



Budget Book 2020/21

Budget Book 2020/21

| Contents | Page |
|---|------|
| General Fund Summary | 3 |
| Services and Activities Summary | 4 |
| Sustainable Communities | 5 |
| Housing | 6 |
| Economic Development and Regeneration | 7 |
| Environment and Commercial Partnerships | 8 |
| Customers, Digital Transformation and Improvement | 9 |
| Corporate Resources | 10 |
| Law and Governance | 11 |
| Assets and Investments | 12 |
| Housing Revenue Account | 13 |
| Capital Programme | 14 |
| Reserves | 15 |

GENERAL FUND REVENUE BUDGET SUMMARY

| | 2019/20 £'000 | 2020/21 £'000 | Movement £'000 |
|---|------------------|------------------|-------------------|
| 1 Employee Costs | 8,950 | 9,353 | 403 |
| 2 Premises | 820 | 828 | 8 |
| 3 Supplies & Services | 4,835 | 5,242 | 407 |
| 4 Transport | 359 | 316 | (44) |
| 5 Contracts | 3,418 | 3,610 | 192 |
| 6 Third Party Payments | 13,817 | 12,461 | (1,355) |
| 7 Income | (20,504) | (19,852) | 653 |
| 8 Charge to HRA | (1,058) | (1,137) | (79) |
| 9 Charge to Capital | (4) | (4) | (0) |
| 10 Transfers to Reserves | 274 | 67 | (207) |
| <u>Capital Financing Charges</u> | | | |
| 11 Interest Payable (Other) | 229 | 97 | (132) |
| 12 Interest Payable (Pooled Funds) | 177 | 30 | (147) |
| 13 Interest Payable (CIFCO) | 562 | 510 | (52) |
| 14 Interest Payable (CIFCO - further investment) | 89 | 106 | 17 |
| 15 Interest Payable (Other Commercial Investments) | 282 | 421 | 139 |
| 16 MRP | 1,038 | 1,255 | 217 |
| <u>Investment Income</u> | | | |
| 17 Pooled Funds | (438) | (566) | (128) |
| 18 Interest Receivable (Cash Surplus) | (19) | (4) | 15 |
| 19 Interest Receivable (CIFCO) | (1,238) | (1,162) | 76 |
| 20 Interest Receivable (CIFCO - further investment) | (307) | (594) | (287) |
| 21 Interest Receivable (Other Commercial Investments) | (1,030) | (1,033) | (3) |
| 22 Net Service Cost | 10,252 | 9,944 | (308) |
| 23 Transfers from Reserves - earmarked | (1,196) | (736) | 459 |
| 24 Growth and Efficiency Fund - Community Capacity Building | (250) | (250) | - |
| 25 New Homes Bonus | (1,380) | (1,613) | (233) |
| 26 S31 Business Rates Grant | - | (1,404) | (1,404) |
| 29 Baseline business rates | (2,238) | (2,274) | (36) |
| 30 Business rates levy | 488 | 522 | 34 |
| 27 Business rates – collection fund deficit / (surplus) | 597 | - | (597) |
| 31 Business rates – growth/pooling benefit | (293) | (293) | - |
| 32 Rural Services Delivery Grant | (433) | (433) | - |
| 33 Council Tax | (6,117) | (6,296) | (179) |
| 28 Council Tax Surplus on Collection fund | (27) | (27) | - |
| 34 Total Funding | (10,849) | (12,804) | (1,956) |
| 35 Transfer to Growth and Efficiency Fund | 1,380 | - | (1,380) |
| 36 Transfer to Commercial Development Risk Management reserve | - | 1,000 | 1,000 |
| 37 Shortfall / (Surplus) funding | - | (1,860) | (1,860) |

| | | | |
|---------------------------------|----------------|----------------|--------------|
| Council Tax Base | 36,841 | 37,302 | 459 |
| Council Tax for Band D Property | £166.04 | £168.79 | £2.76 |
| Council Tax £'000 | (6,117) | (6,296) | (179) |

