

Service	Ref.No.	2013/14 Actual	2014/15 Budget	2015/16 Budget
<b>Net Service Expenditure (net revenue position after income, expenditure and recharges) by Service Area</b> Net expenditure/(net income)				
<b>Services</b>				
Head of Resources & Performance	1	2,783,164	2,232,377	2,484,995
Head of HR and Democratic Services	2	659,822	633,473	562,056
Head of Families and Communities	3	815,599	549,078	455,283
Head of Planning and Growth	4	1,409,883	1,081,668	973,060
Head of Operations	5	2,292,706	2,966,233	3,094,936
Head of Housing	6	635,145	1,011,558	717,543
<b>Total Net Expenditure excluding Parishes</b>	7	<b>8,596,319</b>	<b>8,474,387</b>	<b>8,287,873</b>
<b>Transfer to / (from) General Fund Balance</b>	8	<b>94,043</b>	<b>0</b>	<b>0</b>
<b>BUDGET REQUIREMENT EXCLUDING PARISHES</b>	9	<b>8,690,362</b>	<b>8,474,387</b>	<b>8,287,873</b>
<b>GRANTS AND COUNCIL TAX REQUIREMENT</b>				
Collection Fund Deficit / (Surplus) - Council Tax	10	25,877	(1,237)	(80,900)
Collection Fund Deficit / (Surplus) - Business Rates	11	0	(103,000)	258,000
<b>Government Support</b>				
Formula Grant - Revenue Support Grant	12	(2,564,864)	(1,921,827)	(1,286,743)
Formula Grant - Business Rate Retention Scheme	13	(1,706,335)	(1,739,558)	(1,772,798)
Business Rates Retention Scheme - Local Share of Growth	14	(156,604)	(102,000)	181,000
Business Rates Retention Scheme - Share of Suffolk Pooling Benefit	15	0	(34,000)	(73,000)
Business Rates Retention Scheme - Renewable Energy	16	0	0	(128,000)
Business Rates Retention Scheme - S31 Grants	17	(246,044)	0	(471,000)
Local Services Support Grant	18	(50,000)	(49,252)	(49,062)
Efficiency Support for Services in Sparse Areas	19	0	(2,562)	(4,180)
Council Tax Freeze Grant - 2011/12	20	(61,221)	(60,947)	(60,927)
Council Tax Freeze Grant - 2013/14	21	(27,470)	(24,882)	(24,882)
Council Tax Freeze Grant - 2014/15	22	0	(22,527)	(24,627)
Council Tax Freeze Grant - 2015/16	23	0	0	(25,224)
New Homes Bonus		(1,693,593)	(2,159,842)	(2,437,162)
<b>Totals</b>	<b>24</b>	<b>2,210,108</b>	<b>2,252,753</b>	<b>2,288,368</b>
<b>Amount met from Collection Fund</b>				
Forest Heath District Council	25	2,210,108	2,252,753	2,288,368
Parish Councils	26	1,267,188	1,372,532	1,372,532
<b>Total met from Collection Fund</b>	<b>27</b>	<b>3,477,296</b>	<b>3,625,285</b>	<b>3,660,900</b>
<b>Working Balances</b>				
Opening General Fund Balance	28	1,989,311	2,083,354	2,083,354
Transfers to General Fund	29	94,043	0	0
<b>General Fund Balance carried forward:</b>	<b>30</b>	<b>2,083,354</b>	<b>2,083,354</b>	<b>2,083,354</b>

