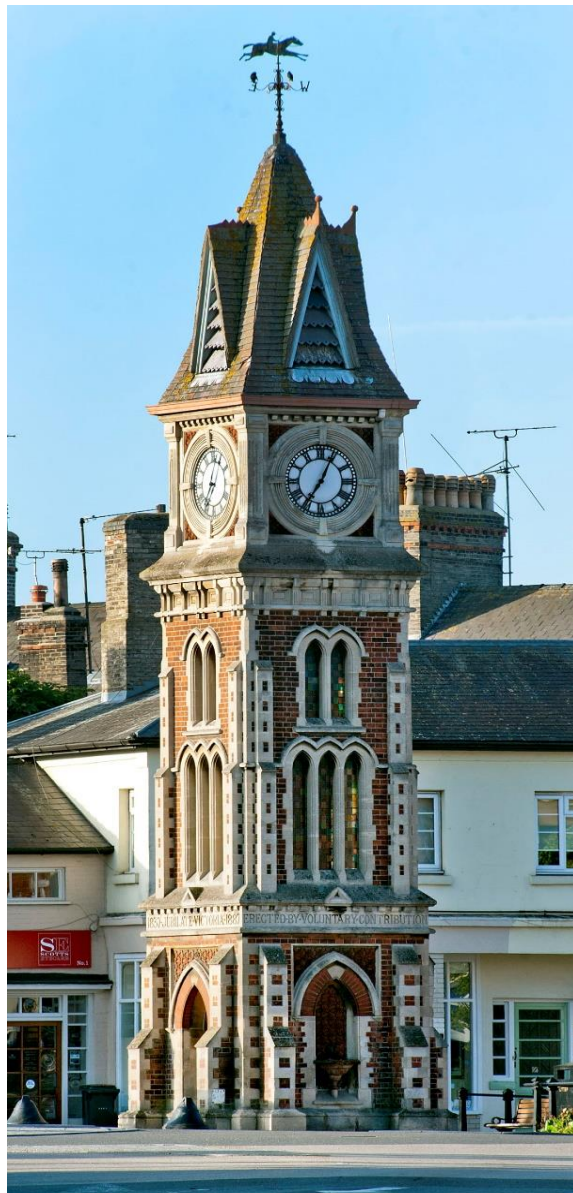




Forest Heath
District Council

Forest Heath District Council

Budget 2016/17



Clock Tower, Newmarket

Forest Heath & St Edmundsbury councils

West Suffolk
working together

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General Fund Summary - Budget Requirement

Service	2015/16 Revised Budget £	2016/17 Budget £
Net Revenue Expenditure by Service		
Families & Communities	508,244	462,752
Housing	714,728	676,477
Human Resources, Legal & Democratic Services	559,185	541,665
Operations	2,957,093	2,709,162
Planning & Growth	948,989	902,178
Resources & Performance	2,599,634	2,882,302
Transfer to/(from) General Fund Balance		(118,000)
Budget Requirement excluding Parishes	8,287,873	8,056,536
Grants & Council Tax Requirement		
Collection Fund Deficit/(Surplus) - Council Tax	(80,900)	(55,000)
Collection Fund Deficit/(Surplus) - Business Rates	258,141	184,092
Government Support		
Formula Grant - Revenue Support	(1,286,743)	(1,004,215)
Formula Grant - Business Rate Retention Scheme	(1,772,798)	(1,834,120)
Business Rates Retention Scheme - Local Share of Growth/S31 Grant	(248,050)	(203,992)
Business Rates Retention Scheme - Share of Suffolk Pooling	(100,000)	(90,720)
Business Rates Retention Scheme - Renewable Energy	(143,091)	(22,337)
Local Services Support Grant	(49,062)	0
Efficiency Support for Services in Sparse Areas	(4,180)	(21,710)
Council Tax Freeze Grant (2011/12 to 2015/16)	(135,660)	0
New Homes Bonus Grant	(2,437,162)	(2,643,647)
Amount Met from Collection Fund (excluding Parish Precepts)	2,288,368	2,364,887
Parish Precepts	1,427,677	1,471,818
Total Amount Met from Collection Fund (Council tax requirement)	3,716,045	3,836,705

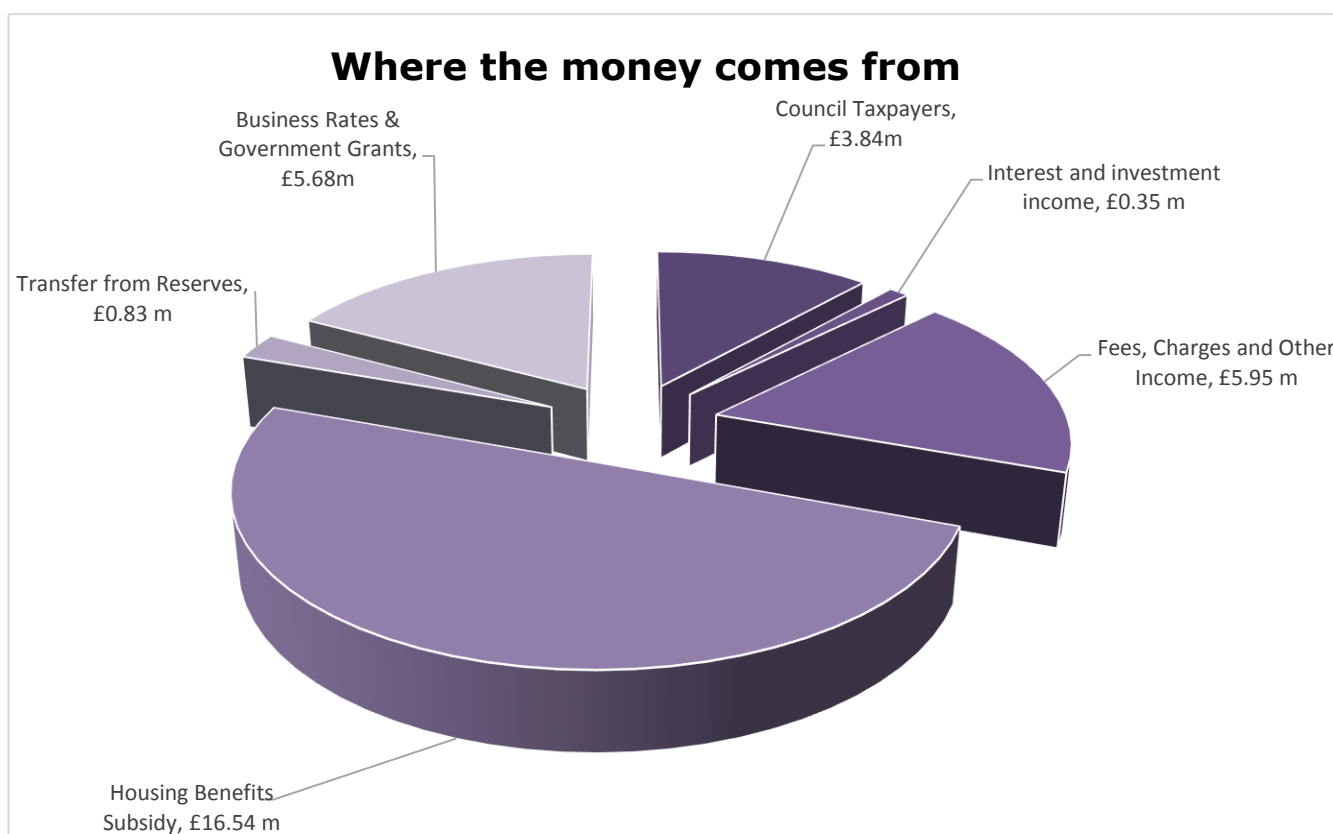
Changes in spending between 2015/16 and 2016/17

The following is a summary of the main increases and reductions

	£ (thousands)
Council Tax Requirement 2015/16 (including Parish spend)	3,716
Decrease in investment interest	29
Increase in fees, charges and other income	(408)
Decrease in cost of service provision	61
Decrease in net cost of benefits granted	146
Changes in the amount transferred from Reserves & Balances	(58)
Increase in Parish/Town Council spend	44
Decrease in Business Rates & Government Grants	307
Council Tax requirement 2016/17 (including Parish spend)	3,837

