

# Budget Book 2017/18



## Budget Book 2017/18

Contents	Page
General Fund Summary	3
Services and Activities Summary	4
Planning for Growth	5
Supported Living	6
Environment and Projects	7
Communities and Public Access	8
Investment and Commercial Delivery	9
Corporate Resources	10
Law and Governance	11
Housing Revenue Account	12
Capital Programme	13
Reserves	14

## GENERAL FUND REVENUE BUDGET SUMMARY

	2016/17 £'000	2017/18 £'000
1 Employee Costs	8,544	8,683
2 Premises	773	794
3 Supplies & Services	5,348	4,050
4 Transport	331	335
5 Contracts	3,020	3,078
6 Third Party	17,420	16,964
7 Income	<u>(23,081)</u>	<u>(25,439)</u>
<b>Service Cost</b>	<b>12,356</b>	<b>8,464</b>
8 Transfers to HRA / Capital (recharge model)	(1,223)	(1,298)
9 Capital charges & Investment Income	675	65
10 Transfers to Reserves	<u>110</u>	<u>2,726</u>
<b>Net Service Cost</b>	<b>11,918</b>	<b>9,959</b>
11 Transformation Fund - Staffing (NHB)	(427)	(430)
12 Transformation Fund - Delivery Plan projects (NHB)	(2,000)	-
13 Transformation Fund - Community Capacity Building (NHB)	-	(250)
14 Transfers from Reserves - earmarked	(82)	(82)
15 S31 Grant	-	(600)
16 New Homes Bonus remaining	<u>(110)</u>	<u>(1,347)</u>
<b>Budget Requirement</b>	<b>9,299</b>	<b>7,249</b>
17 Deficit / (Surplus) on Collection fund	(120)	(89)
18 Revenue Support Grant (RSG)	(918)	(371)
19 Business Rates	(2,160)	(2,203)
20 Transition Grant	(39)	(39)
21 Rural Services Support Grant	<u>(430)</u>	<u>(347)</u>
<b>Council Tax</b>	<b>5,631</b>	<b>4,201</b>
22 <b>Shortfall in funding / (Surplus Funds)</b>	<b>(0)</b>	<b>(1,596)</b>

Council Tax Base	(35,336)	(35,786)
Council Tax for Band D Property	<u>159.36</u>	<u>161.97</u>
<b>Council Tax</b>	<b>(5,631)</b>	<b>(5,796)</b>

**GENERAL FUND BUDGET - Corporate Manager Summary**

	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
<b>Planning for Growth</b>								
Growth and Sustainable Planning	808	0	216	20	0	0	(661)	384
Business Improvement	31	0	0	1	0	0	0	32
Sustainable Environment	460	0	37	16	0	0	(6)	506
Strategic Planning	763	0	154	9	0	0	(20)	906
<b>TOTAL</b>	<b>2,062</b>	<b>0</b>	<b>407</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>(687)</b>	<b>1,829</b>
<b>Supported Living</b>								
Private Sector Housing	73	1	29	4	0	0	(2)	106
Housing Options	156	4	100	6	0	0	(88)	178
Property Services	252	346	90	21	0	0	(486)	223
<b>TOTAL</b>	<b>481</b>	<b>351</b>	<b>220</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>(577)</b>	<b>507</b>
<b>Environment and Projects</b>								
Building Control	432	0	13	25	0	0	(461)	9
Waste Services	203	2	621	7	1,797	0	(1,873)	757
Food and Safety	233	0	56	10	0	0	(28)	270
Leisure	0	36	445	0	0	0	(40)	441
<b>TOTAL</b>	<b>868</b>	<b>38</b>	<b>1,135</b>	<b>42</b>	<b>1,797</b>	<b>0</b>	<b>(2,402)</b>	<b>1,477</b>
<b>Communities and Public Access</b>								
Customer Services	407	0	2	3	0	0	0	411
Strong and Safe Communities	257	0	586	6	0	0	(8)	840
Countryside and Public Realm	998	266	237	127	3	0	(1,114)	517
Policy and Strategy (Health and Well Being)	92	0	10	4	0	0	0	107
<b>TOTAL</b>	<b>1,754</b>	<b>266</b>	<b>835</b>	<b>139</b>	<b>3</b>	<b>0</b>	<b>(1,122)</b>	<b>1,874</b>
<b>Investment and Commercial Delivery</b>								
Open for Business	266	7	83	7	0	0	(175)	187
Housing and Regeneration	115	12	4	1	0	0	(11)	121
<b>TOTAL</b>	<b>381</b>	<b>20</b>	<b>87</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>(186)</b>	<b>308</b>
<b>Corporate Resources</b>								
HR and Organisational Development	367	0	32	1	0	0	0	401
Financial Services	1,158	119	175	38	1,051	16,964	(20,094)	(589)
Commissioning and Procurement	136	0	18	1	0	0	0	155
Senior Leadership Team	621	0	41	10	0	0	(33)	639
<b>TOTAL</b>	<b>2,282</b>	<b>119</b>	<b>266</b>	<b>50</b>	<b>1,051</b>	<b>16,964</b>	<b>(20,127)</b>	<b>606</b>
<b>Law and Governance</b>								
Information Management and ICT	382	0	430	1	228	0	(246)	795
Internal Audit	72	0	1	0	0	0	0	73
Democratic Services	172	0	400	16	0	0	(7)	582
Business Improvement	108	0	8	1	0	0	0	117
Shared Legal Services	120	0	262	0	0	0	(85)	297
<b>TOTAL</b>	<b>854</b>	<b>0</b>	<b>1,100</b>	<b>19</b>	<b>228</b>	<b>0</b>	<b>(338)</b>	<b>1,863</b>
<b>TOTAL</b>	<b>8,683</b>	<b>794</b>	<b>4,050</b>	<b>335</b>	<b>3,078</b>	<b>16,964</b>	<b>(25,439)</b>	<b>8,465</b>

