



**Mid Suffolk District Council  
Budget Book  
2023/24**

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## General Fund Revenue Budget Summary

|                                   |   | 2022/23       | 2023/24       | Movement     |
|-----------------------------------|---|---------------|---------------|--------------|
|                                   |   | £'000         | £'000         | £'000        |
| Service Costs                     | Employees                                     | 11,224        | 13,128        | 1,903        |
|                                   | Premises                                      | 1,107         | 1,255         | 148          |
|                                   | Supplies & Services                           | 4,377         | 5,181         | 804          |
|                                   | Transport                                     | 390           | 409           | 19           |
|                                   | Contracts                                     | 4,133         | 4,573         | 439          |
| Service Income                    | Grants and Contributions                      | (1,264)       | (1,715)       | (451)        |
|                                   | Sales, Fees & Charges                         | (5,151)       | (5,407)       | (256)        |
|                                   | Other income (incl. rental & PV panel income) | (1,588)       | (1,698)       | (111)        |
| Housing Benefits                  | HB Transfer Payments                          | 10,184        | 9,239         | (945)        |
|                                   | HB Grants and Contributions                   | (10,334)      | (9,366)       | 969          |
| <b>Net Service Expenditure</b>    |   | <b>13,078</b> | <b>15,599</b> | <b>2,520</b> |
| Recharges                         | Recharge to HRA/Capital (Corporate Overheads) | (1,511)       | (1,761)       | (250)        |
| Capital Financing Charges         | Interest Payable - CIFCO Long-term loans      | 545           | 416           | (129)        |
|                                   | Interest Payable - Other                      | 290           | 1,090         | 800          |
|                                   | Minimum Revenue Provision (MRP)               | 1,333         | 1,475         | 142          |
| Investment Income                 | Pooled Funds Net Income                       | (566)         | (566)         | -            |
|                                   | Interest Receivable - CIFCO                   | (2,169)       | (2,187)       | (18)         |
|                                   | Interest Receivable - Gateway 14              | (1,865)       | (97)          | 1,769        |
|                                   | Interest Receivable - Other                   | (31)          | (31)          | -            |
| Reserves                          | Transfers to / (from) Reserves                | (336)         | (1,499)       | (1,163)      |
| <b>Total Net Cost of Services</b> |   | <b>8,769</b>  | <b>12,441</b> | <b>3,672</b> |

## General Fund Revenue Budget Summary

|                                    |  | 2022/23         | 2023/24         | Movement       |
|------------------------------------|--|-----------------|-----------------|----------------|
|                                    |  | £'000           | £'000           | £'000          |
| Government Grants                  | New Homes Bonus                                    | (1,779)         | (1,427)         | 352            |
|                                    | Revenue Support Grant (RSG)                        | -               | (132)           | (132)          |
|                                    | Services Grant                                     | (157)           | (92)            | 65             |
|                                    | Rural Services Delivery Grant                      | (454)           | (508)           | (53)           |
|                                    | Funding Guarantee                                  | -               | (450)           | (450)          |
|                                    | Lower Tier Services Grant                          | (102)           | -               | 102            |
| Business Rates                     | Business Rates                                     | (4,310)         | (6,499)         | (2,189)        |
|                                    | Growth / Pooling Benefit                           | (486)           | (678)           | (192)          |
|                                    | Enterprise Zone income                             | -               | -               | -              |
|                                    | Business Rates Collection Fund (surplus) / deficit | (438)           | 790             | 1,228          |
| Council Tax                        | Council Tax  | (6,667)         | (6,886)         | (219)          |
|                                    | Council Tax Collection Fund (surplus) / deficit    | (293)           | (138)           | 155            |
| <b>Total Funding</b>               |  | <b>(14,685)</b> | <b>(16,019)</b> | <b>(1,334)</b> |
| <b>Total net surplus</b>           |  | <b>5,916</b>    | <b>3,578</b>    | <b>(2,338)</b> |
| Transfers to/from Reserves         | Commercial Development Risk Reserve                | 1,865           | -               | (1,865)        |
|                                    | Growth & Efficiency Fund                           | 4,051           | -               | (4,051)        |
|                                    | Strategic Transformation Infrastructure Fund       | -               | 2,830           | 2,830          |
|                                    | General Fund Working Balance                       | -               | 248             | 248            |
|                                    | Community Development Fund                         | -               | 500             | 500            |
| <b>Shortfall / (Surplus Funds)</b> |  | <b>-</b>        | <b>-</b>        | <b>-</b>       |

## General Fund Revenue Budget - Services and Activities Summary

|  | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|--|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Assets and Investments</b>  | <b>325</b>         | <b>239</b>       | <b>183</b>                         | -                  | -                  | -                             | <b>(133)</b>                      | <b>(50)</b>                          | <b>(115)</b>             | -   | <b>449</b>                  |
| Strategic Property   | 132                | 239              | 169                                | -                  | -                  | -                             | -                                 | (50)                                 | (115)                    | -   | 374                         |
| The Councils' Companies  | 193                | -                | 15                                 | -                  | -                  | -                             | (133)                             | -                                    | -                        | -   | 75                          |
| <b>Communities and Wellbeing</b>                                     | <b>490</b>         | <b>483</b>       | <b>588</b>                         | <b>10</b>          | -                  | -                             | <b>(560)</b>                      | -                                    | -                        | <b>(345)</b>                              | <b>666</b>                  |
| Communities  | 490                | -                | 588                                | 10                 | -                  | -                             | -                                 | -                                    | -                        | (345)                                     | 742                         |
| Leisure Contracts  | -                  | 483              | -                                  | -                  | -                  | -                             | (560)                             | -                                    | -                        | -   | (76)                        |
| <b>Corporate Resources</b>   | <b>1,445</b>       | <b>110</b>       | <b>442</b>                         | <b>48</b>          | <b>1,096</b>       | <b>9,239</b>                  | <b>(9,492)</b>                    | -                                    | <b>(145)</b>             | <b>(72)</b>                               | <b>2,672</b>                |
| Finance, Commissioning & Procurement                                 | 833                | 110              | 322                                | -                  | -                  | -                             | (9,492)                           | -                                    | (145)                    | (33)                                      | (8,404)                     |
| HR & Organisational Development                                      | 611                | -                | 120                                | -                  | -                  | -                             | -                                 | -                                    | -                        | (345)                                     | 387                         |
| <b>Customers, Digital Transformation &amp; Improvement</b>           | <b>1,637</b>       | -                | <b>347</b>                         | <b>1</b>           | <b>409</b>         | -                             | -                                 | -                                    | -                        | <b>(108)</b>                              | <b>2,287</b>                |
| Communications   | 203                | -                | 31                                 | 0                  | -                  | -                             | -                                 | -                                    | -                        | -   | 235                         |
| Customer Operations  | 728                | -                | 6                                  | 1                  | -                  | -                             | -                                 | -                                    | -                        | (43)                                      | 692                         |
| ICT  | 303                | -                | 265                                | -                  | 409                | -                             | -                                 | -                                    | -                        | -   | 977                         |
| Strategic Policy, Performance & Insight                              | 403                | -                | 45                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | (65)                                      | 384                         |
| <b>Economy, Regeneration and Climate Change</b>                      | <b>468</b>         | <b>2</b>         | <b>195</b>                         | <b>3</b>           | -                  | -                             | -                                 | -                                    | <b>(3)</b>               | <b>(169)</b>                              | <b>496</b>                  |
| Economic Growth and Climate Change                                   | 349                | -                | 47                                 | 3                  | -                  | -                             | -                                 | -                                    | -                        | -   | 399                         |
| Climate Change and Sustainability                                    | 119                | 2                | 148                                | -                  | -                  | -                             | -                                 | -                                    | (3)                      | (169)                                     | 96                          |
| <b>Operations (formerly Environment and Commercial Partnerships)</b> | <b>2,881</b>       | <b>264</b>       | <b>1,535</b>                       | <b>239</b>         | <b>3,066</b>       | -                             | <b>(45)</b>                       | <b>(2,920)</b>                       | <b>(847)</b>             | <b>(355)</b>                              | <b>3,819</b>                |
| Health and Safety, Business Continuity and Emergency Planning        | 200                | -                | 62                                 | 1                  | -                  | -                             | -                                 | -                                    | -                        | (50)                                      | 214                         |
| Public Protection  | 802                | 0                | 133                                | 17                 | -                  | -                             | (18)                              | (203)                                | -                        | -   | 729                         |
| Public Realm   | 1,471              | 247              | 358                                | 157                | -                  | -                             | (27)                              | (754)                                | (2)                      | (85)                                      | 1,367                       |
| Recycling, Waste & Fleet   | 373                | 17               | 982                                | 64                 | 3,066              | -                             | -                                 | (1,963)                              | (845)                    | (220)                                     | 1,474                       |
| Service Improvement  | 35                 | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 35                          |
| <b>Housing</b>   | <b>1,376</b>       | <b>157</b>       | <b>300</b>                         | <b>40</b>          | -                  | -                             | <b>(573)</b>                      | <b>(5)</b>                           | <b>(509)</b>             | <b>(243)</b>                              | <b>542</b>                  |
| Housing Solutions  | 1,376              | 157              | 300                                | 40                 | -                  | -                             | (573)                             | (5)                                  | (509)                    | (243)                                     | 542                         |