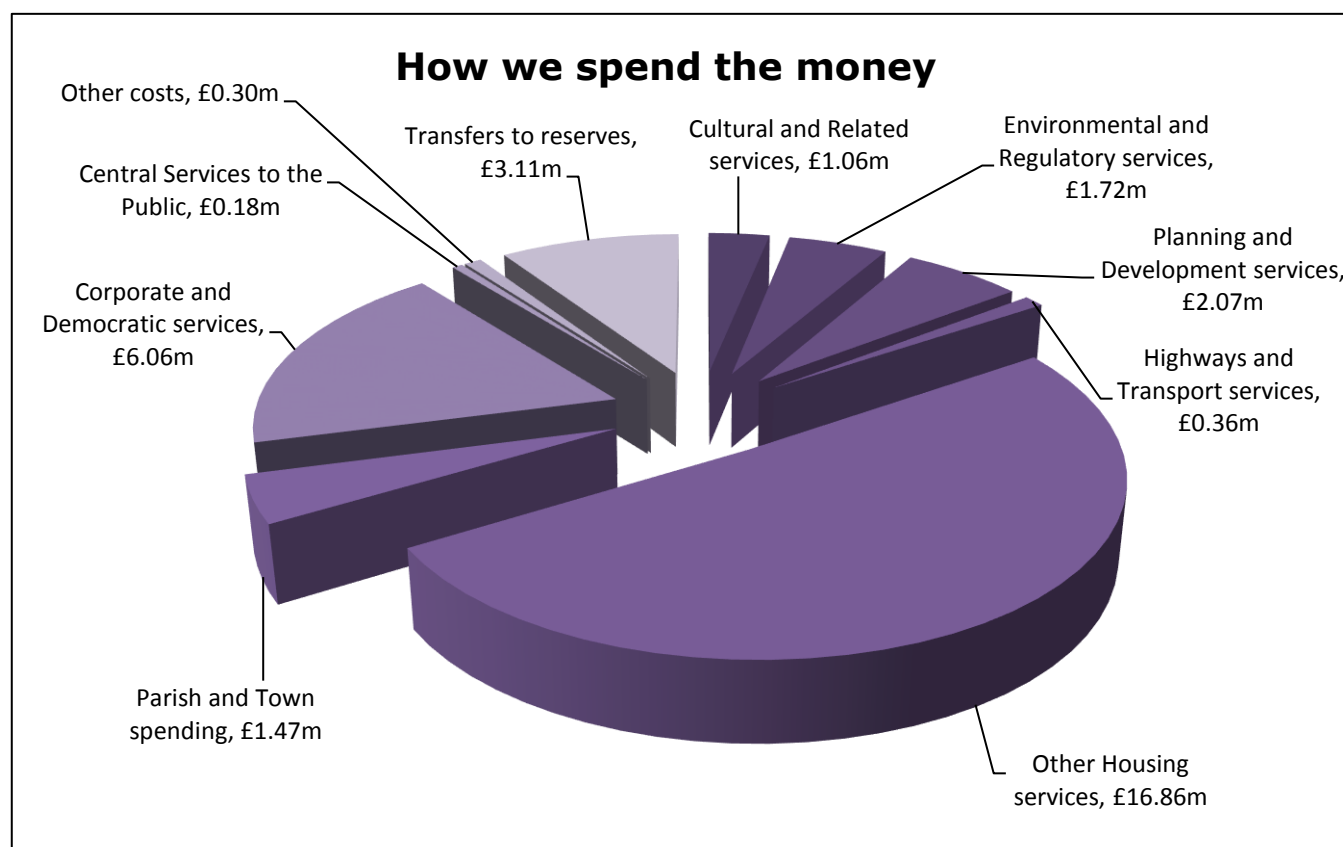
Where the money comes from

	2015/16	2016/17
	£(figures in millions)	
Council Taxpayers	(3.72)	(3.84)
Interest and investment income	(0.38)	(0.35)
Fees, Charges and Other Income	(5.42)	(5.95)
Housing Benefits Subsidy	(18.07)	(16.54)
Transfer from Reserves	(0.88)	(0.83)
Business Rates & Government Grants	(6.00)	(5.68)
Total	(34.47)	(33.19)



How we spend the money

	2015/16	2016/17
	£(figures in millions)	
Cultural and Related services	1.14	1.06
Environmental and Regulatory services	1.62	1.72
Planning and Development services	2.18	2.07
Highways and Transport services	0.35	0.36
Other Housing services	18.28	16.86
Parish and Town spending	1.43	1.47
Corporate and Democratic services	5.80	6.06
Central Services to the Public	0.26	0.18
Other costs	0.30	0.30
Transfers to reserves	3.11	3.11
Total	34.47	33.19



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 2016/17 for a dwelling in valuation Band D.

COUNCIL / AUTHORITY	2016/17		
	Precept Amount	Tax Base	Band D Council Tax
	£		£
Suffolk County Council	19,772,428	17,207.93	1,149.03
Suffolk Police Authority	2,984,371	17,207.93	173.43
Forest Heath District Council	2,364,863	17,207.93	137.43
Parish/Town Councils:			
Barton Mills	19,868	338.86	58.63
Beck Row	33,669	873.69	38.54
Brandon (and Wangford)	231,557	2,417.20	95.80
Cavenham	478	49.23	9.71
Dalham	5,964	130.28	45.78
Elveden	1,087	98.56	11.03
Eriswell	6,484	160.74	40.34
Exning	53,116	702.72	75.59
Freckenham	11,189	132.01	84.76
Gazeley	10,177	246.82	41.23
Herringswell	3,949	103.34	38.21
Higham	0	71.11	0
Icklingham	7,274	140.17	51.89
Kentford	6,652	169.94	39.14
Lakenheath	140,164	1,274.07	110.01
Mildenhall	270,629	2,660.80	101.71
Moulton	34,815	520.59	66.88
Newmarket	524,174	5,358.09	97.83
Red Lodge	83,052	1,320.72	62.88
Santon Downham	6,025	86.38	69.75
Tuddenham St Mary	10,666	153.04	69.69
Worlington	10,829	199.57	54.26
Total Parish/Town Precepts	1,471,818		
Average Parish Precept			85.53

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

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	2015/16 Revised Budget £	2016/17 Budget £
Section Support Costs (Policy, Communications & Customer Services)		
Employees	373,809	374,406
Premises-Related Expenditure	85,234	95,413
Transport-Related Expenditure	225	466
Supplies & Services	43,740	49,560
Support Services	8,000	8,480
Depreciation & Impairment Losses	10,000	4,700
Total Expenditure	521,008	533,025
Income		
Customer and Client Receipts - Sales	0	0
Financed from Reserves	(1,118)	0
Recharges	(504,016)	(533,025)
Total Income	(505,134)	(533,025)
Net Expenditure/(Income)	15,874	0

Cost Centre: 1050, 1140, 1141

Website & Intranet		
Employees	12,050	12,574
Supplies & Services	9,500	8,200
Total Expenditure	21,550	20,774
Income		
Total Income	0	0
Net Expenditure/(Income)	21,550	20,774

Cost Centre: 1142

Bus Stations		
Employees	20,971	21,391
Premises-Related Expenditure	22,895	32,282
Transport-Related Expenditure	0	45
Supplies & Services	4,300	4,110
Third Party Payments	0	0
Support Services	13,770	15,980
Depreciation & Impairment Losses	9,600	9,500
Total Expenditure	71,536	83,308
Income		
Customer and Client Receipts - Sales	(8,500)	(6,131)
Customer and Client Receipts - Fees & Charges	0	0
Total Income	(8,500)	(6,131)
Net Expenditure/(Income)	63,036	77,177

Cost Centre: 3100

Families & Communities

Service	2015/16 Revised Budget £	2016/17 Budget £
Community Development		
Employees	133,487	133,910
Premises-Related Expenditure	17,120	14,481
Transport-Related Expenditure	14,751	8,958
Supplies & Services	30,625	29,730
Support Services	51,570	56,900
Depreciation & Impairment Losses	5,000	5,000
Total Expenditure	252,553	248,979
Income		
Other Grants, Reimbursements & Contributions	(1,560)	(3,928)
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	(4,000)	0
Financed from Reserves	(7,514)	0
Total Income	(13,074)	(3,928)
Net Expenditure/(Income)	239,479	245,051

Cost Centre: 2080

Community Chest - Families & Communities		
Supplies & Services	252,750	252,750
Support Services	3,020	3,310
Total Expenditure	255,770	256,060
Income		
Financed from Reserves	(152,500)	(162,500)
Total Income	(152,500)	(162,500)
Net Expenditure/(Income)	103,270	93,560

Cost Centre: 2081

Families & Communities

Service	2015/16 Revised Budget £	2016/17 Budget £
---------	-----------------------------------	------------------------

Health, Culture & Arts		
Supplies & Services	41,500	17,500
Total Expenditure	41,500	17,500
Income		
Total Income	0	0
Net Expenditure/(Income)	41,500	17,500

Cost Centre: 2082

Community Centres		
Employees	0	0
Premises-Related Expenditure	4,215	720
Supplies & Services	0	0
Support Services	1,120	1,170
Depreciation & Impairment Losses	18,200	6,800
Total Expenditure	23,535	8,690
Income		
Total Income	0	0
Net Expenditure/(Income)	23,535	8,690

