governance & Performance	F1021	170,000	0	0	50,000	0	220,000	50,000	170,000	0	0	0	0	0	0	220,000
Swimming Pool Mildenhall	AMP	M Walsh	Resources, Governance & Performance	F1024	0	250,000	0	0	0	250,000	0	250,000	0	0	0	0	0	0	250,000
Leisure Centre Newmarket	AMP	M Walsh	Resources, Governance & Performance	F1025	0	150,000	0	0	0	150,000	0	150,000	0	0	0	0	0	0	150,000
Guineas Multi-storey Car Park	AMP	M Walsh	Resources, Governance & Performance	F1026	0	60,000	0	0	0	60,000	0	60,000	0	0	0	0	0	0	60,000
Flowerpot Brandon	AMP	M Walsh	Resources, Governance & Performance	F1027	0	50,000	0	0	0	50,000	0	50,000	0	0	0	0	0	0	50,000
St Johns Close Shops, Mildenhall	AMP	M Walsh	Resources, Governance & Performance	F1020	111,500	0	0	0	0	111,500	75,000	36,500	0	0	0	0	0	0	111,500
Valley Way Shops, Newmarket	AMP	M Walsh	Resources, Governance & Performance	F1028	60,000	0	0	0	0	60,000	0	60,000	0	0	0	0	0	0	60,000

## Capital Programme 2014/15 to 2018/19

## Capital Programme 5 Year Financing Plan

Project Description	Category	Project Sponsor	Portfolio Holder	Project Code	2014-15 Revised Budget £	2015-16 Budget £	2016-17 Budget £	2017-18 Budget £	2018-19 Budget £	Total Budget (over 5 years) £	General Fund Capital Receipts £	Housing Capital Receipts £	Government Grants £	Housing & Planning Delivery Grant £	New Homes Bonus £	Donations £	Grants from other bodies £	Revenue Reserves £	Total Financing £
<b>Strategic Plan</b>																			
Enterprise Hub/Innovation Park	Strategic Plan	A Mayley	Economic Development & Tourism	F1029	0	0	1,450,000	0	0	1,450,000	0	1,450,000	0	0	0	0	0	0	1,450,000
Wellington Street Newmarket - Wider Pedestrianisation Scheme	Strategic Plan	A Mayley	Economic Development & Tourism	F1030	0	150,000	0	0	0	150,000	0	150,000	0	0	0	0	0	0	150,000
Housing Strategy	Strategic Plan	S Phelan	Planning, Housing & Transport	F1031	50,000	50,000	50,000	0	0	150,000	0	150,000	0	0	0	0	0	0	150,000
Feasibility Studies	Strategic Plan	R Mann	Various		0	100,000	0	0	0	100,000	0	0	0	0	100,000	0	0	0	100,000
Invest to Save Projects	Strategic Plan	R Mann	Various		0	500,000	0	0	0	500,000	0	0	0	0	500,000	0	0	0	500,000
<b>Pending Items</b>																			
Idox Uniform System	Software	S Wood	Resources, Governance & Performance	F1011	26,999	0	0	0	0	26,999	0	26,999	0	0	0	0	0	0	26,999
Shared Financial System - Agresso	Software	R Mann	Resources, Governance & Performance	F1013	2,213	0	0	0	0	2,213	2,213	0	0	0	0	0	0	0	2,213
CRM Project	Software	D Howes	Resources, Governance & Performance	F1032	91,950	0	0	0	0	91,950	91,950	0	0	0	0	0	0	0	91,950
Rent-a-roof		M Walsh/ S Wood	Resources, Governance & Performance		0	540,000	540,000	540,000	0	1,620,000					1,620,000				1,620,000
Affordable Housing	Pending	S Phelan	Planning, Housing & Transport	F1033	405,000	0	0	0	0	405,000	0	405,000	0	0	0	0	0	0	405,000
The range and delivery of options contained in the housing strategy document	Pending	S Phelan	Planning, Housing & Transport	F1034	0	0	3,000,000	0	0	3,000,000	0	3,000,000	0	0	0	0	0	0	3,000,000
Mildenhall Hub	Pending	R Mann	Various	F1022	46,500	0	2,953,500	0	0	3,000,000	0	3,000,000	0	0	0	0	0	0	3,000,000
<b>Totals</b>					8,033,881	11,693,862	8,977,500	1,225,000	635,000	30,565,243	975,595	12,795,160	625,000	88,920	2,720,000	7,320,568	5,250,000	790,000	30,565,243