### GENERAL FUND BUDGET - Planning for Growth

Growth and Sustainable Planning	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Development Management	773	0	216	20	0	0	(661)	350
Development Management - Transformation	34	0	0	0	0	0	0	34
	<b>808</b>	<b>0</b>	<b>216</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>(661)</b>	<b>384</b>

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

Sustainable Environment	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Abandoned Vehicles	0	0	1	0	0	0	0	1
Climate Change and Sustainability	0	0	6	0	0	0	0	6
Dog Control	0	0	8	0	0	0	0	8
Environmental Protection	301	0	15	10	0	0	(6)	319
Planning Enforcement	159	0	7	6	0	0	0	172
	<b>460</b>	<b>0</b>	<b>37</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>(6)</b>	<b>506</b>

Strategic Planning	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
CIL	87	0	0	0	0	0	0	88
Conservation	176	0	0	5	0	0	0	182
Development Policy and Local Plans	448	0	87	2	0	0	0	537
Housing Enabling	0	0	10	0	0	0	0	10
Neighbourhood Planning Grants - General	0	0	11	0	0	0	(20)	(9)
Social Housing	51	0	4	1	0	0	0	57
Strategic Planning General	0	0	1	0	0	0	0	1
Local Plans	0	0	41	0	0	0	0	41
	<b>763</b>	<b>0</b>	<b>154</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>(20)</b>	<b>906</b>

<b>TOTAL</b>	<b>2,062</b>	<b>0</b>	<b>407</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>(687)</b>	<b>1,829</b>
--------------	--------------	----------	------------	-----------	----------	----------	--------------	--------------

### GENERAL FUND BUDGET - Supported Living

Private Sector Housing	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Housing Standards	73	1	17	4	0	0	0	96
Other Housing Matters	0	0	10	0	0	0	0	10
Other Housing Servs	0	0	2	0	0	0	(2)	0
	<b>73</b>	<b>1</b>	<b>29</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>(2)</b>	<b>106</b>

Housing Options	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Homelessness Leased Accom	0	0	7	0	0	0	(7)	(0)
Homelessness Private Sector	113	0	93	3	0	0	(77)	131
Rent Deposit Scheme	43	4	0	3	0	0	(4)	47
	<b>156</b>	<b>4</b>	<b>100</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>(88)</b>	<b>178</b>

Property Services	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Asset Management	27	0	20	0	0	0	(4)	42
Capital Projects - Technical Staff	255	0	0	17	0	0	0	272
Creting Road Depot	0	60	12	0	0	0	0	71
Headquarters General	(30)	286	35	2	0	0	(63)	230
Pool Cars	0	0	0	3	0	0	0	3
PV Panels	0	0	24	0	0	0	(419)	(395)
	<b>252</b>	<b>346</b>	<b>90</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>(486)</b>	<b>223</b>