Cost Centre: 2085

Total Families & Communities	508,244	462,752
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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	2015/16 Revised Budget £	2016/17 Budget £
Housing Development & Strategy		
Employees	43,680	46,940
Premises-Related Expenditure	2,440	2,071
Transport-Related Expenditure	1,994	3,080
Supplies & Services	22,400	21,420
Support Services	45,610	48,520
Depreciation & Impairment Losses	10,550	0
Total Expenditure	126,674	122,031
Income		
Financed from Reserves	(11,418)	(8,350)
Total Income	(11,418)	(8,350)
Net Expenditure/(Income)	115,256	113,681

Cost Centre: 4000

Housing Business & Partnerships		
Employees	75,135	41,133
Transport-Related Expenditure	510	886
Supplies & Services	10,000	(440)
Total Expenditure	85,645	41,579
Income		
Total Income	0	0
Net Expenditure/(Income)	85,645	41,579

Cost Centre: 4005

Homelessness		
Employees	47,596	43,844
Premises-Related Expenditure	4,890	4,134
Transport-Related Expenditure	1,898	645
Supplies & Services	23,000	36,550
Support Services	6,760	7,190
Total Expenditure	84,144	92,363
Income		
Government Grants	(750)	(750)
Other Grants, Reimbursements & Contributions	(10,000)	(10,000)
Total Income	(10,750)	(10,750)
Net Expenditure/(Income)	73,394	81,613

Cost Centre: 4010

Housing

Service	2015/16 Revised Budget £	2016/17 Budget £
Housing Advice & Choice Based Lettings		
Employees	119,637	111,576
Premises-Related Expenditure	17,120	14,481
Transport-Related Expenditure	4,655	4,735
Supplies & Services	0	0
Third Party Payments	27,950	28,200
Total Expenditure	169,362	158,992
Income		
Customer and Client Receipts - Sales	(6,500)	(6,650)
Customer and Client Receipts - Fees & Charges	(4,500)	(4,590)
Financed from Reserves	(9,330)	0
Total Income	(20,330)	(11,240)
Net Expenditure/(Income)	149,032	147,752

Cost Centre: 4011

Non-HRA Housing Properties		
Premises-Related Expenditure	15,585	15,570
Supplies & Services	500	500
Support Services	5,840	6,160
Depreciation & Impairment Losses	29,600	22,700
Total Expenditure	51,525	44,930
Income		
Customer and Client Receipts - Rents	(4,650)	(4,650)
Total Income	(4,650)	(4,650)
Net Expenditure/(Income)	46,875	40,280

Cost Centre: 4015

Housing Renewals		
Employees	51,845	56,424
Premises-Related Expenditure	4,890	4,134
Transport-Related Expenditure	2,539	1,962
Supplies & Services	0	0
Third Party Payments	11,000	11,000
Support Services	1,830	2,170
Depreciation & Impairment Losses	0	0
Total Expenditure	72,104	75,690
Income		
Other Grants, Reimbursements & Contributions	0	(199)
Total Income	0	(199)
Net Expenditure/(Income)	72,104	75,491

Cost Centre: 4021

Housing

Service	2015/16 Revised Budget £	2016/17 Budget £
Burial of the Dead		
Employees	6,080	8,503
Transport-Related Expenditure	383	286
Total Expenditure	6,463	8,789
Income		
Other Grants, Reimbursements & Contributions	0	(33)
Total Income	0	(33)
Net Expenditure/(Income)	6,463	8,756
Cost Centre: 4031		
Gypsies & Travellers		
Employees	7,990	8,503
Transport-Related Expenditure	383	286
Third Party Payments	1,500	4,500
Total Expenditure	9,873	13,289
Income		
Other Grants, Reimbursements & Contributions	0	(33)
Total Income	0	(33)
Net Expenditure/(Income)	9,873	13,256
Cost Centre: 4032		
Other Public Health Services		
Employees	91,887	96,644
Premises-Related Expenditure	9,780	8,276
Transport-Related Expenditure	4,837	3,697
Supplies & Services	28,000	13,780
Third Party Payments	2,000	2,000
Support Services	29,340	32,110
Total Expenditure	165,844	156,507
Income		
Other Grants, Reimbursements & Contributions	0	(398)
Customer and Client Receipts - Fees & Charges	(2,000)	(2,040)
Financed from Reserves	(7,758)	0
Total Income	(9,758)	(2,438)
Net Expenditure/(Income)	156,086	154,069
Cost Centre: 4033		
Total Housing	714,728	676,477

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	2015/16 Revised Budget £	2016/17 Budget £
Section Support Costs (HR & Payroll, Central Training, Health & Safety & Legal Services)		
Employees	423,325	477,905
Premises-Related Expenditure	34,220	28,970
Transport-Related Expenditure	9,939	3,718
Supplies & Services	56,020	37,075
Support Services	7,500	9,060
Total Expenditure	531,004	556,728
Income		
Other Grants, Reimbursements & Contributions	(6,265)	(9,765)
Customer and Client Receipts - Fees & Charges	(38,842)	(76,363)
Financed from Reserves	(62,499)	0
Recharges	(427,276)	(470,600)
Total Income	(534,882)	(556,728)
Net Expenditure/(Income)	(3,878)	0

Cost Centre: 1030, 1031, 1032, 1040

Electoral Registration		
Employees	18,675	28,078
Premises-Related Expenditure	4,890	4,134
Transport-Related Expenditure	0	0
Supplies & Services	37,748	25,580
Support Services	39,150	39,510
Total Expenditure	100,463	97,302
Income		
Customer and Client Receipts - Sales	(1,429)	(1,457)
Total Income	(1,429)	(1,457)
Net Expenditure/(Income)	99,034	95,845

Cost Centre: 1041

Election Expenses		
Employees	19,000	12,602
Premises-Related Expenditure	5,845	5,417
Transport-Related Expenditure	0	0
Supplies & Services	49,938	10,000
Support Services	21,580	21,970
Total Expenditure	96,363	49,989
Income		
Other Grants, Reimbursements & Contributions	(15,300)	(15,300)
Financed from Reserves	(12,716)	0
Total Income	(28,016)	(15,300)
Net Expenditure/(Income)	68,347	34,689

Cost Centre: 1042

Human Resources, Legal & Democratic Services

Service	2015/16 Revised Budget £	2016/17 Budget £
Democratic Services		
Employees	88,205	84,945
Premises-Related Expenditure	9,780	8,276
Transport-Related Expenditure	1,251	1,239
Supplies & Services	1,570	1,510
Support Services	56,716	63,336
Total Expenditure	157,522	159,306
Income		
Total Income	0	0
Net Expenditure/(Income)	157,522	159,306

Cost Centre: 1130

Members Expenses		
Employees	430	430
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	9,800
Supplies & Services	205,875	209,385
Support Services	27,290	27,680
Total Expenditure	233,595	247,295
Income		
Total Income	0	0
Net Expenditure/(Income)	233,595	247,295

Cost Centre: 1131

Mayoralty & Civic Functions		
Premises-Related Expenditure	755	770
Supplies & Services	3,000	2,870
Support Services	810	890
Total Expenditure	4,565	4,530
Income		
Financed from Reserves	0	0
Total Income	0	0
Net Expenditure/(Income)	4,565	4,530

Cost Centre: 1132

Total Human Resources, Legal & Democratic Services	559,185	541,665
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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
- 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
- 3006 - Pool Cars
- 3065 - Waste & Cleansing Operatives*
- 6020 - Markets

Car Parking

- 3110 - Off Street Car Parks

Property & CCTV

- 3020 - Public Conveniences
- 3025 - CCTV
- 3070 - District Highways Services
- 3072 - Land Drainage & Associated Works
- 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	2015/16 Revised Budget £	2016/17 Budget £
Section Support Costs (Property Services, Estate Management, CCTV & Support)		
Employees	264,362	286,830
Premises-Related Expenditure	5,470	5,431
Transport-Related Expenditure	3,905	4,196
Supplies & Services	9,655	7,330
Support Services	3,360	3,820
Depreciation & Impairment Losses	3,500	1,100
Total Expenditure	290,252	308,707
Income		
Other Grants, Reimbursements & Contributions	0	(1,597)
Customer and Client Receipts - Sales	(1,850)	(1,887)
Financed from Reserves	(4,584)	0
Recharges	(287,692)	(305,223)
Total Income	(294,126)	(308,707)
		2,882,302
Net Expenditure/(Income)	(3,874)	0