GENERAL FUND BUDGET - Services and Activities Summary

| | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|---|----------------|----------------|---------------------|-----------------|-----------------|----------------------|-----------------|---|-----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Sustainable Communities | | | | | | | | | |
| Chief Planning Officer | 1,457 | - | 778 | 32 | - | - | (1,605) | (333) | 329 |
| Communities | 313 | - | 672 | 12 | - | - | - | (351) | 647 |
| Strategic Planning | 485 | - | 347 | 2 | - | - | (232) | (123) | 479 |
| TOTAL | 2,256 | - | 1,798 | 46 | - | - | (1,837) | (806) | 1,456 |
| Housing | | | | | | | | | |
| Private Sector Housing | 111 | - | 14 | 4 | - | - | (1) | - | 128 |
| Homelessness / Temporary Accommodation | 326 | 130 | 79 | 6 | - | - | (486) | (38) | 17 |
| Housing Enabling | 132 | - | 17 | 1 | - | - | (14) | (33) | 103 |
| TOTAL | 569 | 130 | 110 | 12 | - | - | (501) | (71) | 249 |
| Economic Development and Regeneration | | | | | | | | | |
| Open for Business | 228 | - | 40 | 5 | - | - | - | - | 273 |
| TOTAL | 228 | - | 40 | 5 | - | - | - | - | 273 |
| Environment and Commercial Partnerships | | | | | | | | | |
| Building Control | 501 | 2 | 10 | 25 | - | - | (382) | - | 156 |
| Health and Safety, Business Continuity and Emergency Planning | 128 | - | 74 | 2 | - | - | - | - | 204 |
| Leisure | - | 16 | 477 | - | - | - | (35) | - | 458 |
| Waste Services | 290 | 2 | 843 | 7 | 2,253 | - | (2,208) | (15) | 1,171 |
| Public Protection | 663 | 0 | 107 | 24 | - | - | (167) | (8) | 619 |
| Countryside and Public Realm | 942 | 227 | 77 | 145 | - | - | (830) | (39) | 522 |
| TOTAL | 2,523 | 246 | 1,589 | 202 | 2,253 | - | (3,622) | (62) | 3,130 |
| Customers, Digital Transformation and Improvement | | | | | | | | | |
| Customer Operations | 522 | 39 | 2 | 2 | - | - | - | - | 564 |
| Digital Transformation and Improvement | 136 | - | 6 | 1 | - | - | - | - | 142 |
| ICT | 264 | - | 428 | 1 | 287 | - | - | - | 980 |
| Communications | 140 | - | 17 | 2 | - | - | - | - | 159 |
| TOTAL | 1,062 | 39 | 452 | 5 | 287 | - | - | - | 1,846 |
| Corporate Resources | | | | | | | | | |
| HR and Organisational Development | 342 | - | 30 | 1 | - | - | - | - | 373 |
| Finance, Commissioning and Procurement | 829 | 127 | 209 | 41 | 1,020 | 12,461 | (12,985) | - | 1,702 |
| Senior Leadership Team | 597 | - | 50 | (16) | - | - | - | - | 631 |
| TOTAL | 1,768 | 127 | 289 | 26 | 1,020 | 12,461 | (12,985) | - | 2,706 |
| Law and Governance | | | | | | | | | |
| Electoral Services and Land Charges | 192 | - | 101 | 1 | - | - | (234) | - | 59 |
| Governance and Civic Office | 119 | - | 367 | 16 | - | - | (2) | - | 500 |
| Internal Audit | 111 | - | 3 | 0 | - | - | (3) | - | 110 |
| Shared Legal Services | 196 | - | 262 | - | - | - | (102) | - | 355 |
| TOTAL | 617 | - | 732 | 17 | - | - | (341) | - | 1,025 |
| Assets and Investments | | | | | | | | | |
| Strategic Property | 141 | 286 | 218 | 1 | 49 | - | (420) | - | 276 |
| The Council's Companies | 188 | - | 15 | 2 | - | - | (146) | - | 59 |
| TOTAL | 330 | 286 | 232 | 3 | 49 | - | (566) | - | 334 |
| TOTAL | 9,353 | 828 | Page 5,242 | 316 | 3,610 | 12,461 | (19,852) | (939) | 11,019 |