## FHDC MEDIUM TERM FINANCIAL STRATEGY

Description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual £'000	Forecast Position £'000	Total Budget £'000	Projected Budget £'000	Projected Budget £'000	Projected Budget £'000
<b>Net Service Expenditure before Interest</b>	<b>8,832</b>	<b>8,540</b>	<b>8,364</b>	<b>6,389</b>	<b>6,732</b>	<b>6,962</b>
Interest received on investment of cash balances	(552)	(372)	(380)	(357)	(383)	(419)
External Interest Paid	171	170	170	170	170	170
Minimum Revenue Provision	144	138	133	128	122	122
<b>Net Expenditure after Interest and Capital</b>	<b>8,595</b>	<b>8,476</b>	<b>8,287</b>	<b>6,330</b>	<b>6,641</b>	<b>6,835</b>
<b>Savings Required:</b>						
2015/16	0	0	0	0	0	0
2016/17	0	0	0	(636)	(636)	(636)
2017/18	0	0	0	0	(446)	(446)
2018/19	0	0	0	0	0	(262)
Transfer to/(from) General Fund Balance	94	0	0	0	0	0
<b>Budget Requirement (excluding Parishes)</b>	<b>8,689</b>	<b>8,476</b>	<b>8,287</b>	<b>5,694</b>	<b>5,559</b>	<b>5,491</b>
Collection Fund Deficit/(Surplus) - Council Tax	26	(1)	(81)	0	0	0
Collection Fund Deficit/(Surplus) - Business Rates	0	(103)	258	0	0	0
Formula Grant - Revenue Support	(2,565)	(1,922)	(1,287)	(978)	(704)	(493)
Council Tax Freeze Grant - Prior Years (Revenue Support)	0	0	0	(110)	(110)	(110)
Council Tax Freeze Grant (Prior Years)	(61)	(86)	(110)	0	0	0
Council Tax Freeze Grant (Current Year)	(27)	(23)	(25)	0	0	0
Formula Grant - Business Rate Retention Scheme	(1,706)	(1,740)	(1,773)	(1,814)	(1,856)	(1,899)
Business Rates Retention Scheme - Local Share of Growth	(156)	(102)	181	(208)	(214)	(220)
Business Rates Retention Scheme - Share of Suffolk Pooling	0	(34)	(73)	(75)	(77)	(78)
Business Rates Retention Scheme - Renewable Energy	0	0	(128)	(138)	(141)	(145)
Business Rates Retention Scheme - S31 Grants	(246)	0	(471)	0	0	0
Local Services Support Grant	(50)	(49)	(49)	0	0	0
Efficiency Support for Services in Sparse Areas	0	(3)	(4)	0	0	0
New Homes Bonus Grant	(1,679)	(2,155)	(2,437)	0	0	0
New Homes Bonus Topslice: Returned Funding	(15)	(5)	0	0	0	0
<b>Amount to be charged to Council Taxpayers</b>	<b>2,210</b>	<b>2,253</b>	<b>2,288</b>	<b>2,371</b>	<b>2,457</b>	<b>2,546</b>
Council Tax Base	16,082	16,392	16,651	16,915	17,182	17,454
Council Tax at Band D (£ p)	£137.43	£137.43	£137.43	£140.18	£142.98	£145.84
Budgeted Increase Year on Year (%)	0.0%	0.0%	0.0%	2.0%	2.0%	2.0%
Budgeted Increase Year on Year (£ p)	£0.00	£0.00	£0.00	£2.75	£2.80	£2.86
<b>Total Council Tax Generated Excluding Parishes</b>	<b>2,210</b>	<b>2,253</b>	<b>2,288</b>	<b>2,371</b>	<b>2,457</b>	<b>2,546</b>

### General Fund

Balance as at 1 April	1,987	2,081	2,081	2,081	2,081	2,081
Transfer to / (from) Reserve	94	0	0	0	0	0
Closing Balance as at 31 March	<u>2,081</u>	<u>2,081</u>	<u>2,081</u>	<u>2,081</u>	<u>2,081</u>	<u>2,081</u>
Net Expenditure for General Fund purposes	8,595	8,476	8,287	6,335	6,652	6,846
General Fund balance as % of Net Expenditure	24.21%	24.55%	25.11%	32.85%	31.28%	30.40%

### Earmarked Reserves

Balance as at 1 April	4,929	6,370	7,560	8,482	7,858	7,460
Contributions to / (from) Reserves	1,441	1,190	922	(624)	(398)	141
Closing Balance as at 31 March	<u>6,370</u>	<u>7,560</u>	<u>8,482</u>	<u>7,858</u>	<u>7,460</u>	<u>7,601</u>

### Capital Receipts

Balance as at 1 April	17,111	16,711	14,332	11,280	3,365	3,162
Movement in the year	(400)	(2,379)	(3,052)	(7,915)	(203)	(78)
Closing Balance as at 31 March	<u>16,711</u>	<u>14,332</u>	<u>11,280</u>	<u>3,365</u>	<u>3,162</u>	<u>3,084</u>
Investment Balances (average in year)		(24,593)	(22,325)	(18,767)	(17,033)	(16,764)
Interest Rates		2.10%	1.70%	1.90%	2.25%	2.50%

# 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**  
Liz Watts



**Director**  
Alex Wilson



**Head of Families  
& Communities**  
Davina Howes



**Head of  
Housing**  
Simon Phelan



**Head of HR, Legal &  
Democratic  
Services**  
Karen Points



**Head of Operations**  
Mark Walsh



**Head of Planning  
& Growth**  
Steven Wood



**Head of Resources  
& Performance  
(S151 Officer)**  
Rachael Mann