Cost Centre: 1080, 1081, 1082

Offices: College Heath Road		
Employees	76,563	0
Premises-Related Expenditure	170,685	254,162
Transport-Related Expenditure	0	0
Supplies & Services	10,500	8,000
Support Services	45,180	45,180
Depreciation & Impairment Losses	98,500	93,600
Total Expenditure	401,428	400,942
Income		
Other Grants, Reimbursements & Contributions	(30,500)	(30,500)
Customer and Client Receipts - Sales	(13,900)	(16,328)
Customer and Client Receipts - Fees & Charges	(4,092)	(4,174)
Customer and Client Receipts - Rents	(16,520)	(26,520)
Financed from Reserves	0	0
Recharges	(381,441)	(323,420)
Total Income	(446,453)	(400,942)
Net Expenditure/(Income)	(45,025)	0

Cost Centre: 1072

Offices: Brandon & Newmarket Guineas		
Premises-Related Expenditure	18,030	18,281
Depreciation & Impairment Losses	0	19,200
Total Expenditure	18,030	37,481
Income		
Recharges	(16,780)	(37,481)
Total Income	(16,780)	(37,481)
Net Expenditure/(Income)	1,250	0

Cost Centre: 1073

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
Courier & Postal service		
Employees	(339)	0
Transport-Related Expenditure	5,050	5,080
Supplies & Services	57,620	53,770
Third Party Payments	0	0
Support Services	0	0
Depreciation & Impairment Losses	2,300	0
Total Expenditure	64,631	58,850
Income		
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	0	0
Recharges	(65,411)	(58,850)
Total Income	(65,411)	(58,850)
Net Expenditure/(Income)	(780)	0

Cost Centre: 1075

Printing & Copying Service		
Employees	(458)	27,515
Premises-Related Expenditure	5,580	5,580
Supplies & Services	25,550	24,010
Support Services	250	250
Total Expenditure	30,922	57,355
Income		
Customer and Client Receipts - Fees & Charges	(4,296)	(5,881)
Recharges	(28,556)	(51,474)
Total Income	(32,852)	(57,355)
Net Expenditure/(Income)	(1,930)	0

Cost Centre: 1076

Leisure Services Management & Support		
Employees	54,400	39,094
Support Services	6,640	7,260
Total Expenditure	61,040	46,354
Income		
Total Income	0	0
Net Expenditure/(Income)	61,040	46,354

Cost Centre: 2000

Leisure Promotion		
Employees	33,492	0
Total Expenditure	33,492	0
Income		
Total Income	0	0
Net Expenditure/(Income)	33,492	0

Cost Centre: 2010

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
Arboriculture (Tree Maintenance Works)		
Employees	16,861	22,661
Premises-Related Expenditure	68,890	64,134
Transport-Related Expenditure	2,279	2,387
Supplies & Services	0	0
Third Party Payments	0	0
Support Services	7,300	8,150
Total Expenditure	95,330	97,332
Income		
Other Grants, Reimbursements & Contributions	(600)	0
Financed from Reserves	(3,000)	0
Recharges	0	0
Total Income	(3,600)	0
Net Expenditure/(Income)	91,730	97,332

Cost Centre: 2017

Other Parks & Play Provision		
Employees	15,866	6,099
Premises-Related Expenditure	227,350	264,560
Transport-Related Expenditure	120	0
Supplies & Services	23,500	22,100
Support Services	7,570	9,260
Total Expenditure	274,406	302,019
Income		
Other Grants, Reimbursements & Contributions	(12,000)	(4,700)
Customer and Client Receipts - Rents	0	0
Financed from Reserves	0	(48,145)
Total Income	(12,000)	(52,845)
Net Expenditure/(Income)	262,406	249,174

Cost Centre: 2020

Childrens's Play Areas		
Employees	7,489	8,150
Premises-Related Expenditure	50,460	53,300
Transport-Related Expenditure	0	0
Supplies & Services	0	0
Support Services	22,090	23,830
Depreciation & Impairment Losses	37,700	45,300
Total Expenditure	117,739	130,580
Income		
Other Grants, Reimbursements & Contributions	(4,940)	0
Customer and Client Receipts - Sales	(5,915)	0
Financed from Reserves	(2,000)	(1,799)
Recharges	0	0
Total Income	(12,855)	(1,799)
Net Expenditure/(Income)	104,884	128,781

Cost Centre: 2025

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
Arts, Heritage & Cultural Services		
Employees	(144)	195
Premises-Related Expenditure	3,600	3,231
Transport-Related Expenditure	0	0
Supplies & Services	7,300	7,250
Transfer Payments	0	0
Support Services	57,600	62,100
Depreciation & Impairment Losses	1,600	1,300
Total Expenditure	69,956	74,076
Income		
Financed from Reserves	0	0
Total Income	0	0
Net Expenditure/(Income)	69,956	74,076

Cost Centre: 2030

Sports & Leisure Centres		
Premises-Related Expenditure	73,925	75,270
Transport-Related Expenditure	0	0
Supplies & Services	568,125	515,870
Support Services	79,180	81,920
Depreciation & Impairment Losses	430,200	494,200
Total Expenditure	1,151,430	1,167,260
Income		
Customer and Client Receipts - Sales	(42,000)	(45,000)
Financed from Reserves	0	0
Total Income	(42,000)	(45,000)
Net Expenditure/(Income)	1,109,430	1,122,260

Cost Centre: 2040

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

Cost Centre: 2070

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
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Shopmobility		
Supplies & Services	3,500	3,340
Total Expenditure	3,500	3,340
Income		
Customer and Client Receipts - Fees & Charges	(5,000)	0
Total Income	(5,000)	0
Net Expenditure/(Income)	(1,500)	3,340

Cost Centre: 2071

Leisure & Sports		
Supplies & Services	41,500	22,000
Total Expenditure	41,500	22,000
Income		
Financed from Reserves	0	(7,000)
Total Income	0	(7,000)
Net Expenditure/(Income)	41,500	15,000

Cost Centre: 2083

The Pavilion - Lady Wolverton Playingfield		
Premises-Related Expenditure	5,710	6,130
Support Services	5,220	5,440
Depreciation & Impairment Losses	3,500	3,700
Total Expenditure	14,430	15,270
Income		
Customer and Client Receipts - Rents	(14,300)	(14,000)
Total Income	(14,300)	(14,000)
Net Expenditure/(Income)	130	1,270

Cost Centre: 2090

Palace House & Stables		
Employees	0	0
Premises-Related Expenditure	5,440	6,320
Depreciation & Impairment Losses	43,900	4,400
Total Expenditure	49,340	10,720
Income		
Total Income	0	0
Net Expenditure/(Income)	49,340	10,720

Cost Centre: 2095

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
Street Cleansing		
Employees	30,084	47,721
Premises-Related Expenditure	382,112	448,706
Transport-Related Expenditure	9,090	7,847
Supplies & Services	11,500	14,000
Third Party Payments	55,000	50,000
Support Services	0	0
Depreciation & Impairment Losses	0	40,400
Total Expenditure	487,786	608,674
Income		
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	(3,000)	(6,560)
Recharges	0	0
Total Income	(3,000)	(6,560)
Net Expenditure/(Income)	484,786	602,114

Cost Centre: 3030

Refuse Collection (Black Bin)		
Employees	12,520	15,839
Premises-Related Expenditure	251,745	294,720
Transport-Related Expenditure	85,588	77,361
Supplies & Services	15,550	14,880
Support Services	32,040	35,700
Depreciation & Impairment Losses	59,000	91,500
Total Expenditure	456,443	530,000
Income		
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	(11,500)	(11,731)
Financed from Reserves	0	0
Total Income	(11,500)	(11,731)
Net Expenditure/(Income)	444,943	518,269

Cost Centre: 3040

Recycling Collection (Blue Bin)		
Employees	30,910	21,204
Premises-Related Expenditure	229,880	269,080
Transport-Related Expenditure	91,120	82,165
Supplies & Services	30,000	27,390
Third Party Payments	70,733	26,515
Support Services	38,400	41,070
Depreciation & Impairment Losses	58,650	0
Total Expenditure	549,693	467,424
Income		
Other Grants, Reimbursements & Contributions	(210,000)	(139,300)
Customer and Client Receipts - Sales	(1,000)	0
Customer and Client Receipts - Fees & Charges	(2,500)	0
Financed from Reserves	0	0
Total Income	(213,500)	(139,300)
Net Expenditure/(Income)	336,193	328,124

Cost Centre: 3041

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
Compostable Collection (Brown Bin)		
Employees	10,841	14,800
Premises-Related Expenditure	158,920	185,880
Transport-Related Expenditure	65,463	58,972
Supplies & Services	15,000	14,350
Third Party Payments	222,000	386,300
Support Services	29,680	31,910
Depreciation & Impairment Losses	29,800	16,700
Total Expenditure	531,704	708,912
Income		
Other Grants, Reimbursements & Contributions	(334,000)	(508,000)
Customer and Client Receipts - Sales	(1,057)	0
Customer and Client Receipts - Fees & Charges	(2,500)	(2,550)
Financed from Reserves	0	(41,000)
Total Income	(337,557)	(551,550)
Net Expenditure/(Income)	194,147	157,362