GENERAL FUND BUDGET - Sustainable Communities

| Chief Planning Officer | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|----------------------------------|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|----------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Development Management | 1,160 | - | 171 | 20 | - | - | (1,510) | - | (159) |
| Development Management - appeals | - | - | 580 | - | - | - | - | (333) | 248 |
| Pre application | - | - | 17 | - | - | - | (75) | - | (58) |
| Planning Performance Agreements | - | - | 5 | - | - | - | (5) | - | - |
| Conservation | 127 | - | 1 | 5 | - | - | (15) | - | 120 |
| Planning Enforcement | 170 | - | 4 | 6 | - | - | - | - | 179 |
| | 1,457 | - | 778 | 32 | - | - | (1,605) | (333) | 329 |

| Communities | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|---|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Community Achievement Awards | - | - | 3 | - | - | - | - | - | 3 |
| Community Development | 63 | - | 1 | 3 | - | - | - | - | 67 |
| Grants and Contributions | 70 | - | 509 | 2 | - | - | - | (250) | 332 |
| Policy and Strategy Health and Well-being | 92 | - | 51 | 4 | - | - | - | (26) | 121 |
| Community Safety-General | 55 | - | 109 | 1 | - | - | - | (75) | 89 |
| Business Improvement | 34 | - | - | 1 | - | - | - | - | 35 |
| | 313 | - | 672 | 12 | - | - | - | (351) | 647 |

| Strategic Planning | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|------------------------------------|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Infrastructure Team - CIL | 95 | - | - | - | - | - | (102) | - | (7) |
| Strategic Planning General | - | - | 55 | - | - | - | - | (52) | 2 |
| Development Policy and Local Plans | 390 | - | 92 | 2 | - | - | - | - | 484 |
| Local Plans | - | - | 118 | - | - | - | - | (118) | - |
| Neighbourhood Plans | - | - | 83 | - | - | - | (130) | 47 | - |
| | 485 | - | 347 | 2 | - | - | (232) | (123) | 479 |

| | | | | | | | | | |
|--------------|--------------|----------|--------------|-----------|----------|----------|----------------|--------------|--------------|
| TOTAL | 2,256 | - | 1,798 | 46 | - | - | (1,837) | (806) | 1,456 |
|--------------|--------------|----------|--------------|-----------|----------|----------|----------------|--------------|--------------|

GENERAL FUND BUDGET - Housing

| Private Sector Housing | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|-------------------------------|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Housing Information | 47 | - | - | - | - | - | - | - | 47 |
| Housing Standards | 64 | - | 0 | 4 | - | - | - | - | 69 |
| Home Improvement Agency | - | - | 13 | - | - | - | - | - | 13 |
| HMO Licence | - | - | - | - | - | - | (1) | - | (1) |
| | 111 | - | 14 | 4 | - | - | (1) | - | 128 |

| Homelessness / Temporary Accommodation | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|---|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Homelessness Private Sector | 22 | - | 26 | 3 | - | - | (18) | - | 32 |
| Rent Deposit Scheme | - | 25 | 5 | 3 | - | - | (25) | - | 8 |
| Homelessness Prevention Fund | 182 | - | 15 | - | - | - | (10) | - | 187 |
| Flexible Homeless Support Grant | 19 | - | - | - | - | - | (77) | - | (58) |
| Homelessness Prevention Grant | 13 | - | - | - | - | - | (74) | - | (60) |
| The Foyer | - | 35 | 8 | - | - | - | (134) | (5) | (97) |
| Other Temp Accommodation | - | - | 5 | - | - | - | - | (4) | 1 |
| Rapid Rehousing Pathway Funding | 76 | - | 5 | - | - | - | (76) | - | 5 |
| Guaranteed Rent Scheme | 14 | 70 | 17 | - | - | - | (72) | (29) | (1) |
| | 326 | 130 | 79 | 6 | - | - | (486) | (38) | 17 |

| Housing Enabling | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|-------------------------|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Social Housing | 99 | - | 8 | 1 | - | - | (14) | - | 94 |
| Housing Enabling | - | - | 8 | - | - | - | - | - | 8 |
| Community Housing Fund | - | - | 1 | - | - | - | - | - | 1 |
| 4 Towns Visioning | 33 | - | - | - | - | - | - | (33) | 0 |
| | 132 | - | 17 | 1 | - | - | (14) | (33) | 103 |

| | | | | | | | | | |
|--------------|------------|------------|------------|-----------|----------|----------|--------------|-------------|------------|
| TOTAL | 569 | 130 | 110 | 12 | - | - | (501) | (71) | 249 |
|--------------|------------|------------|------------|-----------|----------|----------|--------------|-------------|------------|