<b>TOTAL</b>	<b>481</b>	<b>351</b>	<b>220</b>	<b>32</b>	<b>0</b>	<b>0</b>	<b>(577)</b>	<b>507</b>
--------------	------------	------------	------------	-----------	----------	----------	--------------	------------

### GENERAL FUND BUDGET - Environment and Projects

Building Control	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Commercial Income	0	0	2	0	0	0	(24)	(22)
Building Regulations: chargeable service	299	0	4	17	0	0	(411)	(90)
Building Regulations: non-chargeable service	68	0	0	4	0	0	0	72
Building Regulations: other activities	41	0	0	2	0	0	0	44
Street Naming and Numbering	24	0	7	1	0	0	(26)	6
	<b>432</b>	<b>0</b>	<b>13</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>(461)</b>	<b>3</b>

Waste Services	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Bring Sites	10	0	79	0	0	0	(155)	(66)
Domestic Waste	127	2	237	6	1,420	0	(495)	1,297
Garden Waste	51	0	165	0	318	0	(884)	(350)
Recycling Centre	0	0	1	0	0	0	(2)	(1)
Trade Waste	15	0	140	0	59	0	(337)	(123)
	<b>203</b>	<b>2</b>	<b>621</b>	<b>7</b>	<b>1,797</b>	<b>0</b>	<b>(1,873)</b>	<b>757</b>

Food & Safety	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Animal Welfare Licensing	0	0	1	0	0	0	(4)	(3)
Food & Safety (General)	233	0	3	10	0	0	(19)	228
Food Safety	0	0	1	0	0	0	0	1
Land Drainage	0	0	45	0	0	0	0	45
Water Sampling	0	0	5	0	0	0	(5)	(0)
	<b>233</b>	<b>0</b>	<b>56</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>(28)</b>	<b>270</b>

Leisure	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Leisure Contract	0	16	445	0	0	0	(35)	426
Stowmarket Football Ground	0	20	0	0	0	0	(5)	15
	<b>0</b>	<b>36</b>	<b>445</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(40)</b>	<b>441</b>

<b>TOTAL</b>	<b>868</b>	<b>38</b>	<b>1,135</b>	<b>42</b>	<b>1,797</b>	<b>0</b>	<b>(2,402)</b>	<b>1,471</b>
--------------	------------	-----------	--------------	-----------	--------------	----------	----------------	--------------

### GENERAL FUND BUDGET - Communities and Public Access

Public Access	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Customer Services	407	0	2	3	0	0	0	411
	<b>407</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>411</b>

Strong and Safe Communities	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Business Performance	0	0	16	0	0	0	0	16
Civil Protection and Emergency Planning	0	0	25	0	0	0	0	25
Community Development	93	0	0	3	0	0	(8)	89
Communications	78	0	6	0	0	0	0	84
Community Achievement Awards	0	0	3	0	0	0	0	3
Community Safety-General	35	0	19	1	0	0	0	54
Grants and Contributions	31	0	505	1	0	0	0	537
The Arts	20	0	8	1	0	0	(1)	28
Wingfield Barns	0	0	6	0	0	0	0	6
	<b>257</b>	<b>0</b>	<b>586</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>(8)</b>	<b>840</b>

Countryside and Public Realm	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
A14 Cleansing	0	0	0	9	0	0	(43)	(34)
Car Parks General	38	201	40	3	0	0	(668)	(385)
Community Development -Countryside	89	28	26	6	0	0	(10)	139
Eye Castle Project	0	0	3	0	0	0	(3)	0
Footpaths	21	0	3	1	0	0	(11)	14
Open Spaces	492	10	59	48	1	0	(238)	373
Public Conveniences	0	14	0	0	0	0	0	14
Public Tree Programme	52	5	1	4	2	0	0	64
Street and Major Road Cleansing	306	0	105	56	0	0	(140)	326
	<b>998</b>	<b>266</b>	<b>237</b>	<b>127</b>	<b>3</b>	<b>0</b>	<b>(1,114)</b>	<b>551</b>

Policy and Strategy (Health & Well Being)	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
Policy and Strategy (Health and Well Being)	92	0	10	4	0	0	0	107
	<b>92</b>	<b>0</b>	<b>10</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>107</b>