## General Fund Revenue Budget - Services and Activities Summary

|   | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|---|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Law and Governance</b>                           | <b>568</b>         | <b>-</b>         | <b>819</b>                         | <b>1</b>           | <b>-</b>           | <b>-</b>                      | <b>(128)</b>                      | <b>(205)</b>                         | <b>(46)</b>              | <b>20</b>                                 | <b>1,030</b>                |
| Electoral Services and Land Charges                 | 182                | -                | 102                                | -                  | -                  | -                             | (5)                               | (205)                                | (25)                     | 20  | 69                          |
| Governance and Civic Office                         | 48                 | -                | 419                                | 1                  | -                  | -                             | -                                 | (0)                                  | (1)                      | -   | 466                         |
| Internal Audit                                      | 65                 | -                | 31                                 | 0                  | -                  | -                             | -                                 | -                                    | (3)                      | -   | 93                          |
| Legal & Information Governance Service              | 273                | -                | 267                                | -                  | -                  | -                             | (123)                             | -                                    | (16)                     | -   | 401                         |
| <b>Planning and Building Control</b>                | <b>3,241</b>       | <b>0</b>         | <b>701</b>                         | <b>65</b>          | <b>-</b>           | <b>-</b>                      | <b>(150)</b>                      | <b>(2,227)</b>                       | <b>-</b>                 | <b>(227)</b>                              | <b>1,403</b>                |
| Building Control                                    | 622                | 0                | 17                                 | 28                 | -                  | -                             | -                                 | (422)                                | -                        | -   | 245                         |
| Development Management, Heritage<br>and Enforcement | 2,025              | -                | 476                                | 35                 | -                  | -                             | -                                 | (1,649)                              | -                        | (203)                                     | 684                         |
| Service Improvement                                 | 38                 | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 38                          |
| Strategic Planning                                  | 555                | -                | 207                                | 1                  | -                  | -                             | (150)                             | (155)                                | -                        | (24)                                      | 435                         |
| <b>Senior Leadership Team</b>                       | <b>697</b>         | <b>-</b>         | <b>71</b>                          | <b>2</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                             | <b>(33)</b>              | <b>-</b>                                  | <b>736</b>                  |
| Senior Leadership Team                              | 697                | -                | 71                                 | 2                  | -                  | -                             | -                                 | -                                    | (33)                     | -   | 736                         |
| <b>Total</b>  | <b>13,128</b>      | <b>1,255</b>     | <b>5,181</b>                       | <b>409</b>         | <b>4,572</b>       | <b>9,239</b>                  | <b>(11,080)</b>                   | <b>(5,407)</b>                       | <b>(1,698)</b>           | <b>(1,499)</b>                            | <b>14,100</b>               |

## General Fund Revenue Budget - Assets and Investments

|  | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|--|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Strategic Property</b>              | <b>132</b>         | <b>239</b>       | <b>169</b>                         | -                  | -                  | -                             | -                                 | <b>(50)</b>                          | <b>(115)</b>             | -   | <b>374</b>                  |
| Asset Management                       | 8                  | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | (0)                      | -   | 7                           |
| Asset Utilisation                      | 125                | 51               | 46                                 | -                  | -                  | -                             | -                                 | -                                    | (1)                      | -   | 221                         |
| Cedars Park Community Centre           | -                  | 7                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 7                           |
| Chilton Depot                          | -                  | 36               | 0                                  | -                  | -                  | -                             | -                                 | -                                    | (1)                      | -   | 35                          |
| Creeping Rd Depot                      | -                  | 40               | 5                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 45                          |
| Endeavour House - HQ                   | -                  | 41               | 101                                | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 142                         |
| Headquarters General                   | -                  | 10               | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 10                          |
| Opportunities Building (Chilton Field) | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | (21)                     | -   | (21)                        |
| Pure Gym & Adjacent Building           | -                  | 33               | -                                  | -                  | -                  | -                             | -                                 | (50)                                 | (88)                     | -   | (105)                       |
| Stowmarket Customer Access Point       | -                  | 7                | 16                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 23                          |
| Stowmarket Football Ground             | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | (4)                      | -   | (4)                         |
| Wenham Depot                           | -                  | 11               | 1                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 11                          |
| Wenham Depot Touch Down Point          | -                  | 3                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 3                           |
| <b>The Councils' Companies</b>         | <b>193</b>         | -                | <b>15</b>                          | -                  | -                  | -                             | <b>(133)</b>                      | -                                    | -                        | -   | <b>75</b>                   |
| The Councils' Companies                | 193                | -                | 15                                 | -                  | -                  | -                             | (133)                             | -                                    | -                        | -   | 75                          |
| <b>Total Assets and Investments</b>    | <b>325</b>         | <b>239</b>       | <b>183</b>                         | -                  | -                  | -                             | <b>(133)</b>                      | <b>(50)</b>                          | <b>(115)</b>             | -   | <b>449</b>                  |