GENERAL FUND BUDGET - Economic Development and Regeneration

| Economic Development and Regeneration | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|---|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Business Performance Grants | - | - | 12 | - | - | - | - | - | 12 |
| Economic Development | 228 | - | 16 | 5 | - | - | - | - | 249 |
| Tourism General | - | - | 7 | - | - | - | - | - | 7 |
| South and Heart of Suffolk Marketing Campaign | - | - | 5 | - | - | - | - | - | 5 |
| | 228 | - | 40 | 5 | - | - | - | - | 273 |
| TOTAL | 228 | - | 40 | 5 | - | - | - | - | 273 |

GENERAL FUND BUDGET - Environment and Commercial Partnerships

| | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|--|----------------|----------------|---------------------|-----------------|-----------------|----------------------|----------------|---|-----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Building Control | | | | | | | | | |
| Building Regulations: chargeable service | 345 | - | 5 | 17 | - | - | (344) | - | 24 |
| Building Regulations: non-chargeable service | 75 | - | - | 4 | - | - | - | - | 79 |
| Building Regulations: other activities | 50 | - | - | 2 | - | - | - | - | 53 |
| Commercial Income | - | - | 3 | - | - | - | (7) | - | (4) |
| Dangerous Structures | - | 0 | - | - | - | - | (0) | - | (0) |
| Street Naming and Numbering | 30 | 2 | 2 | 1 | - | - | (31) | - | 4 |
| | 501 | 2 | 10 | 25 | - | - | (382) | - | 156 |
| Health and Safety, Business Continuity and Emergency Planning | | | | | | | | | |
| Civil Protection and Emergency Planning | - | - | 25 | - | - | - | - | - | 25 |
| Health and Safety | 128 | - | 49 | 2 | - | - | - | - | 179 |
| | 128 | - | 74 | 2 | - | - | - | - | 204 |
| Leisure | | | | | | | | | |
| Leisure Contract | - | 16 | 470 | - | - | - | (35) | - | 451 |
| Women's Cycle Tour | - | - | 8 | - | - | - | - | - | 8 |
| | - | 16 | 477 | - | - | - | (35) | - | 458 |
| Waste Services | | | | | | | | | |
| Domestic Waste | 181 | 2 | 390 | 6 | 1,702 | - | (502) | (15) | 1,763 |
| Bring Sites | 14 | - | 67 | 0 | - | - | (131) | - | (49) |
| Trade Waste | 22 | - | 184 | 0 | 100 | - | (482) | - | (176) |
| Garden Waste | 72 | - | 200 | 0 | 451 | - | (1,092) | - | (367) |
| Recycling Centre | - | 0 | 2 | - | - | - | (2) | - | 1 |
| | 290 | 2 | 843 | 7 | 2,253 | - | (2,208) | (15) | 1,171 |
| Public Protection | | | | | | | | | |
| Other Housing Matters | - | - | 5 | - | - | - | - | - | 5 |
| Mobile Homes Sites | - | - | - | - | - | - | (2) | - | (2) |
| Food & Safety (General) | 248 | 0 | 1 | 10 | - | - | (14) | - | 244 |
| Food Hygiene Courses | - | - | 0 | 0 | - | - | (0) | - | (0) |
| Animal Welfare Licensing | - | - | 4 | - | - | - | (12) | - | (8) |
| Health & Safety Regulation | - | - | - | - | - | - | (1) | - | (1) |
| Water Sampling | - | - | 7 | - | - | - | (7) | - | 0 |
| Better Business for All | - | - | 8 | - | - | - | - | (8) | - |
| Environmental Protection | 329 | - | 10 | 10 | - | - | (7) | - | 341 |
| Abandoned Vehicles | - | - | 1 | - | - | - | - | - | 1 |
| Land Drainage | - | - | 49 | - | - | - | - | - | 49 |
| Climate Change and Sustainability | - | - | 8 | - | - | - | - | - | 8 |
| Dog Control | - | - | 8 | - | - | - | - | - | 8 |
| Taxi & Private Hire Licensing | 30 | - | 9 | 2 | - | - | (50) | - | (8) |
| Alcohol, Entertainments & Late Night Refreshment Licensing | 38 | - | 0 | - | - | - | (67) | - | (29) |
| Gambling & Small Lotteries Licenses | 15 | - | - | 1 | - | - | (8) | - | 8 |
| Miscellaneous Other Licences | 4 | - | - | - | - | - | (0) | - | 4 |
| | 663 | 0 | 107 | 24 | - | - | (167) | (8) | 619 |
| Countryside and Public Realm | | | | | | | | | |
| Eye Castle Project | - | - | 3 | - | - | - | (3) | - | - |
| Footpaths | 23 | - | 6 | 1 | - | - | (22) | - | 8 |
| Public Conveniences | - | 11 | - | - | - | - | - | - | 11 |
| Street & Major Road Cleansing | 323 | - | 78 | 47 | - | - | (50) | - | 399 |
| Open Spaces | 546 | 33 | (68) | 82 | - | - | (48) | (39) | 506 |
| Public Tree Programme | 42 | 20 | - | 4 | - | - | - | - | 66 |
| Eye Park | - | - | - | - | - | - | (3) | - | (3) |
| Car Parks General | 9 | 152 | 57 | 3 | - | - | (661) | - | (440) |
| Stowmarket Lorry Park | - | 11 | 0 | - | - | - | - | - | 11 |
| A14 Cleansing | - | - | - | 8 | - | - | (45) | - | (37) |
| | 942 | 227 | 77 | 145 | - | - | (830) | (39) | 522 |
| TOTAL | 2,523 | 246 | 1,589 | 202 | 2,253 | - | (3,622) | (62) | 3,130 |