Cost Centre: 3042

Bulky, Fridges, Metal & Scrap Collection		
Employees	9,948	8,154
Premises-Related Expenditure	35,310	41,350
Transport-Related Expenditure	8,725	7,899
Supplies & Services	0	0
Third Party Payments	0	0
Support Services	10,670	11,170
Depreciation & Impairment Losses	3,000	6,000
Total Expenditure	67,653	74,573
Income		
Customer and Client Receipts - Fees & Charges	(16,350)	(16,677)
Total Income	(16,350)	(16,677)
Net Expenditure/(Income)	51,303	57,896

Cost Centre: 3043

Clinical & Hazardous Waste Collection		
Employees	2,460	3,149
Third Party Payments	2,500	2,500
Total Expenditure	4,960	5,649
Income		
Customer and Client Receipts - Fees & Charges	(1,000)	(1,020)
Total Income	(1,000)	(1,020)
Net Expenditure/(Income)	3,960	4,629

Cost Centre: 3044

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
Multi-Bank Recycling Sites		
Employees	6,316	9,542
Transport-Related Expenditure	356	263
Supplies & Services	2,000	2,920
Third Party Payments	26,515	16,733
Total Expenditure	35,187	29,458
Income		
Other Grants, Reimbursements & Contributions	(60,000)	(60,000)
Customer and Client Receipts - Sales	0	(7,000)
Total Income	(60,000)	(67,000)
Net Expenditure/(Income)	(24,813)	(37,542)

Cost Centre: 3045

Trade Waste Service		
Employees	34,593	38,163
Premises-Related Expenditure	126,830	148,680
Transport-Related Expenditure	44,191	39,527
Supplies & Services	6,250	5,980
Third Party Payments	160,000	166,600
Support Services	24,540	27,330
Depreciation & Impairment Losses	19,750	0
Total Expenditure	416,154	426,280
Income		
Other Grants, Reimbursements & Contributions	(5,000)	0
Customer and Client Receipts - Sales	0	(3,000)
Customer and Client Receipts - Fees & Charges	(450,000)	(480,297)
Financed from Reserves	0	0
Recharges	0	0
Total Income	(455,000)	(483,297)
Net Expenditure/(Income)	(38,846)	(57,017)

Cost Centre: 3048

Depots		
Employees	6,025	6,553
Premises-Related Expenditure	43,800	51,535
Transport-Related Expenditure	231,200	1,165
Supplies & Services	2,500	1,420
Support Services	24,430	24,430
Depreciation & Impairment Losses	15,000	13,800
Total Expenditure	322,955	98,903
Income		
Customer and Client Receipts - Sales	(10,730)	(12,062)
Recharges	(76,945)	(86,841)
Total Income	(87,675)	(98,903)
Net Expenditure/(Income)	235,280	0

Cost Centre: 3000

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
Pool Cars		
Transport-Related Expenditure	0	1,040
Total Expenditure	0	1,040
Income		
Total Income	0	0
Net Expenditure/(Income)	0	1,040

Cost Centre: 3006

Waste & Cleansing Operatives		
Employees	939,253	1,029,354
Premises-Related Expenditure	11,940	13,451
Transport-Related Expenditure	152,845	375,570
Supplies & Services	21,210	18,340
Third Party Payments	0	0
Support Services	35,440	39,180
Depreciation & Impairment Losses	68,900	1,200
Total Expenditure	1,229,588	1,477,095
Income		
Customer and Client Receipts - Fees & Charges	(734)	(749)
Recharges	(1,257,232)	(1,476,346)
Total Income	(1,257,966)	(1,477,095)
Net Expenditure/(Income)	(28,378)	0

Cost Centre: 3065

Markets		
Employees	22,143	23,933
Premises-Related Expenditure	68,330	78,501
Transport-Related Expenditure	0	0
Supplies & Services	1,000	960
Support Services	4,280	5,110
Depreciation & Impairment Losses	2,600	2,600
Total Expenditure	98,353	111,104
Income		
Customer and Client Receipts - Fees & Charges	(42,350)	(27,350)
Total Income	(42,350)	(27,350)
Net Expenditure/(Income)	56,003	83,754

Cost Centre: 6020

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
Off Street Car Parks		
Employees	54,904	54,126
Premises-Related Expenditure	162,070	168,452
Transport-Related Expenditure	0	0
Supplies & Services	15,250	13,900
Support Services	93,650	97,190
Depreciation & Impairment Losses	182,900	172,500
Total Expenditure	508,774	506,168
Income		
Other Grants, Reimbursements & Contributions	0	0
Customer and Client Receipts - Fees & Charges	(516,700)	(592,464)
Customer and Client Receipts - Rents	(3,200)	(3,200)
Financed from Reserves	0	0
Total Income	(519,900)	(595,664)
Net Expenditure/(Income)	(11,126)	(89,496)

Cost Centre: 3110

Public Conveniences		
Employees	0	0
Premises-Related Expenditure	67,480	53,573
Supplies & Services	1,500	1,430
Support Services	11,260	12,020
Depreciation & Impairment Losses	10,300	10,300
Total Expenditure	90,540	77,323
Income		
Other Grants, Reimbursements & Contributions	0	0
Customer and Client Receipts - Fees & Charges	0	0
Total Income	0	0
Net Expenditure/(Income)	90,540	77,323

Cost Centre: 3020

CCTV		
Premises-Related Expenditure	2,530	2,560
Supplies & Services	0	0
Third Party Payments	87,000	87,000
Support Services	1,520	1,670
Depreciation & Impairment Losses	12,500	12,500
Total Expenditure	103,550	103,730
Income		
Total Income	0	0
Net Expenditure/(Income)	103,550	103,730

Cost Centre: 3025

Operations

Service	2015/16 Revised Budget £	2016/17 Budget £
District Highways Services		
Premises-Related Expenditure	10,000	10,000
Total Expenditure	10,000	10,000
Income		
Other Grants, Reimbursements & Contributions	(33,000)	(33,000)
Customer and Client Receipts - Fees & Charges	(700)	(714)
Total Income	(33,700)	(33,714)
Net Expenditure/(Income)	(23,700)	(23,714)

Cost Centre: 3070

Land Drainage & Associated Works		
Supplies & Services	74,500	74,500
Support Services	400	440
Total Expenditure	74,900	74,940
Income		
Total Income	0	0
Net Expenditure/(Income)	74,900	74,940

Cost Centre: 3072

Industrial & Business Units		
Employees	11,027	0
Premises-Related Expenditure	351,625	363,093
Transport-Related Expenditure	0	0
Supplies & Services	0	0
Support Services	399,430	414,740
Depreciation & Impairment Losses	212,500	180,200
Total Expenditure	974,582	958,033
Income		
Other Grants, Reimbursements & Contributions	(30,000)	(40,000)
Customer and Client Receipts - Fees & Charges	(500)	(510)
Customer and Client Receipts - Rents	(885,085)	(911,960)
Financed from Reserves	0	0
Total Income	(915,585)	(952,470)
Net Expenditure/(Income)	58,997	5,563

Cost Centre: 6000

Town Centres & Shops		
Premises-Related Expenditure	31,405	33,725
Support Services	25,890	27,230
Depreciation & Impairment Losses	7,500	0
Total Expenditure	64,795	60,955
Income		
Other Grants, Reimbursements & Contributions	(8,075)	(8,075)
Customer and Client Receipts - Rents	(875,565)	(899,000)
Financed from Reserves	0	0
Total Income	(883,640)	(907,075)
Net Expenditure/(Income)	(818,845)	(846,120)

Cost Centre: 6010

Total Operations	2,957,093	2,709,162
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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 £
Development Control		
Employees	225,184	260,261
Premises-Related Expenditure	33,567	28,197
Transport-Related Expenditure	8,364	7,049
Supplies & Services	93,400	46,050
Support Services	107,310	110,810
Depreciation & Impairment Losses	12,850	18,700
Total Expenditure	480,675	471,067
Income		
Customer and Client Receipts - Sales	(38,000)	(17,500)
Customer and Client Receipts - Fees & Charges	(505,000)	(585,400)
Financed from Reserves	(16,399)	0
Total Income	(559,399)	(602,900)
Net Expenditure/(Income)	(78,724)	(131,833)