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<b>Head of Resources &amp; Performance</b>				
General Fund		(882,370)	414,111	855,262
Resources & Performance*		0	8,457	0
Internal Audit*		0	0	0
ICT*		(5,337)	(52)	0
Anglia Revenues Partnership		0	55	0
Council Tax Administration		413,314	480,909	218,764
Business Rate Administration		(35,320)	5,281	25,915
Grants to Organisations		276,535	240,883	85,900
Housing Benefits		355,189	194,253	161,197
Housing Act Advances		910	862	0
Emergency Planning		28,324	29,627	33,757
Corporate Expenditure		2,989,391	893,086	1,228,710
Non-Distributed Costs		23,309	29,298	0
Interest Transactions		(380,781)	(64,393)	(124,510)
<b>Head of Resources &amp; Performance Totals:</b>	<b>1</b>	<b>2,783,164</b>	<b>2,232,377</b>	<b>2,484,995</b>
<b>Head of HR and Democratic Services</b>				
Human Resources & Payroll*		0	225	0
Central Training Services*		0	0	0
Health & Safety*		0	(1,991)	0
Legal Services*		0	224	0
Electoral Registration		101,400	116,582	120,118
Election Expenses		49,504	49,857	46,981
Democratic Services		256,487	209,544	157,522
Members Expenses		248,550	255,303	233,625
Mayoralty & Civic Functions		3,881	3,729	3,810
<b>Head of HR and Democratic Services Totals;</b>	<b>2</b>	<b>659,822</b>	<b>633,473</b>	<b>562,056</b>
<b>Head of Families and Communities</b>				
Customer Services		0	(3,296)	0
Policy*		0	23,216	0
Communications*		0	0	0
Website and Intranet		0	0	9,500
Bus Stations		253,336	68,697	63,161
Concessionary Transport		56,852	64,453	3,020
Community Development		381,875	340,853	214,081
Community Chest - Families & Communities		0	0	100,250
Health, Culture & Arts		0	0	41,500
Community Centres		74,624	27,255	23,771
<b>Head of Families and Communities Totals:</b>	<b>3</b>	<b>766,687</b>	<b>521,178</b>	<b>455,283</b>
<b>Head of Planning and Growth</b>				
Land Charges		(49,024)	(72,984)	(33,937)
Prevention of Pollution		266,481	29,198	18,745
Environmental Management		(7,198)	30,652	58,615
Drinking Water Quality		220	26,341	29,003
Climate Change		19,939	5,009	4,307
Licensing		45,482	43,311	51,241
Hackney Carriage & Private Hire Licensing		(36,899)	(48,192)	(49,200)
Food Safety		94,479	92,046	52,714
Health & Safety at Work Act/Enforcement		78,276	91,070	76,978
Home Energy Conservation		137,482	60,609	29,160
Development Control		150,739	36,663	(111,299)
Planning Policy		233,499	191,159	448,232
Local Plan		0	7,000	7,400
Building Control		51,229	(17,371)	(48,781)
Planning & Regulatory Support		0	169,594	164,822
Economic Development & Growth		112,270	131,415	197,712
Strategic Tourism & Markets		256,823	234,143	47,613
Bury Christmas Fayre		0	0	0
Park & Ride		0	0	0

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Vibrant Town Centres		56,085	72,005	29,735
<b>Head of Planning and Growth Totals:</b>	4	<b>1,409,883</b>	<b>1,081,668</b>	<b>973,060</b>
<b>Head of Operations</b>				
Offices: College Heath Road*		0	31,163	0
Offices: Brandon & Newmarket Guineas*		0	0	0
Courier & Postal Service*		(700)	(5,140)	0
Printing & Copying Service*		0	(548)	0
Property Services*		0	8,024	0
Estates Management*		347,939	4,896	0
CCTV & Support*		0	(571)	0
Leisure Services Management & Support		11,145	0	94,431
Leisure Promotion		0	0	35,035
Arboriculture (Tree Maintenance Works)		0	276,901	116,877
Other Parks and Play Provision		100,893	311,984	225,900
Children's Play Areas		90,357	81,569	103,774
Arts, Heritage & Cultural Services		424,898	18,441	70,606
Sports & Leisure Centres		1,093,922	1,246,102	1,114,845
Sports Development & Community Recreation		48,912	27,900	20,972
Tourist Information Centres		(12)	0	(3,850)
Leisure & Sports		0	0	41,500
Shopmobility		0	0	(1,500)
The Pavilion - Lady Wolverton Playingfield		1,128	6,277	350
Palace House and Stables		96,763	43,867	55,010
Depots		(9,344)	(62,148)	230,000
Public Conveniences		101,784	80,015	90,770
CCTV		102,312	101,714	103,110
Street Cleansing		483,935	544,769	507,746
Refuse Collection (Black Bin)		500,233	563,808	446,763
Recycling Collection (Blue Bin)		211,222	291,133	271,073
Compostable Collection (Brown Bin)		188,199	203,444	193,267
Bulky, Fridges, Metal & Scrap Collection		30,518	70,486	43,536
Clinical & Hazardous Waste Collection		0	1,258	2,760
Multi-Bank Recycling Sites		0	9,274	37,847
Trade Waste		(85,312)	92,146	(67,111)
Grounds Maintenance Operatives*		0	0	0
Tree Maintenance Operatives*		0	0	0
Waste & Cleansing Operatives*		0	(64,870)	0
District Highways Services		1,572	10,000	(23,700)
Land Drainage & Associated Works		69,434	70,131	74,900
Off Street Car Parks		(8,432)	(58,486)	(9,706)
Industrial & Business Units		(237,064)	(152,885)	84,917
Town Centres & Shops		(1,256,943)	(801,877)	(815,180)
Markets		34,259	45,356	49,994
<b>Head of Operations Totals:</b>	5	<b>2,341,618</b>	<b>2,994,133</b>	<b>3,094,936</b>
<b>Head of Housing</b>				
Housing Development & Strategy		385,384	136,950	121,346
Housing Business & Partnerships		0	0	77,821
Homelessness		69,143	90,335	82,464
Housing Advice & Choice Based Lettings		8,115	182,194	133,811
Non-HRA Housing Properties		47,610	35,254	46,970
Housing Renewals		117,262	379,990	130,396
Burial of the Dead		(2,641)	8,871	(23,935)
Gypsies & Travellers		0	8,871	(2,116)
Other Public Health Services		10,272	169,093	145,786
<b>Head of Housing Totals:</b>	6	<b>635,145</b>	<b>1,011,558</b>	<b>712,543</b>

\* These cost centres are recharged out