GENERAL FUND BUDGET - Customer Services

| | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|---|----------------|----------------|---------------------|-----------------|-----------------|----------------------|----------|---|-----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Customer Operations | | | | | | | | | |
| Customer Services | 522 | - | 2 | 2 | - | - | - | - | 525 |
| Sudbury Customer Access Point | - | 16 | - | - | - | - | - | - | 16 |
| Stowmarket Customer Access Point | - | 23 | - | - | - | - | - | - | 23 |
| | 522 | 39 | 2 | 2 | - | - | - | - | 564 |
| Digital Transformation and Improvement | | | | | | | | | |
| Digital Transformation and Improvement | 136 | - | 6 | 1 | - | - | - | - | 142 |
| | 136 | - | 6 | 1 | - | - | - | - | 142 |
| ICT | | | | | | | | | |
| ICT | 264 | - | 428 | 1 | 287 | - | - | - | 980 |
| | 264 | - | 428 | 1 | 287 | - | - | - | 980 |
| Communications | | | | | | | | | |
| Communications | 140 | - | 17 | 2 | - | - | - | - | 159 |
| | 140 | - | 17 | 2 | - | - | - | - | 159 |
| TOTAL | 1,062 | 39 | 452 | 5 | 287 | - | - | - | 1,846 |

GENERAL FUND BUDGET - Corporate Resources

| HR and Organisational Development | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|--|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| HR & Organisational Development | 342 | - | 30 | 1 | - | - | - | - | 373 |
| | 342 | - | 30 | 1 | - | - | - | - | 373 |

| Finance, Commissioning and Procurement | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|---|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|-----------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Financial Resources | 453 | - | 46 | 1 | - | - | - | - | 500 |
| Treasury Management | - | - | 27 | - | - | - | - | - | 27 |
| Bank Charges | - | - | 55 | - | - | - | - | - | 55 |
| External Audit | - | - | 56 | - | - | - | - | - | 56 |
| Insurance Premiums | 88 | 70 | 7 | 39 | - | - | - | - | 204 |
| Pay Inflation, Increments and Vacancy | (455) | - | - | - | - | - | - | - | (455) |
| Management Savings | - | - | - | - | - | - | - | - | - |
| Early Retirement Pension Direct Charges | 78 | - | - | - | - | - | - | - | 78 |
| Rent Allowances | - | - | - | - | - | 6,695 | (6,778) | - | (83) |
| Rent Rebates to HRA Dwellings | - | - | - | - | - | 5,766 | (5,864) | - | (98) |
| Council Tax Collection | - | - | - | - | - | - | (207) | - | (207) |
| NNDR Collection | - | - | - | - | - | - | (135) | - | (135) |
| Shared Revenues Partnership | - | - | 8 | - | 1,020 | - | - | - | 1,028 |
| Contingencies/Savings Adjustments | (140) | - | - | - | - | - | - | - | (140) |
| Unapportionable Central Overheads | 708 | 57 | - | - | - | - | - | - | 765 |
| Commissioning and Procurement | 96 | - | - | 1 | - | - | - | - | 97 |
| Central Stationery and Equipment | - | - | 10 | - | - | - | - | - | 10 |
| | 829 | 127 | 209 | 41 | 1,020 | 12,461 | (12,985) | - | 1,702 |