Cost Centre: 5000

Planning Policy		
Employees	245,051	239,958
Premises-Related Expenditure	9,780	8,276
Transport-Related Expenditure	5,937	5,923
Supplies & Services	139,354	121,790
Support Services	71,120	72,770
Depreciation & Impairment Losses	0	0
Total Expenditure	471,242	448,717
Income		
Financed from Reserves	(56,265)	(54,379)
Total Income	(56,265)	(54,379)
Net Expenditure/(Income)	414,977	394,338

Cost Centre: 5005

Local Plan		
Supplies & Services	97,400	121,900
Total Expenditure	97,400	121,900
Income		
Financed from Reserves	(90,000)	(115,000)
Total Income	(90,000)	(115,000)
Net Expenditure/(Income)	7,400	6,900

Cost Centre: 5006

Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
Building Control		
Employees	91,564	106,403
Premises-Related Expenditure	7,330	6,205
Transport-Related Expenditure	2,376	0
Supplies & Services	12,200	11,680
Support Services	37,490	39,810
Total Expenditure	150,960	164,098
Income		
Other Grants, Reimbursements & Contributions	(4,297)	(4,297)
Customer and Client Receipts - Sales	(1,257)	(1,282)
Customer and Client Receipts - Fees & Charges	(202,754)	(110,912)
Total Income	(208,308)	(116,491)
Net Expenditure/(Income)	(57,348)	47,607

Cost Centre: 5010

Planning & Regulatory Support		
Employees	137,941	154,992
Premises-Related Expenditure	17,120	14,481
Transport-Related Expenditure	1,553	1,553
Total Expenditure	156,614	171,026
Income		
Total Income	0	0
Net Expenditure/(Income)	156,614	171,026

Cost Centre: 5015

Land Charges		
Employees	28,203	33,610
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	0
Supplies & Services	0	0
Third Party Payments	20,000	20,000
Support Services	35,860	35,620
Total Expenditure	84,063	89,230
Income		
Other Grants, Reimbursements & Contributions	18,400	18,400
Customer and Client Receipts - Fees & Charges	(138,000)	(145,000)
Total Income	(119,600)	(126,600)
Net Expenditure/(Income)	(35,537)	(37,370)

Cost Centre: 1060

Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
Prevention of Pollution		
Employees	23,906	24,783
Premises-Related Expenditure	0	0
Transport-Related Expenditure	1,198	1,238
Supplies & Services	17,400	13,730
Third Party Payments	2,000	2,000
Support Services	3,390	3,710
Total Expenditure	47,894	45,461
Income		
Other Grants, Reimbursements & Contributions	0	(680)
Customer and Client Receipts - Sales	0	0
Customer and Client Receipts - Fees & Charges	(8,660)	(8,835)
Financed from Reserves	0	0
Total Income	(8,660)	(9,515)
Net Expenditure/(Income)	39,234	35,946

Cost Centre: 3090

Environmental Management		
Employees	21,003	21,276
Premises-Related Expenditure	2,440	2,071
Transport-Related Expenditure	1,448	1,486
Supplies & Services	2,000	1,750
Total Expenditure	26,891	26,583
Income		
Other Grants, Reimbursements & Contributions	0	(680)
Customer and Client Receipts - Sales	0	(84,150)
Financed from Reserves	0	0
Total Income	0	(84,830)
Net Expenditure/(Income)	26,891	(58,247)

Cost Centre: 3091

Drinking Water Quality		
Employees	12,479	12,605
Premises-Related Expenditure	2,440	2,071
Transport-Related Expenditure	1,004	1,015
Total Expenditure	15,923	15,691
Income		
Other Grants, Reimbursements & Contributions	0	(255)
Total Income	0	(255)
Net Expenditure/(Income)	15,923	15,436

Cost Centre: 3092

Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
Climate Change		
Employees	23,948	29,273
Transport-Related Expenditure	126	132
Supplies & Services	13,000	12,857
Support Services	2,030	2,390
Total Expenditure	39,104	44,652
Income		
Other Grants, Reimbursements & Contributions	0	(85)
Financed from Reserves	(12,857)	(12,857)
Total Income	(12,857)	(12,942)
Net Expenditure/(Income)	26,247	31,710

Cost Centre: 3093

Licensing		
Employees	31,397	44,651
Premises-Related Expenditure	9,780	8,276
Transport-Related Expenditure	1,165	1,160
Supplies & Services	17,440	17,206
Support Services	54,300	54,860
Total Expenditure	114,082	126,153
Income		
Customer and Client Receipts - Fees & Charges	(80,000)	(84,036)
Total Income	(80,000)	(84,036)
Net Expenditure/(Income)	34,082	42,117

Cost Centre: 3095

Hackney Carriage & Private Hire Licensing		
Supplies & Services	2,000	2,370
Total Expenditure	2,000	2,370
Income		
Customer and Client Receipts - Fees & Charges	(51,200)	(52,215)
Total Income	(51,200)	(52,215)
Net Expenditure/(Income)	(49,200)	(49,845)

Cost Centre: 3096

Food Safety		
Employees	34,904	40,491
Premises-Related Expenditure	2,440	2,071
Transport-Related Expenditure	1,834	1,820
Supplies & Services	18,250	16,970
Support Services	17,250	17,880
Total Expenditure	74,678	79,232
Income		
Customer and Client Receipts - Fees & Charges	0	(500)
Total Income	0	(500)
Net Expenditure/(Income)	74,678	78,732

Cost Centre: 3097

Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
Health & Safety at Work Act/Enforcement		
Employees	50,851	40,491
Premises-Related Expenditure	2,440	2,071
Transport-Related Expenditure	1,834	1,820
Supplies & Services	0	0
Support Services	16,080	16,390
Total Expenditure	71,205	60,772
Income		
Total Income	0	0
Net Expenditure/(Income)	71,205	60,772

Cost Centre: 3098

Home Energy Conservation		
Employees	0	0
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	0
Supplies & Services	6,500	6,210
Support Services	25,260	26,370
Total Expenditure	31,760	32,580
Income		
Customer and Client Receipts - Fees & Charges	(2,600)	(2,652)
Total Income	(2,600)	(2,652)
Net Expenditure/(Income)	29,160	29,928

Cost Centre: 4020

Economic Development & Growth		
Employees	130,490	154,335
Premises-Related Expenditure	24,450	20,686
Transport-Related Expenditure	3,471	3,532
Supplies & Services	130,565	18,950
Support Services	18,740	19,597
Depreciation & Impairment Losses	6,000	0
Total Expenditure	313,716	217,100
Income		
Other Grants, Reimbursements & Contributions	0	(2,282)
Financed from Reserves	(117,677)	(21,791)
Total Income	(117,677)	(24,073)
Net Expenditure/(Income)	196,039	193,027

Cost Centre: 5020

Planning & Growth

Service	2014/15 Revised Budget £	2015/16 Budget £
Strategic Tourism & Markets		
Employees	19,273	14,074
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	0
Supplies & Services	17,000	16,270
Support Services	11,340	12,620
Total Expenditure	47,613	42,964
Income		
Customer and Client Receipts - Sales	0	0
Total Income	0	0
Net Expenditure/(Income)	47,613	42,964

Cost Centre : 5021

Vibrant Town Centres		
Employees	(1,095)	0
Premises-Related Expenditure	0	0
Transport-Related Expenditure	0	0
Supplies & Services	39,340	15,160
Support Services	16,490	16,410
Total Expenditure	54,735	31,570
Income		
Financed from Reserves	(25,000)	(2,600)
Total Income	(25,000)	(2,600)
Net Expenditure/(Income)	29,735	28,970

Cost Centre: 5024

Total Planning & Growth	948,989	902,178
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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
- 4090 - Housing Benefits
- 1020 - Emergency Planning
- 1100 - Corporate Expenditure
- 7000 - Interest Transactions
- 8000 - General Fund Adjustments

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

Resources & Performance

Service	2015/16 Revised Budget £	2016/17 Budget £
Section Support Costs (Resources & Performance, Internal Audit, ICT & ARP)		
Employees	1,453,941	1,454,873
Premises-Related Expenditure	65,630	55,900
Transport-Related Expenditure	16,625	11,812
Supplies & Services	290,784	291,317
Third Party Payments	114,051	185,491
Support Services	82,629	47,191
Depreciation & Impairment Losses	53,500	38,600
Total Expenditure	2,077,160	2,085,184
Income		
Other Grants, Reimbursements & Contributions	(139,823)	(146,265)
Customer and Client Receipts - Fees & Charges	0	(7,000)
Financed from Reserves	(22,605)	0
Recharges	(1,930,900)	(1,931,919)
Total Income	(2,093,328)	(2,085,184)
Net Expenditure/(Income)	(16,168)	0