## General Fund Revenue Budget - Communities and Wellbeing

|  | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|--|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Communities</b>                           | <b>490</b>         | <b>-</b>         | <b>588</b>                         | <b>10</b>          | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                             | <b>-</b>                 | <b>(345)</b>                              | <b>742</b>                  |
| Community Development                        | 484                | -                | 1                                  | 10                 | -                  | -                             | -                                 | -                                    | -                        | (89)                                      | 406                         |
| Community Achievement Awards                 | -                  | -                | 3                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 3                           |
| Community Safety - CCTV                      | -                  | -                | 10                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 10                          |
| Community Safety - General                   | -                  | -                | 24                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 24                          |
| Grants and Contributions                     | -                  | -                | 509                                | -                  | -                  | -                             | -                                 | -                                    | -                        | (250)                                     | 259                         |
| Policy and Strategy Health<br>and Well-being | -                  | -                | 26                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 26                          |
| Wellbeing CCG Funding                        | 6                  | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | (6)                                       | -                           |
| Womens Cycle Tour                            | -                  | -                | 15                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 15                          |
| <b>Leisure Contract</b>                      | <b>-</b>           | <b>483</b>       | <b>-</b>                           | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>(560)</b>                      | <b>-</b>                             | <b>-</b>                 | <b>-</b>                                  | <b>(76)</b>                 |
| Leisure Contract                             | -                  | 483              | -                                  | -                  | -                  | -                             | (560)                             | -                                    | -                        | -   | (76)                        |
| <b>Total Communities and Wellbeing</b>       | <b>490</b>         | <b>483</b>       | <b>588</b>                         | <b>10</b>          | <b>-</b>           | <b>-</b>                      | <b>(560)</b>                      | <b>-</b>                             | <b>-</b>                 | <b>(345)</b>                              | <b>666</b>                  |

## General Fund Revenue Budget - Corporate Resources

|   | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|---|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Finance, Commissioning &amp; Procurement</b> | <b>833</b>         | <b>110</b>       | <b>322</b>                         | <b>46</b>          | <b>1,096</b>       | <b>9,239</b>                  | <b>(9,492)</b>                    | <b>-</b>                             | <b>(145)</b>             | <b>(33)</b>                               | <b>1,977</b>                |
| Bank Charges                                    | -                  | -                | 108                                | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 108                         |
| Central Stationery and equipment                | -                  | -                | 4                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 4                           |
| Commissioning & Procurement                     | 186                | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | (67)                                      | 119                         |
| Council Tax Collection                          | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | (136)                    | -   | (136)                       |
| Early Retirement Pension - direct charges       | 78                 | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 78                          |
| External Audit                                  | -                  | -                | 86                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 86                          |
| Financial Resources                             | 453                | -                | 52                                 | 1                  | -                  | -                             | -                                 | -                                    | -                        | (39)                                      | 467                         |
| Insurance Premiums                              | 117                | 110              | 14                                 | 45                 | -                  | -                             | -                                 | -                                    | -                        | -   | 286                         |
| NNDR Collection                                 | -                  | -                | -                                  | -                  | -                  | -                             | (126)                             | -                                    | (9)                      | -   | (135)                       |
| Rent Allowances                                 | -                  | -                | -                                  | -                  | -                  | 4,431                         | (4,464)                           | -                                    | -                        | (24)                                      | (56)                        |
| Rent Rebates to HRA Dwellings                   | -                  | -                | -                                  | -                  | -                  | 4,808                         | (4,902)                           | -                                    | -                        | -   | (94)                        |
| Shared Revenues Partnership                     | -                  | -                | 8                                  | -                  | 1,096              | -                             | -                                 | -                                    | -                        | -   | 1,105                       |
| Treasury Management                             | -                  | -                | 51                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | 97  | 148                         |
| <b>HR &amp; Organisational Development</b>      | <b>611</b>         | <b>-</b>         | <b>120</b>                         | <b>2</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                             | <b>-</b>                 | <b>(39)</b>                               | <b>694</b>                  |
| HR & Organisational Development                 | 611                | -                | 120                                | 2                  | -                  | -                             | -                                 | -                                    | -                        | (39)                                      | 694                         |
| <b>Total Corporate Resources</b>                | <b>1,445</b>       | <b>110</b>       | <b>442</b>                         | <b>48</b>          | <b>1,096</b>       | <b>9,239</b>                  | <b>(9,492)</b>                    | <b>-</b>                             | <b>(145)</b>             | <b>(72)</b>                               | <b>2,672</b>                |

## General Fund Revenue Budget - Customers, Digital Transformation and Improvement

|  | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|--|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Communications</b>  | <b>203</b>         | -                | <b>31</b>                          | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | <b>235</b>                  |
| Communications   | 203                | -                | 31                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 235                         |
| <b>Customer Operations</b>   | <b>728</b>         | -                | <b>6</b>                           | <b>1</b>           | -                  | -                             | -                                 | -                                    | -                        | <b>(43)</b>                               | <b>692</b>                  |
| Customer Services  | 728                | -                | 6                                  | 1                  | -                  | -                             | -                                 | -                                    | -                        | (43)                                      | 692                         |
| <b>ICT</b>   | <b>303</b>         | -                | <b>265</b>                         | -                  | <b>409</b>         | -                             | -                                 | -                                    | -                        | -   | <b>977</b>                  |
| ICT  | 303                | -                | 265                                | -                  | 409                | -                             | -                                 | -                                    | -                        | -   | 977                         |
| <b>Strategic Policy, Performance &amp;<br/>Insight</b>               | <b>403</b>         | -                | <b>45</b>                          | -                  | -                  | -                             | -                                 | -                                    | -                        | <b>(65)</b>                               | <b>384</b>                  |
| Strategic Policy, Performance & Insight                              | 403                | -                | 45                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | (65)                                      | 384                         |
| <b>Total Customers, Digital<br/>Transformation &amp; Improvement</b> | <b>1,637</b>       | -                | <b>347</b>                         | <b>1</b>           | <b>409</b>         | -                             | -                                 | -                                    | -                        | <b>(108)</b>                              | <b>2,287</b>                |

## General Fund Revenue Budget - Economy, Regeneration and Climate Change

|   | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|---|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Economic Growth and Climate Change</b>             | <b>349</b>         | <b>-</b>         | <b>47</b>                          | <b>3</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                             | <b>-</b>                 | <b>-</b>                                  | <b>399</b>                  |
| Business Performance                                  | -                  | -                | 12                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 12                          |
| Economy & Business                                    | 194                | -                | 16                                 | 2                  | -                  | -                             | -                                 | -                                    | -                        | -   | 212                         |
| Town Centres  | 36                 | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 36                          |
| Regeneration  | 119                | -                | -                                  | 1                  | -                  | -                             | -                                 | -                                    | -                        | -   | 120                         |
| Visitor Economy                                       | -                  | -                | 19                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 19                          |
| <b>Climate Change and Sustainability</b>              | <b>119</b>         | <b>2</b>         | <b>148</b>                         | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                             | <b>(3)</b>               | <b>(169)</b>                              | <b>96</b>                   |
| Climate Change and Sustainability                     | 119                | 2                | 18                                 | -                  | -                  | -                             | -                                 | -                                    | (3)                      | (39)                                      | 96                          |
| Electric Rural Buses                                  | -                  | -                | 130                                | -                  | -                  | -                             | -                                 | -                                    | -                        | (130)                                     | -                           |
| <b>Total Economy, Regeneration and Climate Change</b> | <b>468</b>         | <b>2</b>         | <b>195</b>                         | <b>3</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                             | <b>(3)</b>               | <b>(169)</b>                              | <b>496</b>                  |