| Senior Leadership Team | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|-------------------------------|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Senior Leadership Team | 562 | - | 50 | (34) | - | - | - | - | 578 |
| Corporate Management | 35 | - | - | 18 | - | - | - | - | 53 |
| | 597 | - | 50 | (16) | - | - | - | - | 631 |

| | | | | | | | | | |
|--------------|--------------|------------|------------|-----------|--------------|---------------|-----------------|----------|--------------|
| TOTAL | 1,768 | 127 | 289 | 26 | 1,020 | 12,461 | (12,985) | - | 2,706 |
|--------------|--------------|------------|------------|-----------|--------------|---------------|-----------------|----------|--------------|

GENERAL FUND BUDGET - Law and Governance

| Electoral Services and Land Charges | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|--|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Electoral Registration | 31 | - | 55 | - | - | - | (2) | - | 84 |
| Elections | 61 | - | 25 | 0 | - | - | (25) | - | 62 |
| Land Charges | 99 | - | 21 | 0 | - | - | (207) | - | (87) |
| | 192 | - | 101 | 1 | - | - | (234) | - | 59 |

| Governance and Civic Office | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|------------------------------------|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Governance | 270 | - | 4 | 1 | - | - | (0) | - | 274 |
| Cost of Democracy | (164) | - | 303 | 15 | - | - | (1) | - | 153 |
| Central Postal Services | 13 | - | 45 | 0 | - | - | - | - | 58 |
| Central Printing | - | - | 15 | 0 | - | - | - | - | 15 |
| | 119 | - | 367 | 16 | - | - | (2) | - | 500 |

| Internal Audit | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|-----------------------|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Internal Audit | 111 | - | 3 | 0 | - | - | (3) | - | 110 |
| | 111 | - | 3 | 0 | - | - | (3) | - | 110 |

| Shared Legal Services | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|------------------------------|-----------------------|-----------------------|--------------------------------|------------------------|------------------------|-----------------------------|---------------|--|------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Shared Legal Services | 196 | - | 262 | - | - | - | (102) | - | 355 |
| | 196 | - | 262 | - | - | - | (102) | - | 355 |

| | | | | | | | | | |
|--------------|------------|----------|------------|-----------|----------|----------|--------------|----------|--------------|
| TOTAL | 617 | - | 732 | 17 | - | - | (341) | - | 1,025 |
|--------------|------------|----------|------------|-----------|----------|----------|--------------|----------|--------------|

GENERAL FUND BUDGET - Assets and Investments

| Asset Management | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|--|----------------|----------------|---------------------|-----------------|-----------------|----------------------|--------------|---|-----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Asset Management | 9 | - | - | - | - | - | - | - | 9 |
| Creeting Rd Depot | - | 46 | 10 | - | - | - | - | - | 56 |
| Wenham Depot | - | 4 | - | - | - | - | - | - | 4 |
| Chilton Depot | - | 28 | 1 | - | 0 | - | (1) | - | 28 |
| PV Panels | - | 73 | 8 | - | 49 | - | (359) | - | (229) |
| Wingfield Barns | - | - | 30 | - | - | - | - | - | 30 |
| Stowmarket Football Ground | - | 19 | - | - | - | - | (4) | - | 14 |
| Strategic Property | 133 | 4 | 11 | 1 | - | - | - | - | 148 |
| Paddock House Eye | - | 5 | - | - | - | - | - | - | 5 |
| Cedars Park Community Centre | - | 2 | - | - | - | - | (13) | - | (10) |
| Endeavour House - HQ | - | 52 | 159 | - | - | - | - | - | 210 |
| Hadleigh Touchdown Point | - | 8 | - | - | - | - | - | - | 8 |
| Opportunities Building (Chilton Field) | - | 19 | - | - | - | - | - | - | 19 |
| Aldi, Stowmarket | - | 24 | - | - | - | - | (43) | - | (19) |
| Streetlights | - | 2 | - | - | - | - | - | - | 2 |
| | 141 | 286 | 218 | 1 | 49 | - | (420) | - | 276 |

| The Council's Companies | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|-------------------------|----------------|----------------|---------------------|-----------------|-----------------|----------------------|--------------|---|-----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| BMS Invest | 188 | - | 15 | 2 | - | - | (146) | - | 59 |
| | 188 | - | 15 | 2 | - | - | (146) | - | 59 |

| TOTAL | Employee Costs | Premises Costs | Supplies & Services | Transport Costs | Major Contracts | Third Party Payments | Income | Transfer to / (from) earmarked reserves | Net Expenditure |
|-------|----------------|----------------|---------------------|-----------------|-----------------|----------------------|--------------|---|-----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| | 330 | 286 | 232 | 3 | 49 | - | (566) | - | 334 |