Cost Centres: 1000, 1001, 1002, 1010

Council Tax Administration		
Supplies & Services	2,150	0
Third Party Payments	1,500	1,500
Transfer Payments	0	0
Support Services	399,404	399,800
Total Expenditure	403,054	401,300
Income		
Government Grants	(58,340)	(53,000)
Customer and Client Receipts - Fees & Charges	(125,950)	(125,950)
Total Income	(184,290)	(178,950)
Net Expenditure/(Income)	218,764	222,350

Cost Centre: 1012

Business Rate Administration		
Supplies & Services	0	0
Third Party Payments	1,000	600
Transfer Payments	0	0
Support Services	114,926	115,537
Total Expenditure	115,926	116,137
Income		
Government Grants	0	0
Other Grants, Reimbursements & Contributions	(90,011)	(90,000)
Customer and Client Receipts - Fees & Charges	0	(6,000)
Total Income	(90,011)	(96,000)
Net Expenditure/(Income)	25,915	20,137

Cost Centre: 1013

Resources & Performance

Service	2015/16 Revised Budget £	2016/17 Budget £
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Grants to Organisations		
Supplies & Services	84,000	42,121
Support Services	1,900	2,110
Total Expenditure	85,900	44,231
Income		
Total Income	0	0
Net Expenditure/(Income)	85,900	44,231

Cost Centre: 1090

Housing Benefits		
Supplies & Services	16,300	13,700
Third Party Payments	0	0
Transfer Payments	17,797,674	16,416,000
Support Services	490,931	490,267
Total Expenditure	18,304,905	16,919,967
Income		
Government Grants	(17,921,658)	(16,398,378)
Other Grants, Reimbursements & Contributions	(220,000)	(360,000)
Customer and Client Receipts - Fees & Charges	(2,050)	(1,791)
Total Income	(18,143,708)	(16,760,169)
Net Expenditure/(Income)	161,197	159,798

Cost Centre: 4090

Emergency Planning		
Employees	0	0
Premises-Related Expenditure	4,890	4,134
Supplies & Services	0	0
Third Party Payments	16,607	15,511
Support Services	12,260	12,090
Total Expenditure	33,757	31,735
Income		
Total Income	0	0
Net Expenditure/(Income)	33,757	31,735

Cost Centre: 1020

Resources & Performance

Service	2015/16 Revised Budget £	2016/17 Budget £
Corporate Expenditure		
Employees	702,637	789,854
Premises-Related Expenditure	9,980	8,446
Transport-Related Expenditure	10,150	8,312
Supplies & Services	311,235	216,517
Third Party Payments	1,400	1,400
Support Services	800,598	854,525
Total Expenditure	1,836,000	1,879,054
Income		
Other Grants, Reimbursements & Contributions	0	(27,560)
Customer and Client Receipts - Fees & Charges	(115,100)	(15,100)
Financed from Reserves	0	(217,642)
Recharges	(361,383)	(360,502)
Total Income	(476,483)	(620,804)
Net Expenditure/(Income)	1,359,517	1,258,250
Cost Centre: 1100		
Interest Transactions		
Supplies & Services	132,890	132,890
Capital Financing Costs	169,600	169,600
Total Expenditure	302,490	302,490
Income		
Other Grants, Reimbursements & Contributions	(36,500)	0
Interest	(379,500)	(350,000)
Financed from Reserves	(11,000)	0
Total Income	(427,000)	(350,000)
Net Expenditure/(Income)	(124,510)	(47,510)
Cost Centre: 7000		
General Fund Adjustments		
Corporate Savings - Shared Services	0	0
Contributions to Reserves	2,572,162	2,643,647
Reverse Depreciation from GF to CAA	(1,458,900)	(1,316,500)
Financed from Reserves	(258,000)	(133,836)
Net Expenditure/(Income)	855,262	1,193,311
Cost Centre: 8000		
Total Resources & Performance	2,599,634	2,882,302

Earmarked Reserves

Earmarked Reserve	2015-16 Opening Balance £	2015/16 Forecast Net Movement £	2016/17 Forecast Opening Balance £	2016/17 Contribution to Reserve £	2016/17 Contribution from Reserve £	2016/17 Closing Balance £
Strategic Priorities & MTFS Reserve	4,175,572	1,785,060	5,960,632	2,643,647	(2,289,933)	6,314,346
Invest to Save Reserve	438,263	(312,591)	125,672	0	(12,000)	113,672
Risk/Recession Reserve	552,841	(11,000)	541,841	0	(120,518)	421,323
BRR Equalisation Reserve	209,852	(32,155)	177,697	0	(113,318)	64,379
Self Insured Fund	61,069	23,931	85,000	50,000	0	135,000
Computer & Telephone Equipment Reserve	139,111	35,000	174,111	35,000	0	209,111
HB Equalisation Reserve	106,134	0	106,134	0	0	106,134
Professional Fees Reserve	0	35,000	35,000	35,000	0	70,000
Single Regeneration Board	24,000	0	24,000	0	(24,000)	0
ARP Reserve	315,425	1	315,425	0	0	315,425
Vehicle & Plant Renewal Fund	1	213,000	213,001	230,000	(68,000)	375,001
Waste Management Reserve	27,398	41,000	68,398	0	5,477	73,875
BR-Building Repairs Reserve - Other	225,508	(225,508)	0	0	124,741	124,741
Car Park Development Fund	98,569	(34,730)	63,839	0	(98,569)	(34,730)
Public Cleansing Reserve	46,477	(0)	46,477	0	(46,477)	0
Commuted Maintenance Reserve	546,069	(82,916)	463,153	0	(49,944)	413,209
Newmarket Stallion Reserve	27,538	(5,279)	22,259	0	0	22,259
Teal & Woodcock Reserve	1,419	(1,419)	0	0	0	0
Leisure Reserve	49,999	(23,827)	26,172	0	(26,172)	0
ECDC/FHDC Voluntary Grants	2,514	(2,514)	0	0	0	0
Communities against Drugs Reserve	30,000	(10,000)	20,000	0	0	20,000
Planning Reserve	67,800	(12,750)	55,050	110,000	(115,000)	50,050
Building Regulations Charging Reserve	1	(1)	0	0	0	0
Planning Delivery Grant	94,716	(41,540)	53,176	0	(15,000)	38,176
Local Land Charges Reserve	4,466	(4,466)	0	0	0	0
Planning Policy Statement Climate Change	28,293	(12,857)	15,436	0	(12,857)	2,579
S106 Monitoring Officer Reserve	107,747	(32,747)	75,000	0	(54,379)	20,621
Implementing Smoke Free Legislation	7,758	(7,758)	0	0	0	0
Economic Development Reserve (LABGI)	45,824	(2,000)	43,824	0	(2,600)	41,224
Homelessness Legislation Reserve	127,736	(8,350)	119,386	0	(8,350)	111,036
S106 Revenue Reserve	144,667	0	144,667	0	0	144,667
Election Reserve	50,807	(12,716)	38,091	10,000	0	48,091
Staff Training Reserve	22,582	(22,582)	0	0	0	0
Forest Heath Reserve Totals:	7,780,155	1,233,286	9,013,441	3,113,647	(2,926,899)	9,200,189

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

Strategic Priorities & MTF5	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
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.
Commutated 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.

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

S106 Red Lodge Community Reserve	Monies received which have been set aside for Red Lodge Community Development Officer activities.
ECDC/FHDC Voluntary Grants	Monies set aside in respect of previous voluntary grant scheme arrangements with East
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
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
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 2015/16 to 2019/20

Capital Programme 5 Year Financing Plan

Project Description	Category	Project Sponsor	2015/16 Revised Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Total Budget (over 5 years) £	Capital Receipts £	Government Grants £	New Homes Bonus £	Donations £	Grants from other bodies £	Revenue Reserves £	Total Financing £
Home of Horseracing Project	FHDC ASSET	A Wilson	8,640,859	309,000	0	0	0	8,949,859	756,432	0	0	2,943,427	5,250,000	0	8,949,859
Flagship - 3 Play Areas	FHDC ASSET	M Walsh	16,701	0	0	0	0	16,701	16,701	0	0	0	0	0	16,701
Sam Alper Industrial Development	FHDC ASSET	M Walsh	15,000	1,835,000	0	0	0	1,850,000	1,850,000	0	0	0	0	0	1,850,000
Omar Site - London Rd, Brandon	FHDC ASSET	.	537,500	0	0	0	0	537,500	537,500	0	0	0	0	0	537,500
Vehicle & Plant Purchases	VP&E	M Walsh	17,000	68,000	293,000	193,500	92,000	663,500	0	0	0	0	0	663,500	663,500
Historic Buildings Grant	GRANT	S Wood	41,540	15,000	15,000	15,000	0	86,540	0	0	0	0	0	86,540	86,540
Private Sector Disabled Facilities Grants	DFG/DH	S Phelan	250,000	200,000	200,000	200,000	200,000	1,050,000	75,000	975,000	0	0	0	0	1,050,000
Private Sector Renewal Grants	DFG/DH	S Phelan	340,000	220,000	220,000	220,000	220,000	1,220,000	1,220,000	0	0	0	0	0	1,220,000
Asset Management Plan															
Leisure Centre Brandon	AMP	M Walsh	21,714	0	50,000	0	0	71,714	71,714	0	0	0	0	0	71,714
Swimming Pool Mildenhall	AMP	M Walsh	250,000	0	0	0	0	250,000	250,000	0	0	0	0	0	250,000
Leisure Centre Newmarket	AMP	M Walsh	0	150,000	0	0	0	150,000	150,000	0	0	0	0	0	150,000
Guineas Multi-storey Car Park	AMP	M Walsh	60,000	0	0	0	0	60,000	60,000	0	0	0	0	0	60,000