## General Fund Revenue Budget - Operations (formerly Environment and Commercial Partnerships)

|  | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|--|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Health &amp; Safety, Business Continuity<br/>&amp; Emergency Planning</b> | <b>200</b>         | -                | <b>62</b>                          | <b>1</b>           | -                  | -                             | -                                 | -                                    | -                        | <b>(50)</b>                               | <b>214</b>                  |
| Business Continuity /Emergency<br>Planning                                   | 50                 | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | (50)                                      | -                           |
| Civil Protection and Emergency<br>Planning                                   | -                  | -                | 29                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 29                          |
| Health and Safety  | 150                | -                | 34                                 | 1                  | -                  | -                             | -                                 | -                                    | -                        | -   | 185                         |
| <b>Public Protection</b>   | <b>802</b>         | -                | <b>133</b>                         | <b>16</b>          | -                  | -                             | <b>(18)</b>                       | <b>(203)</b>                         | -                        | -   | <b>729</b>                  |
| Abandoned Vehicles   | -                  | -                | 1                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 1                           |
| Alcohol, Entertainment and Late Night<br>Refreshment Licensing               | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (71)                                 | -                        | -   | (71)                        |
| Animal Welfare Licensing   | -                  | -                | 3                                  | -                  | -                  | -                             | -                                 | (15)                                 | -                        | -   | (12)                        |
| Boatman Licence  | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (2)                                  | -                        | -   | (2)                         |
| Covid-19 Test and Trace  | 18                 | -                | -                                  | -                  | -                  | -                             | (18)                              | -                                    | -                        | -   | -                           |
| Dog Control  | -                  | -                | 14                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 14                          |
| Environmental Protection   | 322                | -                | 7                                  | 10                 | -                  | -                             | -                                 | (17)                                 | -                        | -   | 323                         |
| Food & Safety (General)  | 351                | -                | 1                                  | 6                  | -                  | -                             | -                                 | (16)                                 | -                        | -   | 342                         |
| Gambling & Small Lotteries   | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (6)                                  | -                        | -   | (6)                         |
| Health & Safety Regulation   | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (3)                                  | -                        | -   | (3)                         |
| Land Drainage  | -                  | -                | 67                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 67                          |
| Licensing Staff Costs  | 110                | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 110                         |
| Mobile Home Sites  | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (2)                                  | -                        | -   | (2)                         |
| Other Housing Matters  | -                  | -                | 8                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 8                           |
| Pavement Licences  | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (3)                                  | -                        | -   | (3)                         |
| Scrap Metal  | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (2)                                  | -                        | -   | (2)                         |
| Taxi & Private Hire Licensing  | -                  | -                | 23                                 | -                  | -                  | -                             | -                                 | (58)                                 | -                        | -   | (35)                        |
| Water Sampling   | -                  | -                | 10                                 | -                  | -                  | -                             | -                                 | (10)                                 | -                        | -   | -                           |

## General Fund Revenue Budget - Operations (formerly Environment and Commercial Partnerships (Cont'd))

|  | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|--|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Public Realm</b>                                    | <b>1,471</b>       | <b>247</b>       | <b>355</b>                         | <b>157</b>         | <b>-</b>           | <b>-</b>                      | <b>(24)</b>                       | <b>(754)</b>                         | <b>(2)</b>               | <b>(85)</b>                               | <b>1,367</b>                |
| A14 Cleansing  | -                  | -                | -                                  | 12                 | -                  | -                             | (12)                              | -                                    | -                        | -   | (1)                         |
| Car Parks General                                      | 40                 | 187              | 88                                 | -                  | -                  | -                             | -                                 | (581)                                | -                        | -   | (266)                       |
| Stowmarket Lorry Park                                  | -                  | 11               | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 11                          |
| Civil Parking Enforcement                              | -                  | -                | 97                                 | -                  | -                  | -                             | -                                 | (40)                                 | -                        | -   | 58                          |
| Commuted Maintenance Payments                          | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | (31)                                      | (31)                        |
| Eye Park   | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (3)                                  | -                        | -   | (3)                         |
| Footpaths  | 48                 | -                | 4                                  | 1                  | -                  | -                             | (7)                               | (35)                                 | -                        | -   | 11                          |
| Open Spaces  | 956                | 13               | 60                                 | 91                 | -                  | -                             | -                                 | (49)                                 | (2)                      | (54)                                      | 1,015                       |
| Public Conveniences                                    | -                  | 11               | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 11                          |
| Public Tree Programme                                  | 46                 | 25               | -                                  | 3                  | -                  | -                             | -                                 | -                                    | -                        | -   | 74                          |
| Street & Major Road Cleansing                          | 381                | -                | 106                                | 51                 | -                  | -                             | (5)                               | (46)                                 | -                        | -   | 487                         |
| <b>Recycling, Waste &amp; Fleet</b>                    | <b>373</b>         | <b>17</b>        | <b>982</b>                         | <b>63</b>          | <b>3,066</b>       | <b>-</b>                      | <b>-</b>                          | <b>(1,963)</b>                       | <b>(845)</b>             | <b>(220)</b>                              | <b>1,474</b>                |
| Bring Sites  | 19                 | -                | 104                                | -                  | -                  | -                             | -                                 | -                                    | (141)                    | (2)                                       | (20)                        |
| Domestic Waste   | 233                | -                | 344                                | 1                  | 2,353              | -                             | -                                 | (197)                                | (437)                    | (20)                                      | 2,277                       |
| Garden Waste   | 93                 | -                | 251                                | -                  | 618                | -                             | -                                 | (1,190)                              | (266)                    | (128)                                     | (623)                       |
| Joint Waste Contract                                   | -                  | 16               | 44                                 | 62                 | -                  | -                             | -                                 | -                                    | -                        | -   | 122                         |
| Recycling Centre                                       | -                  | 1                | 2                                  | -                  | -                  | -                             | -                                 | (0)                                  | -                        | -   | 2                           |
| Trade Waste  | 28                 | -                | 238                                | -                  | 96                 | -                             | -                                 | (576)                                | -                        | (71)                                      | (285)                       |
| <b>Service Improvement</b>                             | <b>35</b>          | <b>-</b>         | <b>-</b>                           | <b>-</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                             | <b>-</b>                 | <b>-</b>                                  | <b>35</b>                   |
| Service Improvement                                    | 35                 | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 35                          |
| <b>Total Environment &amp; Commercial Partnerships</b> | <b>2,881</b>       | <b>264</b>       | <b>1,532</b>                       | <b>238</b>         | <b>3,066</b>       | <b>-</b>                      | <b>(42)</b>                       | <b>(2,920)</b>                       | <b>(847)</b>             | <b>(355)</b>                              | <b>3,819</b>                |