<b>TOTAL</b>	<b>1,754</b>	<b>266</b>	<b>835</b>	<b>139</b>	<b>3</b>	<b>0</b>	<b>(1,122)</b>	<b>1,909</b>
--------------	--------------	------------	------------	------------	----------	----------	----------------	--------------



**GENERAL FUND BUDGET - Investment and Commercial Delivery**

<b>Open for Business</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Transfer Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Alcohol, Entertainments and Late Night Refreshment	30	0	0	0	0	0	(69)	(39)
Economic Development	110	0	18	5	0	0	0	133
Gambling and Small Lotteries	41	0	0	1	0	0	(5)	37
South and Heart of Suffolk Marketing Campaign	0	0	20	0	0	0	(8)	12
Stowmarket Tourist Information Centre	76	7	26	0	0	0	(41)	69
Taxi and Private Hire Licensing	9	0	10	0	0	0	(53)	(34)
Tourism General	0	0	9	0	0	0	0	9
	<b>266</b>	<b>7</b>	<b>83</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>(175)</b>	<b>187</b>

<b>Housing and Regeneration</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Transfer Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Housing and Regeneration	95	4	4	1	0	0	0	104
Mid Suff Business Park	0	8	0	0	0	0	(11)	(3)
Capital Investment Strategy	20	0	0	0	0	0	0	20
	<b>115</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>(11)</b>	<b>121</b>

<b>TOTAL</b>	<b>381</b>	<b>20</b>	<b>87</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>(186)</b>	<b>308</b>
--------------	------------	-----------	-----------	----------	----------	----------	--------------	------------

## GENERAL FUND BUDGET - Corporate Resources

<b>HR and Organisational Development</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Transfer Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Health & Safety	26	0	2	0	0	0	0	28
Organisational Development	341	0	30	1	0	0	0	372
	<b>367</b>	<b>0</b>	<b>32</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>401</b>

<b>Financial Services</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Transfer Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Bank Charges	0	0	60	0	0	0	(6)	54
Contingencies/Savings Adjustments	68	0	0	0	0	0	0	68
Revenues and Benefits	0	0	0	0	0	16,964	(17,460)	(496)
Early Retirement - Pension Direct Charges	34	0	0	0	0	0	0	34
External Audit	0	0	62	0	0	0	0	62
Financial Servs	358	0	29	4	0	0	0	390
Insurance Premiums	96	119	3	34	0	0	0	253
Pay Inflation and Increment Costs	(100)	0	0	0	0	0	0	(100)
Shared Revenues Partnership	0	0	0	0	1,051	0	0	1,051
Treasury Management	0	0	21	0	0	0	0	21
Pension Lump Sum Deficit	702	0	0	0	0	0	0	702
New Homes Bonus	0	0	0	0	0	0	(2,028)	(2,028)
Section 31 Grant	0	0	0	0	0	0	(600)	(600)
	<b>1,158</b>	<b>119</b>	<b>175</b>	<b>38</b>	<b>1,051</b>	<b>16,964</b>	<b>(20,094)</b>	<b>(589)</b>

<b>Commissioning and Procurement</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Transfer Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Central Stationery and Equipment	0	0	14	0	0	0	0	14
Commissioning and Procurement	136	0	4	1	0	0	0	141
	<b>136</b>	<b>0</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>155</b>

<b>Senior Leadership Team</b>	<b>Employee Costs £'000</b>	<b>Premises Costs £'000</b>	<b>Supplies &amp; Services £'000</b>	<b>Transport Costs £'000</b>	<b>Major Contracts £'000</b>	<b>Transfer Payments £'000</b>	<b>Income £'000</b>	<b>Net Expenditure £'000</b>
Senior Leadership Team	621	0	41	10	0	0	(33)	639
	<b>621</b>	<b>0</b>	<b>41</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>(33)</b>	<b>639</b>

<b>TOTAL</b>	<b>2,282</b>	<b>119</b>	<b>266</b>	<b>50</b>	<b>1,051</b>	<b>16,964</b>	<b>(20,127)</b>	<b>606</b>
--------------	--------------	------------	------------	-----------	--------------	---------------	-----------------	------------