Capital Programme 2015/16 to 2019/20

Capital Programme 5 Year Financing Plan

Project Description	Category	Project Sponsor	2015/16 Revised Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Total Budget (over 5 years) £	Capital Receipts £	Government Grants £	New Homes Bonus £	Donations £	Grants from other bodies £	Revenue Reserves £	Total Financing £
St Johns Close Shops, Mildenhall	AMP	M Walsh	40,303	0	0	0	0	40,303	40,303	0	0	0	0	0	40,303
Valley Way Shops, Newmarket	AMP	M Walsh	80,000	0	0	0	0	80,000	80,000	0	0	0	0	0	80,000
Mildenhall Gym - Relocation	AMP	M Walsh	0	0	0	0	0	0	0	0	0	0	0	0	0
Putney Close Roofing	AMP	M Walsh	0	0	0	0	0	0	0	0	0	0	0	0	0
Hampstead Avenue Industrial Units Roofing	AMP	M Walsh	105,000	0	0	0	0	105,000	105,000	0	0	0	0	0	105,000
Asset Management Plan	AMP	M Walsh	0	457,000	250,000	0	0	707,000	0	0	707,000	0	0	0	707,000
Putney Close solar PV installation	FHDC ASSET	S Wood	5,602	0	0	0	0	5,602	0	0	5,602	0	0	0	5,602
Guineas car park energy efficient lighting	FHDC ASSET	S Wood / M Walsh	75,000	0	0	0	0	75,000	0	0	75,000	0	0	0	75,000
Playground Improvements	FHDC ASSET	M Walsh	60,000	60,000	0	0	0	120,000	60,000	0	60,000	0	0	0	120,000
Strategic Plan															
Enterprise Hub/Innovation Park	Strategic Plan	S Wood	0	1,450,000	0	0	0	1,450,000	1,450,000	0	0	0	0	0	1,450,000
Wellington Street Newmarket - Wider Pedestrianisation Scheme	Strategic Plan	S Wood	150,000	0	0	0	0	150,000	150,000	0	0	0	0	0	150,000
Housing Strategy	Strategic Plan	S Phelan	100,000	50,000	0	0	0	150,000	150,000	0	0	0	0	0	150,000
Rent-a-roof	Strategic Plan	S Wood	180,000	900,000	540,000	0	0	1,620,000	0	0	1,620,000	0	0	0	1,620,000
Feasibility Studies	Strategic Plan	R Mann	0	100,000	0	0	0	100,000	0	0	100,000	0	0	0	100,000
Invest to Save Projects	Strategic Plan	R Mann	0	500,000	0	0	0	500,000	0	0	500,000	0	0	0	500,000
Software															
Idox Uniform System	SOFTWARE	S Wood	8,999	0	0	0	0	8,999	8,999	0	0	0	0	0	8,999
Waste & Street Scene Back Office System	SOFTWARE	M Walsh	0	0	0	0	0	100,000	0	0	0	0	0	100,000	100,000
CRM Project	SOFTWARE	D Howes	41,961	0	0	0	0	41,961	41,961	0	0	0	0	0	41,961
Pending Items															
Affordable Housing	PENDING	S Phelan	405,000	0	0	0	0	405,000	405,000	0	0	0	0	0	405,000
Private Housing Company	PENDING	S Phelan	0	3,000,000	0	0	0	3,000,000	3,000,000	0	0	0	0	0	3,000,000
Mildenhall Hub	PENDING	A Wilson	0	0	3,000,000	0	0	3,000,000	3,000,000	0	0	0	0	0	3,000,000
			11,592,179	9,314,000	4,568,000	628,500	512,000	26,614,679	13,528,610	975,000	3,067,602	2,943,427	5,250,000	850,040	26,614,679

FHDC MEDIUM TERM FINANCIAL STRATEGY

Description	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual £'000	Forecast Position £'000	Total Budget £'000	Projected Budget £'000	Projected Budget £'000	Projected Budget £'000
Net Service Expenditure before Interest	8,557	8,365	8,222	6,336	6,705	6,916
Interest received on investment of cash balances	(475)	(380)	(350)	(320)	(335)	(430)
External Interest Paid	171	170	170	170	170	170
Minimum Revenue Provision	138	133	133	130	128	126
Net Expenditure after Interest and Capital	8,391	.	8,175	6,316	6,668	6,782
Savings Required:						
2016/17	0	0	0	0	0	0
2017/18	0	0	0	(949)	(949)	(949)
2018/19	0	0	0	0	(452)	(452)
2019/20	0	0	0	0	0	(224)
Transfer to/(from) General Fund Balance	35	0	(118)	0	0	0
Budget Requirement (excluding Parishes)	8,426	0	8,057	5,367	5,267	5,157
Collection Fund Deficit/(Surplus) - Council Tax	(1)	(81)	(55)	0	0	0
Collection Fund Deficit/(Surplus) - Business Rates	145	258	184	0	0	0
Revenue Support Grant	(1,922)	(1,287)	(1,004)	(661)	(441)	(196)
Business Rates Retention - Baseline funding	(1,740)	(1,773)	(1,834)	(1,871)	(1,908)	(1,946)
Business Rates Retention - Local Share of Growth/S31 Grants	(135)	(248)	(204)	(179)	(182)	(186)
Business Rates Retention - Share of Suffolk Pooling	(151)	(100)	(91)	(93)	(94)	(96)
Business Rates Retention - Renewable Energy	(40)	(143)	(22)	(101)	(103)	(105)
Local Services Support Grant	(49)	(49)	0	0	0	0
Efficiency Support for Services in Sparse Areas	(3)	(4)	(22)	(18)	(13)	(18)
Council Tax Freeze Grant 2011/12 to 2015/16	(111)	(136)	0	0	0	0
New Homes Bonus Grant	(2,166)	(2,437)	(2,644)	0	0	0
Amount to be charged to Council Taxpayers	2,253	(6,000)	2,365	2,444	2,526	2,610
Council Tax Base	16,392	16,651	17,208	17,783	18,378	18,992
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
Total Council Tax Generated Excluding Parishes	2,253	2,288	2,365	2,444	2,526	2,610

General Fund

Balance as at 1 April	2,083	2,118	2,118	2,000	2,000	2,000
Transfer to / (from) Reserve	35	0	(118)	0	0	0
Closing Balance as at 31 March	<u>2,118</u>	<u>2,118</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
Net Expenditure for General Fund purposes	8,391	8,288	8,175	6,316	6,668	6,782
General Fund balance as % of Net Expenditure	25.24%	25.56%	24.46%	31.67%	29.99%	29.49%

Earmarked Reserves

Balance as at 1 April	6,370	7,780	9,013	9,200	8,195	8,226
Contributions to / (from) Reserves	1,410	1,233	187	(1,005)	31	88
Closing Balance as at 31 March	<u>7,780</u>	<u>9,013</u>	<u>9,200</u>	<u>8,195</u>	<u>8,226</u>	<u>8,314</u>

Capital Receipts

Balance as at 1 April	16,711	16,142	13,248	6,738	3,663	3,638
Movement in the year	(569)	(2,894)	(6,510)	(3,075)	(25)	(25)
Closing Balance as at 31 March	<u>16,142</u>	<u>13,248</u>	<u>6,738</u>	<u>3,663</u>	<u>3,638</u>	<u>3,613</u>

Investment Balances (average in year)		(28,961)	(24,255)	(18,928)	(17,153)	(17,311)
Interest Rates		1.70%	1.50%	1.75%	2.00%	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 Mangement

Depreciation & Impairment Losses

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

What it includes

Depreciation

Revaluation losses

Loss on impairment of assets

Amortisation of intangible fixed assets

Income

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

What it includes

Government grants

Other grants reimbursements and contributions

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

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

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

Interest

Recharges

Leadership Team

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



Director
Jill Korwin



Director
Alex Wilson



**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