## General Fund Revenue Budget - Housing

|                               | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|-------------------------------|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Housing Solutions</b>      | <b>1,376</b>       | <b>157</b>       | <b>300</b>                         | <b>40</b>          | <b>-</b>           | <b>-</b>                      | <b>(573)</b>                      | <b>(5)</b>                           | <b>(509)</b>             | <b>(243)</b>                              | <b>542</b>                  |
| Afghan Resettlement Programme | -                  | -                | 15                                 | -                  | -                  | -                             | (15)                              | -                                    | -                        | -   | -                           |
| Choice Based Lettings         | 85                 | -                | -                                  | 1                  | -                  | -                             | -                                 | -                                    | -                        | -   | 86                          |
| Community Housing Fund        | 25                 | -                | 4                                  | 1                  | -                  | -                             | -                                 | -                                    | -                        | (25)                                      | 5                           |
| Domestic Abuse Funding        | 23                 | -                | -                                  | 22                 | -                  | -                             | (51)                              | -                                    | -                        | -   | (6)                         |
| Guaranteed Rent Scheme        | 48                 | 50               | 9                                  | -                  | -                  | -                             | -                                 | -                                    | (50)                     | (14)                                      | 43                          |
| HMO Licence                   | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (1)                                  | -                        | -   | (1)                         |
| Homeless Prevention Fund      | 375                | -                | 11                                 | 8                  | -                  | -                             | (89)                              | -                                    | (12)                     | (57)                                      | 235                         |
| Homelessness Private Sector   | -                  | -                | 63                                 | -                  | -                  | -                             | (89)                              | (2)                                  | -                        | -   | (27)                        |
| Homes for Ukraine             | 20                 | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | (20)                     | -   | -                           |
| Housing Standards             | 178                | -                | -                                  | 4                  | -                  | -                             | -                                 | -                                    | 14                       | (4)                                       | 193                         |
| Independent Living Service    | -                  | 1                | 20                                 | -                  | -                  | -                             | (40)                              | -                                    | -                        | -   | (19)                        |
| Housing Solutions             | 184                | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | (159)                                     | 25                          |
| Other Temp Accommodation      | 146                | -                | 1                                  | 2                  | -                  | -                             | -                                 | -                                    | -                        | (52)                                      | 97                          |
| PV Panels                     | -                  | 39               | 149                                | -                  | -                  | -                             | -                                 | -                                    | (301)                    | -   | (114)                       |
| Rent Deposit Scheme           | 22                 | 30               | 1                                  | 1                  | -                  | -                             | (51)                              | -                                    | (8)                      | -   | (4)                         |
| Rough Sleepers Intervention   | 159                | -                | 5                                  | -                  | -                  | -                             | (239)                             | -                                    | -                        | -   | (74)                        |
| Strategic Housing             | 111                | -                | 15                                 | 1                  | -                  | -                             | -                                 | (3)                                  | -                        | (20)                                      | 104                         |
| The Foyer                     | -                  | 38               | 8                                  | -                  | -                  | -                             | -                                 | -                                    | (133)                    | 88  | -                           |
| <b>Total Housing</b>          | <b>1,376</b>       | <b>157</b>       | <b>300</b>                         | <b>40</b>          | <b>-</b>           | <b>-</b>                      | <b>(573)</b>                      | <b>(5)</b>                           | <b>(509)</b>             | <b>(243)</b>                              | <b>542</b>                  |

## General Fund Revenue Budget - Law and Governance

|  | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|--|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Electoral Services &amp; Land Charges</b>       | <b>182</b>         | -                | <b>102</b>                         | -                  | -                  | -                             | <b>(5)</b>                        | <b>(205)</b>                         | <b>(25)</b>              | <b>20</b>                                 | <b>69</b>                   |
| Elections  | -                  | -                | 25                                 | -                  | -                  | -                             | -                                 | -                                    | (25)                     | 20  | 20                          |
| Electoral Registration                             | 90                 | -                | 49                                 | -                  | -                  | -                             | -                                 | (2)                                  | -                        | -   | 137                         |
| Information Management                             | -                  | -                | 6                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 6                           |
| Land Charges                                       | 92                 | -                | 21                                 | -                  | -                  | -                             | (5)                               | (203)                                | -                        | -   | (94)                        |
| <b>Governance &amp; Civic Office</b>               | <b>48</b>          | -                | <b>419</b>                         | <b>1</b>           | -                  | -                             | -                                 | -                                    | <b>(1)</b>               | -   | <b>466</b>                  |
| Central Postal Services                            | 16                 | -                | 65                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 81                          |
| Central Printing                                   | -                  | -                | 8                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 8                           |
| Cost of Democracy                                  | (178)              | -                | 327                                | 1                  | -                  | -                             | -                                 | -                                    | (1)                      | -   | 149                         |
| Governance   | 209                | -                | 19                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 228                         |
| <b>Internal Audit, Risk &amp; Data</b>             | <b>65</b>          | -                | <b>31</b>                          | -                  | -                  | -                             | -                                 | -                                    | <b>(3)</b>               | -   | <b>93</b>                   |
| Internal Audit                                     | 65                 | -                | 31                                 | -                  | -                  | -                             | -                                 | -                                    | (3)                      | -   | 93                          |
| <b>Legal &amp; Information Governance Services</b> | <b>273</b>         | -                | <b>267</b>                         | -                  | -                  | -                             | <b>(123)</b>                      | -                                    | <b>(16)</b>              | -   | <b>401</b>                  |
| Legal & Information Governance Services            | 273                | -                | 267                                | -                  | -                  | -                             | (123)                             | -                                    | (16)                     | -   | 401                         |
| <b>Total Law and Governance</b>                    | <b>568</b>         | -                | <b>819</b>                         | <b>1</b>           | -                  | -                             | <b>(128)</b>                      | <b>(205)</b>                         | <b>(46)</b>              | <b>20</b>                                 | <b>1,030</b>                |

## General Fund Revenue Budget - Planning and Building Control

|   | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|---|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Building Control</b>                                   | <b>622</b>         | -                | <b>17</b>                          | <b>28</b>          | -                  | -                             | -                                 | <b>(422)</b>                         | -                        | -   | <b>245</b>                  |
| Building Control - commercial income                      | -                  | -                | 3                                  | -                  | -                  | -                             | -                                 | (7)                                  | -                        | -   | (4)                         |
| Building Regulations - chargeable service                 | 429                | -                | 12                                 | 19                 | -                  | -                             | -                                 | (373)                                | -                        | -   | 88                          |
| Building Regulations - non chargeable service             | 93                 | -                | -                                  | 4                  | -                  | -                             | -                                 | -                                    | -                        | -   | 98                          |
| Building Regulations - other activities                   | 62                 | -                | -                                  | 3                  | -                  | -                             | -                                 | -                                    | -                        | -   | 65                          |
| Street Naming & Numbering                                 | 37                 | -                | 2                                  | 2                  | -                  | -                             | -                                 | (42)                                 | -                        | -   | (1)                         |
| <b>Development Management, Heritage &amp; Enforcement</b> | <b>2,025</b>       | -                | <b>476</b>                         | <b>35</b>          | -                  | -                             | -                                 | <b>(1,649)</b>                       | -                        | <b>(203)</b>                              | <b>684</b>                  |
| Conservation  | 168                | -                | -                                  | 6                  | -                  | -                             | -                                 | (15)                                 | -                        | -   | 159                         |
| Development Management - appeals                          | -                  | -                | 248                                | -                  | -                  | -                             | -                                 | -                                    | -                        | (107)                                     | 141                         |
| Development Management                                    | 1,559              | -                | 224                                | 24                 | -                  | -                             | -                                 | (1,580)                              | -                        | (96)                                      | 130                         |
| Planning Enforcement                                      | 298                | -                | -                                  | 6                  | -                  | -                             | -                                 | -                                    | -                        | -   | 304                         |
| Planning Performance Agreement                            | -                  | -                | 5                                  | -                  | -                  | -                             | -                                 | (10)                                 | -                        | -   | (5)                         |
| Pre Application Charging                                  | -                  | -                | -                                  | -                  | -                  | -                             | -                                 | (45)                                 | -                        | -   | (45)                        |
| <b>Service Improvement</b>                                | <b>38</b>          | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | <b>38</b>                   |
| Service Improvement                                       | 38                 | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 38                          |
| <b>Strategic Planning</b>                                 | <b>555</b>         | -                | <b>207</b>                         | <b>1</b>           | -                  | -                             | <b>(150)</b>                      | <b>(155)</b>                         | -                        | <b>(24)</b>                               | <b>435</b>                  |
| CIL   | 156                | -                | -                                  | 1                  | -                  | -                             | -                                 | (155)                                | -                        | -   | -                           |
| Development Policy and Local Plans                        | 361                | -                | 136                                | 1                  | -                  | -                             | -                                 | -                                    | -                        | -   | -                           |
| Neighbourhood Plan Designations                           | 27                 | -                | 18                                 | -                  | -                  | -                             | (150)                             | -                                    | -                        | (24)                                      | (130)                       |
| S106 Monitoring   | 12                 | -                | -                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | -                           |
| Strategic Planning General                                | -                  | -                | 54                                 | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | -                           |
| <b>Total Planning and Building Control</b>                | <b>3,241</b>       | -                | <b>700</b>                         | <b>65</b>          | -                  | -                             | <b>(150)</b>                      | <b>(2,226)</b>                       | -                        | <b>(227)</b>                              | <b>1,403</b>                |