### GENERAL FUND BUDGET - Law and Governance

Information Management and ICT	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Income £'000	Net Expenditure £'000
ICT	244	0	407	1	228	0	0	880
Information Management	91	0	0	0	0	0	0	91
Land Charges	0	0	23	0	0	0	(246)	(223)
ICT Transformation Programmes	47	0	0	0	0	0	0	47
	<b>382</b>	<b>0</b>	<b>430</b>	<b>1</b>	<b>228</b>	<b>0</b>	<b>(246)</b>	<b>795</b>

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

Democratic Services	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Grant Income £'000	Net Expenditure £'000
Central Postal Services	10	0	51	0	0	0	0	61
Central Printing	13	0	27	0	0	0	(3)	37
Cost of Democracy	(155)	0	269	15	0	0	(1)	128
Elections	47	0	0	0	0	0	0	48
Electoral Registration	41	0	49	0	0	0	(2)	88
Governance	214	0	4	0	0	0	(0)	218
Village of the Year	0	0	1	0	0	0	0	1
	<b>172</b>	<b>0</b>	<b>400</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>(7)</b>	<b>582</b>

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

Shared Legal Services	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Transfer Payments £'000	Grant Income £'000	Net Expenditure £'000
Shared Legal Services	120	0	262	0	0	0	(85)	297
	<b>120</b>	<b>0</b>	<b>262</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(85)</b>	<b>297</b>

<b>TOTAL</b>	<b>854</b>	<b>0</b>	<b>1,100</b>	<b>19</b>	<b>228</b>	<b>0</b>	<b>(338)</b>	<b>1,863</b>
--------------	------------	----------	--------------	-----------	------------	----------	--------------	--------------

### HOUSING REVENUE ACCOUNT 2017/18

	2016/17 £'000	2017/18 £'000
<b>Income</b>		
Dwelling Rent and Other Income	(15,424)	(15,561)
Less Bad Debt Provision	75	75
Interest Income	(15)	(24)
<b>Gross Income</b>	<b>(15,364)</b>	<b>(15,510)</b>
<b>Expenditure</b>		
Management and Other Costs	3,001	2,632
Repairs and Maintenance	3,069	3,307
Capital Charges (funding the capital programme)	3,017	3,042
Depreciation	3,406	3,406
Borrowing / Financing Costs	3,733	3,597
<b>Gross Expenditure</b>	<b>16,226</b>	<b>15,984</b>
<b>Net Operating Income</b>	<b>862</b>	<b>474</b>
<b>(Surplus)/Deficit for the Year</b>	<b>862</b>	<b>474</b>

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

<b>Supported Living</b>											
Mandatory Disabled Facilities Grant	300	300	300	300	1,200			1,076		124	1,200
Discretionary Housing Grants	100	100	100	100	400					400	400
Empty Homes Grant	100	100	100	100	400					400	400
<b>Total Supported Living</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>1,076</b>	<b>0</b>	<b>924</b>	<b>2,000</b>

<b>Strategic Planning</b>											
Grants for Affordable Housing	250	250	250	250	1,000					1,000	1,000
<b>Total Strategic Planning</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>

<b>Environment and Projects</b>											
Replacement Refuse Freighters - Joint Scheme	170	0	170	170	510					510	510
Recycling Bins	100	100	100	100	400					400	400
<b>Total Environmental Services</b>	<b>270</b>	<b>100</b>	<b>270</b>	<b>270</b>	<b>910</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>910</b>	<b>910</b>

<b>Communities and Public Access</b>											
Planned Maintenance / Enhancements - Car Parks	204	162	125	109	599					599	599
Streetcare - Vehicles and Plant Renewals	44	44	44	44	176					176	176
Play Equipment	20	20	20	20	80					80	80
Community Development Grants	189	189	189	189	756					756	756
<b>Total Communities and Public Access</b>	<b>457</b>	<b>415</b>	<b>378</b>	<b>362</b>	<b>1,611</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,611</b>	<b>1,611</b>

<b>Leisure Contracts</b>											
Stowmarket Leisure Centre - structural repairs	43	0	0	0	43					43	43
<b>Total Leisure Contracts</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>43</b>

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

<b>Capital Projects</b>											
HQ - Equipment Renewals	20	0	0	0	20					20	20
Planned Maintenance - Corporate Buildings	82	80	80	80	322					322	322
Carbon Reduction	50	50	50	50	200					200	200
<b>Total Capital Projects</b>	<b>152</b>	<b>130</b>	<b>130</b>	<b>130</b>	<b>542</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>542</b>	<b>542</b>