HOUSING REVENUE ACCOUNT 2020/21

| | 2020/21 £'000 |
|---------------------|------------------|
| Income | |
| Dwelling Rents | (14,258) |
| Service Charges | (689) |
| Non-Dwelling Income | (355) |
| Other Income | (23) |
| Interest Received | (9) |
| Gross Income | (15,334) |

| | 2020/21 £'000 |
|---------------------------------|------------------|
| Expenditure | |
| General Management | 2,478 |
| Special Management | 826 |
| Repairs and Maintenance | 2,010 |
| Property Services | 1,255 |
| Depreciation | 3,709 |
| Interest payable | 2,968 |
| Revenue Contribution to Capital | 2,604 |
| Bad Debt Provision | 89 |
| Gross Expenditure | 15,939 |

| | |
|---------------------------------------|------------|
| (Surplus)/Deficit for the Year | 605 |
|---------------------------------------|------------|

| MID SUFFOLK CAPITAL PROGRAMME 2020/21 - 2023/24 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | TOTAL BUDGET (over 4 years) £'000 | Reserves £'000 | Major Repairs Reserve £'000 | Capital Receipts £'000 | External Grants & Contributions £'000 | Revenue Contributions £'000 | Borrowing £'000 | Total Financing £'000 |
|---|----------------|----------------|----------------|----------------|--|---------------------------|--|---------------------------------------|--|--|----------------------------|--------------------------------------|
| HOUSING REVENUE ACCOUNT (HRA) | £'000 | £'000 | £'000 | £'000 | £'000 | | | | | | | |
| Planned Maintenance | 3,505 | 3,515 | 3,633 | 3,815 | 14,468 | | 14,362 | | | 106 | | 14,468 |
| ICT projects | 200 | 200 | 200 | 200 | 800 | | 433 | | | 367 | | 800 |
| Environmental Improvements | 40 | 40 | 40 | 40 | 160 | | 4 | | | 156 | | 160 |
| Disabled Facilities Work | 200 | 200 | 200 | 200 | 800 | | | | | 800 | | 800 |
| New Build inc acquisitions | 12,604 | 20,816 | 8,111 | 2,667 | 44,198 | | | 12,119 | 5,554 | 9,996 | 16,529 | 44,198 |
| Total HRA Capital Spend | 16,549 | 24,771 | 12,184 | 6,922 | 60,426 | - | 14,799 | 12,119 | 5,554 | 11,425 | 16,529 | 60,426 |
| MID SUFFOLK CAPITAL PROGRAMME 2020/21 - 2023/24 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | TOTAL BUDGET (over 4 years) £'000 | Reserves £'000 | Major Repairs Reserve £'000 | Capital Receipts £'000 | External Grants & Contributions £'000 | Revenue Contributions £'000 | Borrowing £'000 | Total Financing £'000 |
| GENERAL FUND | £'000 | £'000 | £'000 | £'000 | £'000 | | | | | | | |
| Housing | | | | | | | | | | | | |
| Mandatory Disabled Facilities Grant | 579 | 376 | 376 | 376 | 1,707 | | | | 1,707 | | | 1,707 |
| Discretionary Housing Grants | 100 | 100 | 100 | 100 | 400 | | | | | | 400 | 400 |
| Empty Homes Grant | 100 | 100 | 100 | 100 | 400 | | | | | | 400 | 400 |
| Total Housing | 779 | 576 | 576 | 576 | 2,507 | - | - | - | 1,707 | - | 800 | 2,507 |
| Environment and Projects | | | | | | | | | | | | |
| Replacement Refuse Freighters - Joint Scheme | 188 | | 1,922 | 188 | 2,298 | | | | | | 2,298 | 2,298 |
| Recycling Bins | 100 | 100 | 100 | 100 | 400 | | | | | | 400 | 400 |
| Total Environmental Services | 288 | 100 | 2,022 | 288 | 2,698 | - | - | - | - | - | 2,698 | 2,698 |
| Communities and Public Access | | | | | | | | | | | | |
| Planned Maintenance / Enhancements - Car Parks | 150 | 125 | 100 | 100 | 475 | | | | | | 475 | 475 |
| Streetcare - Vehicles and Plant Renewals | 162 | 83 | 90 | 90 | 425 | | | | | | 425 | 425 |
| Play Equipment | 50 | 50 | 50 | 50 | 200 | | | | | | 200 | 200 |
| Community Development Grants | 189 | 189 | 189 | 189 | 756 | | | | | | 756 | 756 |
| Total Communities and Public Access | 551 | 447 | 429 | 429 | 1,856 | - | - | - | - | - | 1,856 | 1,856 |
| Leisure inc Mid Suffolk Leisure Centre Refurbishment & Development | 2,937 | 150 | 150 | 150 | 3,387 | 2,200 | - | - | - | - | 1,187 | 3,387 |
| Investment and Commercial Delivery | | | | | | | | | | | | |
| Former Aldi Site | 60 | | | | 60 | | | | | | 60 | 60 |
| Former MSDC Offices (Needham Market) | 727 | 994 | | | 1,721 | | | | | | 1,721 | 1,721 |
| Needham Lake Visitors Centre | 600 | | | | 600 | 600 | | | | | | 600 |
| CIFCO - further investment | 8,666 | 3,834 | | | 12,500 | | | | | | 12,500 | 12,500 |
| Other Corporate Buildings | 80 | 70 | 70 | 70 | 290 | | | | | | 290 | 290 |
| Total Investment and Commercial Delivery | 10,133 | 4,898 | 70 | 70 | 15,171 | 600 | - | - | - | - | 14,571 | 15,171 |
| ICT & Customer | | | | | | | | | | | | |
| ICT - Hardware / Software costs | 200 | 200 | 200 | 200 | 800 | | | | | | 800 | 800 |
| Total Corporate resources | 200 | 200 | 200 | 200 | 800 | - | - | - | - | - | 800 | 800 |
| Total General Fund Capital Spend | 14,889 | 6,370 | 3,447 | 1,713 | 26,418 | 2,800 | - | - | 1,707 | - | 21,912 | 26,418 |