## General Fund Revenue Budget - Senior Leadership Team

|                                      | Employees<br>£'000 | Premises<br>£000 | Supplies<br>&<br>Services<br>£'000 | Transport<br>£'000 | Contracts<br>£'000 | Transfer<br>Payments<br>£'000 | Grants<br>and<br>Cont'ns<br>£'000 | Sales,<br>Fees &<br>Charges<br>£'000 | Other<br>income<br>£'000 | Transfer<br>to/(from)<br>reserves<br>£000 | Net<br>Expenditure<br>£'000 |
|--------------------------------------|--------------------|------------------|------------------------------------|--------------------|--------------------|-------------------------------|-----------------------------------|--------------------------------------|--------------------------|---|-----------------------------|
| <b>Senior Leadership Team</b>        | <b>697</b>         | <b>-</b>         | <b>71</b>                          | <b>2</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                             | <b>(33)</b>              | <b>-</b>                                  | <b>736</b>                  |
| Corporate Management                 | 50                 | -                | 3                                  | -                  | -                  | -                             | -                                 | -                                    | -                        | -   | 53                          |
| Senior Leadership Team               | 646                | -                | 68                                 | 2                  | -                  | -                             | -                                 | -                                    | (33)                     | -   | 683                         |
| <b>Total Senior Leadership Team</b>  | <b>697</b>         | <b>-</b>         | <b>71</b>                          | <b>2</b>           | <b>-</b>           | <b>-</b>                      | <b>-</b>                          | <b>-</b>                             | <b>(33)</b>              | <b>-</b>                                  | <b>736</b>                  |
| <b>Total Net Service Expenditure</b> | <b>13,128</b>      | <b>1,255</b>     | <b>5,177</b>                       | <b>407</b>         | <b>4,572</b>       | <b>9,239</b>                  | <b>(11,077)</b>                   | <b>(5,406)</b>                       | <b>(1,698)</b>           | <b>(1,499)</b>                            | <b>14,100</b>               |

## Housing Revenue Account Budget 2023/24

|  | <b>Budget<br/>2023/24<br/>£'000</b> |
|--|-------------------------------------|
| Dwelling Rents   | (16,235)                            |
| Service Charges  | (708)                               |
| Non Dwelling Income                                    | (396)                               |
| Other Income   | (51)                                |
| Interest Received                                      | (10)                                |
| <b>Total Income</b>                                    | <b>(17,400)</b>                     |
| Housing Management                                     | 5,137                               |
| Building Services                                      | 4,897                               |
| Repairs and Maintenance (all areas except Trades Team) | 765                                 |
| Bad Debt Provision                                     | 100                                 |
| <b>Total Expenditure</b>                               | <b>10,899</b>                       |
| Depreciation   | 4,617                               |
| Interest payable                                       | 2,700                               |
| Revenue Contribution to Capital                        | -                                   |
| <b>(Surplus) / Deficit for Year</b>                    | <b>816</b>                          |

## General Fund Capital Programme 2023/24 to 2026/27

| Mid Suffolk District Council - General Fund Capital Budgets | 2022/23<br>Anticipated<br>C/Fwds | 2023/24<br>Budget for<br>Approval | 2023/24<br>Total Spend<br>Required | 2024/25<br>Forecast | 2025/26<br>Forecast | 2026/27<br>Forecast |
|---|----------------------------------|-----------------------------------|------------------------------------|---------------------|---------------------|---------------------|
| 2023/24 to 2026/27  | (A)                              | (B)                               | (A + B)                            |                     |                     |                     |
|   | £'000                            | £'000                             |                                    | £'000               | £'000               | £'000               |
| <b>Housing</b>  |                                  |                                   |                                    |                     |                     |                     |
| Mandatory Disabled Facilities Grant                         | 244                              | 698                               | 942                                | 698                 | 698                 | 698                 |
| Renovation/Home Repair Grants                               | 78                               | 100                               | 178                                | 100                 | 100                 | 100                 |
| Empty Homes Grant   | 269                              | 100                               | 369                                | 100                 | 100                 | 100                 |
| Grants for Affordable Housing                               | 170                              | 0                                 | 170                                | 0                   | 0                   | 0                   |
| <b>Total Housing</b>  | <b>761</b>                       | <b>898</b>                        | <b>1,659</b>                       | <b>898</b>          | <b>898</b>          | <b>898</b>          |
| <b>Operations</b>   |                                  |                                   |                                    |                     |                     |                     |
| Replacement Refuse Freighters - Joint Scheme                | 71                               | 205                               | 276                                | 196                 | 0                   | 0                   |
| Recycling Bins  | 0                                | 100                               | 100                                | 100                 | 100                 | 100                 |
| Electric Buses  | 560                              | 0                                 | 560                                | 0                   | 0                   | 0                   |
| <b>Total Operations</b>                                     | <b>631</b>                       | <b>305</b>                        | <b>936</b>                         | <b>296</b>          | <b>100</b>          | <b>100</b>          |
| <b>Economic Development and Regeneration</b>                |                                  |                                   |                                    |                     |                     |                     |
| EV Charge Points in Car Parks                               | 0                                | 240                               | 240                                | 0                   | 0                   | 0                   |
| <b>Total Economic Development and Regeneration</b>          | <b>0</b>                         | <b>240</b>                        | <b>240</b>                         | <b>0</b>            | <b>0</b>            | <b>0</b>            |
| <b>Public Realm</b>   |                                  |                                   |                                    |                     |                     |                     |
| Streetcare - Vehicles and Plant Renewals                    | 0                                | 90                                | 90                                 | 90                  | 90                  | 90                  |
| Planned Maintenance / Enhancements - Car Parks              | 372                              | 40                                | 412                                | 40                  | 40                  | 40                  |
| Parking Strategy Implementation                             | 0                                | 115                               | 115                                | 155                 | 0                   | 0                   |
| Needham Lake Footpath - Planned Maintenance                 | 0                                | 40                                | 40                                 | 15                  | 15                  | 15                  |
| <b>Total Public Realm</b>                                   | <b>372</b>                       | <b>285</b>                        | <b>657</b>                         | <b>300</b>          | <b>145</b>          | <b>145</b>          |
| <b>Communities and Well-being</b>                           |                                  |                                   |                                    |                     |                     |                     |
| Play equipment  | 200                              | 50                                | 250                                | 50                  | 50                  | 50                  |
| Community Development Grants                                | 150                              | 190                               | 340                                | 190                 | 190                 | 190                 |
| <b>Total Communities and Well-being</b>                     | <b>350</b>                       | <b>240</b>                        | <b>590</b>                         | <b>240</b>          | <b>240</b>          | <b>240</b>          |