<b>Investment and Commercial Delivery</b>											
Open for Business	30	30	30	30	120					120	120
Land assembly, property acquisition and regeneration opportunities	1,925	1,925	1,925	1,925	7,700					7,700	7,700
<b>Total Investment and Commercial Delivery</b>	<b>1,955</b>	<b>1,955</b>	<b>1,955</b>	<b>1,955</b>	<b>7,820</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,820</b>	<b>7,820</b>

<b>Corporate Resources</b>											
ICT costs related to joint working with Babergh	763	200	200	200	1,363	95				1,268	1,363
<b>Total Corporate resources</b>	<b>763</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,363</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,268</b>	<b>1,363</b>

<b>Delivery Programme Investment Opportunities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>						<b>0</b>
--	----------	----------	----------	----------	----------	--	--	--	--	--	----------

<b>Total General Fund Capital Spend</b>	<b>4,389</b>	<b>3,550</b>	<b>3,683</b>	<b>3,667</b>	<b>15,288</b>	<b>95</b>	<b>0</b>	<b>1,076</b>	<b>0</b>	<b>14,118</b>	<b>15,289</b>
---	--------------	--------------	--------------	--------------	---------------	-----------	----------	--------------	----------	---------------	---------------

<b>Total Capital Spend</b>	<b>12,426</b>	<b>12,295</b>	<b>12,469</b>	<b>12,873</b>	<b>50,062</b>	<b>3,091</b>	<b>9,147</b>	<b>1,191</b>	<b>0</b>	<b>14,118</b>	<b>50,063</b>
----------------------------	---------------	---------------	---------------	---------------	---------------	--------------	--------------	--------------	----------	---------------	---------------

MID SUFFOLK CAPITAL PROGRAMME 2017/18 - 2020/21	2017/18	2018/19	2019/20	2020/21	TOTAL BUDGET (over 4 years)	Capital Receipts	Reserves	Revenue Contributions	Gov't Grants	S106	Borrowing	Total Financing
HOUSING REVENUE ACCOUNT	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

<b>Capital Projects</b>												
Planned maintenance	3,321	4,391	4,288	4,248	16,248			16,248				16,248
ICT Projects	85	0	0	0	85			85				85
Environmental Improvements	40	40	40	40	160			160				160
Disabled Facilities work	200	200	150	150	700			700				700

New build programme inc acquisitions	4,391	4,114	4,308	4,768	17,581	2,996	9,147	5,323	115			17,581
--------------------------------------	-------	-------	-------	-------	--------	-------	-------	-------	-----	--	--	--------

<b>Total HRA Capital Spend</b>	<b>8,037</b>	<b>8,745</b>	<b>8,786</b>	<b>9,206</b>	<b>34,774</b>	<b>2,996</b>	<b>9,147</b>	<b>22,516</b>	<b>115</b>	<b>0</b>	<b>0</b>	<b>34,774</b>
--------------------------------	--------------	--------------	--------------	--------------	---------------	--------------	--------------	---------------	------------	----------	----------	---------------

**RESERVES**

**GENERAL FUND**

	Estimated Balance 31 Mar 2017 £'000	2017/18		Estimated Balance 31 Mar 2018 £'000
		Transfer into reserves £'000	Use of reserves £'000	
<b>Contingency Reserves</b>				
General Fund Working Balance / Reserve	(1,052)			(1,052)
<b>Earmarked reserves</b>				
S106 Agreements	(328)			(328)
Welfare Reforms	(211)			(211)
Elections	(48)	(15)		(63)
Repairs and Renewals Fund	(285)	(75)	82	(278)
Business Rates Equalisation Reserve	(696)			(696)
Other service specific funds; Planning, Housing, Waste and Other Services / Activities*	(684)	(9)		(693)
<b>Sub total</b>	<b>(2,252)</b>	<b>(99)</b>	<b>82</b>	<b>(2,269)</b>
Transformation Fund	(7,605)	(2,627)	1,031	(9,201)
Slippage Carry Forwards	(393)			(393)
<b>TOTAL GENERAL FUND RESERVES</b>	<b>(10,250)</b>	<b>(2,726)</b>	<b>1,113</b>	<b>(11,863)</b>