RESERVES

| GENERAL FUND | Estimated Balance 31 Mar 2020 £'000 | Transfers between £'000 | 2020/21 Use of reserves £'000 | Transfer to reserves £'000 | Estimated Balance 31 Mar 2021 £'000 |
|---|---|-------------------------------|--|----------------------------------|---|
| Contingency Reserves | | | | | |
| General Fund Working Balance / Reserve | (1,052) | | | | (1,052) |
| Earmarked reserves | | | | | |
| Carry Forwards | - | | | | - |
| Growth and Efficiency Fund | (9,235) | 500 | 9,609 | (1,860) | (986) |
| Commercial Development Risk Management | (1,500) | | | (1,000) | (2,500) |
| Climate Change | 0 | (500) | | | (500) |
| Welfare Benefits Reform | (211) | | | | (211) |
| Business Rates Retention | (1,014) | | | | (1,014) |
| Business Rates Equalisation | (2,962) | | | | (2,962) |
| Government Grants | (179) | | 34 | | (145) |
| Commuted Maintenance Payments | (775) | | 39 | (20) | (756) |
| Elections Fund | (29) | | | | (29) |
| Planning Enforcement (Legal Costs) | (35) | | | | (35) |
| Planning Enforcement | (45) | | | | (45) |
| Revocation of personal search fees | (51) | | | | (51) |
| Homelessness | (330) | | 29 | | (301) |
| Temporary Accommodation | (76) | | 9 | | (67) |
| Planning (Legal Costs) | (506) | | 333 | (47) | (220) |
| Neighbourhood Planning Grants (NPGs) | (81) | | | | (81) |
| Strategic Planning inc Community Housing Grant, Brownfield Sites etc | (270) | | | | (270) |
| Strategic Planning - Joint Local Plan | (191) | | 118 | | (74) |
| Repairs and Renewals | (293) | | | | (293) |
| Waste | (78) | | 15 | | (63) |
| Sub total | (17,861) | - | 10,185 | (2,927) | (10,603) |
| Community Infrastructure Levy | (8,532) | | | | (8,532) |
| TOTAL GENERAL FUND RESERVES | (27,445) | - | 10,185 | (2,927) | (20,187) |