## General Fund Capital Programme 2023/24 to 2026/27

| Mid Suffolk District Council - General Fund Capital Budgets<br>2023/24 to 2026/27 | 2022/23<br>Anticipated<br>C/Fwds | 2023/24<br>Budget for<br>Approval | 2023/24<br>Total Spend<br>Required | 2024/25<br>Forecast | 2025/26<br>Forecast | 2026/27<br>Forecast |
|---|----------------------------------|-----------------------------------|------------------------------------|---------------------|---------------------|---------------------|
|   | (A)                              | (B)                               | (A + B)                            |                     |                     |                     |
|   | £'000                            | £'000                             |                                    | £'000               | £'000               | £'000               |
| <b>Leisure Contracts</b>  |                                  |                                   |                                    |                     |                     |                     |
| Stowmarket Leisure Centre - Planned Maintenance                                   | 1,122                            | 0                                 | 1,122                              | 0                   | 0                   | 0                   |
| Stradbroke Pool - Planned Maintenance   | 331                              | 0                                 | 331                                | 0                   | 0                   | 0                   |
| <b>Total Leisure Contracts</b>  | <b>1,453</b>                     | <b>0</b>                          | <b>1,453</b>                       | <b>0</b>            | <b>0</b>            | <b>0</b>            |
| <b>Assets and Investments</b>   |                                  |                                   |                                    |                     |                     |                     |
| Corporate Buildings - Planned Maintenance / Enhancements                          | 135                              | 30                                | 165                                | 30                  | 30                  | 30                  |
| Leases on Property (accounting change under new IFRS16)                           | 0                                | 0                                 | 0                                  | 136                 | 0                   | 0                   |
| Strategic Investment Fund   | 2,736                            | 0                                 | 2,736                              | 0                   | 0                   | 0                   |
| Wingfield Barns   | 0                                | 20                                | 20                                 | 20                  | 20                  | 20                  |
| Gateway 14 Ltd  | 10,750                           | 0                                 | 10,750                             | 0                   | 0                   | 0                   |
| Mid Suffolk Growth Ltd  | 1,750                            | 4,900                             | 6,650                              | 3,500               | 1,750               | 0                   |
| Business Hub, Cross Street, Eye   | 185                              | 45                                | 230                                | 0                   | 0                   | 0                   |
| <b>Total Assets and Investments</b>   | <b>15,556</b>                    | <b>4,995</b>                      | <b>20,551</b>                      | <b>3,686</b>        | <b>1,800</b>        | <b>50</b>           |
| <b>Customers, Digital Transformation and Improvement</b>                          |                                  |                                   |                                    |                     |                     |                     |
| Corporate Resources   | 0                                | 75                                | 75                                 | 0                   | 0                   | 0                   |
| ICT-Hardware/Software Refresh   | 106                              | 150                               | 256                                | 150                 | 225                 | 150                 |
| <b>Total Customers, Digital Transformation and Improvement</b>                    | <b>106</b>                       | <b>225</b>                        | <b>331</b>                         | <b>150</b>          | <b>225</b>          | <b>150</b>          |
| <b>TOTAL General Fund Capital Spend</b>   | <b>19,229</b>                    | <b>7,188</b>                      | <b>26,417</b>                      | <b>5,570</b>        | <b>3,408</b>        | <b>1,583</b>        |
| <b>GF Financing</b>   |                                  |                                   |                                    |                     |                     |                     |
| External Grants and contributions   | 244                              | 923                               | 1,167                              | 698                 | 698                 | 698                 |
| s106  | 0                                | 15                                | 15                                 | 0                   | 0                   | 0                   |
| Capital Receipts  | 0                                | 55                                | 55                                 | 0                   | 0                   | 0                   |
| Reserves  | 655                              | 60                                | 715                                | 0                   | 0                   | 0                   |
| Borrowing   | 18,330                           | 6,135                             | 24,465                             | 4,872               | 2,710               | 885                 |
| <b>Total GF Capital Financing</b>   | <b>19,229</b>                    | <b>7,188</b>                      | <b>26,417</b>                      | <b>5,570</b>        | <b>3,408</b>        | <b>1,583</b>        |

## Housing Revenue Account Capital Programme 2023/24 to 2026/27

| MID SUFFOLK DC<br>CAPITAL PROGRAMME BUDGET            | 2022/23<br>Indicative<br>Carry<br>Forwards<br>(A)<br>£'000 | 2023/24<br>Budget for<br>approval<br>(B)<br>£'000 | 2023/24<br>Total<br>Spend<br>Required<br>(A + B)<br>£'000 | 2024/25<br>Forecast<br>£'000 | 2025/26<br>Forecast<br>£'000 | 2026/27<br>Forecast<br>£'000 |
|---|--|---|---|------------------------------|------------------------------|------------------------------|
| <b>Housing Revenue Account</b>                        |  |   |   |                              |                              | 3                            |
| <b>Planned Maintenance &amp; Response</b>             |  |   |   |                              |                              |                              |
| Planned maintenance                                   | 900  | 2,276   | 3,176   | 2,112                        | 2,103                        | 2,089                        |
| Other Maintenance                                     | 0  | 1,880   | 1,880   | 1,880                        | 1,880                        | 1,880                        |
| ICT Projects  | 44   | 163   | 207   | 200                          | 200                          | 200                          |
| Neighbourhood Improvements                            | 0  | 40  | 40  | 0                            | 0                            | 0                            |
| Council House Adaptations                             | 0  | 400   | 400   | 200                          | 200                          | 200                          |
| <b>Total Housing Maintenance</b>                      | <b>944</b>   | <b>4,759</b>                                      | <b>5,703</b>  | <b>4,392</b>                 | <b>4,383</b>                 | <b>4,369</b>                 |
| <b>New build programme<br/>including acquisitions</b> | <b>0</b>   | <b>22,005</b>                                     | <b>22,005</b>   | <b>21,735</b>                | <b>4,545</b>                 | <b>750</b>                   |
| <b>TOTAL HRA Capital Spend</b>                        | <b>944</b>   | <b>26,764</b>                                     | <b>27,708</b>   | <b>26,127</b>                | <b>8,928</b>                 | <b>5,119</b>                 |
| <b>HRA Financing</b>                                  |  |   |   |                              |                              |                              |
| Capital Receipts(from SO Sales)                       | 0  | 3,413   | 3,413   | 1,149                        | 977                          | 0                            |
| New build 1-4-1 capital receipts                      | 0  | 2,125   | 2,125   | 2,044                        | 1,688                        | 300                          |
| Major Repairs Reserve                                 | 0  | 4,617   | 4,617   | 4,616                        | 4,616                        | 4,469                        |
| Borrowing   | 944  | 16,609  | 17,553  | 18,317                       | 1,647                        | 350                          |
| <b>Total HRA Capital Financing</b>                    | <b>944</b>   | <b>26,764</b>                                     | <b>27,708</b>   | <b>26,127</b>                | <b>8,928</b>                 | <b>5,119</b>                 |

## Reserves - General Fund

| Earmarked Reserve                      | Balance<br>31/03/2022<br>£'000 | Forecast<br>Balance<br>31/03/23<br>£'000 | Budget<br>Transfer<br>to<br>£'000 | Budget<br>Transfer<br>From<br>£'000 | Budget<br>Transfer<br>Between<br>£'001 | From<br>reserves<br>(Capital<br>Programme)<br>£'000 | Forecast<br>Balance<br>31/03/23<br>£'004 |
|--|--------------------------------|--|-----------------------------------|-------------------------------------|--|---|--|
| Business Rates & Council Tax           | 5,286                          | 4,166                                    | -                                 | -                                   | -                                      | -   | 4,166                                    |
| Business Rates Retention Pilot (BRRP)  | 283                            | 61                                       | -                                 | (89)                                | -                                      | -   | (27)                                     |
| Carry forwards                         | 399                            | -  | -                                 | -                                   | -                                      | -   | -  |
| Climate Change and Biodiversity        | 927                            | 855                                      | -                                 | (62)                                | -                                      | (60)  | 732                                      |
| Commercial Development Risk Management | 4,131                          | 5,818                                    | -                                 | -                                   | (5,818)                                | -   | -  |
| Community Development Fund             | -                              | -  | 500                               | -                                   | -                                      | -   | 500                                      |
| Community Housing Fund                 | 185                            | 159                                      | -                                 | (25)                                | -                                      | -   | 134                                      |
| Commuted Maintenance Payments          | 579                            | 546                                      | -                                 | (85)                                | -                                      | -   | 462                                      |
| Covid19                                | 1,357                          | 957                                      | -                                 | (180)                               | -                                      | -   | 776                                      |
| Elections Equipment                    | 35                             | 35                                       | -                                 | -                                   | -                                      | -   | 35                                       |
| Elections Fund                         | 119                            | 139                                      | 20                                | -                                   | -                                      | -   | 159                                      |
| Energy Savings Measures                | -                              | -  | -                                 | -                                   | 2,000                                  | -   | 2,000                                    |
| Government Grants                      | 347                            | 330                                      | -                                 | (25)                                | -                                      | -   | 305                                      |
| Growth and Efficiency Fund             | 2,171                          | 1,697                                    | 97                                | (512)                               | (627)                                  | (655)   | -  |
| Homelessness                           | 495                            | 370                                      | -                                 | (71)                                | -                                      | -   | 299                                      |
| Joint Local Plan                       | 100                            | -  | -                                 | -                                   | -                                      | -   | -  |
| Neighbourhood Planning Grants          | 109                            | 222                                      | 2                                 | (27)                                | -                                      | -   | 198                                      |
| Planning (Legal)                       | 1,182                          | 1,112                                    | -                                 | (107)                               | -                                      | -   | 1,005                                    |
| Planning Enforcement                   | 45                             | 45                                       | -                                 | -                                   | -                                      | -   | 45                                       |

## Reserves - General Fund Cont'd

| Earmarked Reserve                            | Balance<br>31/03/202<br>2<br>£'000 | Forecast<br>Balance<br>31/03/23<br>£'000 | Budget<br>Transfer<br>to<br>£'000 | Budget<br>Transfer<br>From<br>£'000 | Budget<br>Transfer<br>Between<br>£'001 | From<br>reserves<br>(Capital<br>Programme)<br>£'000 | Forecast<br>Balance<br>31/03/23<br>£'004 |
|--|------------------------------------|--|-----------------------------------|-------------------------------------|--|---|--|
| Repair & Renewals                            | 293                                | 293                                      | -                                 | -                                   | -                                      | -   | 293                                      |
| Rough Sleepers                               | 35                                 | 19                                       | -                                 | -                                   | -                                      | -   | 19                                       |
| Strategic Planning                           | 81                                 | 81                                       | -                                 | -                                   | -                                      | -   | 81                                       |
| Strategic Transformation Infrastructure Fund | -                                  | -  | 2,830                             | -                                   | 4,445                                  | -   | 7,275                                    |
| Temporary Accommodation                      | 284                                | 380                                      | 88                                | (52)                                | -                                      | -   | 416                                      |
| Waste  | 269                                | 269                                      | -                                 | (197)                               | -                                      | -   | 72                                       |
| Welfare Benefits Reform                      | 7                                  | 7  | -                                 | -                                   | -                                      | -   | 7  |
| Well-being                                   | 191                                | 83                                       | -                                 | (6)                                 | -                                      | -   | 77                                       |
| Strategic Priorities - Well-being            | 1,011                              | 855                                      | -                                 | -                                   | -                                      | -   | 855                                      |
| Strategic Priorities - Economy               | 1,100                              | 860                                      | -                                 | (60)                                | -                                      | -   | 800                                      |
| Strategic Priorities - Housing               | 1,787                              | 1,511                                    | -                                 | (159)                               | -                                      | -   | 1,352                                    |
| Strategic Priorities - Communities           | 790                                | 324                                      | -                                 | (50)                                | -                                      | -   | 273                                      |
| Strategic Priorities - Project Feasibility   | 250                                | 250                                      | -                                 | -                                   | -                                      | -   | 250                                      |
| Strategic Priorities - Corporate Services    | 200                                | 200                                      | -                                 | -                                   | -                                      | -   | 200                                      |
| Inflationary Pressures Reserve               | 500                                | -  | -                                 | -                                   | -                                      | -   | -  |
| <b>Total Earmarked Reserves</b>              | <b>24,546</b>                      | <b>21,644</b>                            | <b>3,537</b>                      | <b>(1,706)</b>                      | <b>-</b>                               | <b>(715)</b>  | <b>22,760</b>                            |
| General Fund Reserve                         | 1,052                              | 1,052                                    | 248                               | -                                   | -                                      | -   | 1,052                                    |

## Reserves - Housing Revenue Account

| Earmarked Reserve                       | Balance<br>31/03/2021<br>£'000 | Forecast<br>Balance<br>31/03/22<br>£'000 | Budget<br>Transfer<br>to<br>£'000 | Budget<br>Transfer<br>From<br>£'000 | Forecast<br>Balance<br>31/03/23<br>£'000 |
|---|--------------------------------|--|-----------------------------------|-------------------------------------|--|
| Strategic Priorities                    | 5,737                          | 5,062                                    | -                                 | (816)                               | 4,246                                    |
| Leaseholders Repairs Reserve            | 26                             | 26                                       | -                                 | -                                   | 26                                       |
| Building Council Homes Programme (BCHP) | 20                             | 20                                       | -                                 | -                                   | 20                                       |
| <b>Total Earmarked Reserves</b>         | <b>5,783</b>                   | <b>5,108</b>                             | <b>-</b>                          | <b>(816)</b>                        | <b>4,292</b>                             |
| HRA Working Balance / Reserve           | 1,209                          | 1,209                                    | -                                 | -                                   | 1,209                                    |