



EAST SUFFOLK COUNCIL

**MEDIUM TERM FINANCIAL STRATEGY
2024/25 – 2027/28**

FEBRUARY 2024

1 INTRODUCTION

- 1.1 The **Medium Term Financial Strategy** (MTFS) sets the strategic financial direction for the Council. It sets out the key financial management principles, budget assumptions and service issues.
- 1.2 The MTFS provides a framework for the detailed budget setting process to ensure that resources are managed effectively and are able to deliver the aspirations of the Council as set out in the Strategic Plan. It provides a sound basis for planning and decision making, and is reviewed and updated at the following key points in the year:
- November/December – as a framework for initial detailed budget discussions for the forthcoming financial year.
 - January – an update to include additional information received at a national level and corporate issues identified through service planning and the detailed budget build.
 - February – with the final budget for the new financial year.
- 1.3 The MTFS underpins the strategic direction for East Suffolk ‘Our Direction 2028’, focusing on the following four themes and priorities, whilst recognising the financial challenges;
- Environmental Impact
 - Thriving Economy
 - Tackling Inequalities
 - Sustainable Housing
- 1.4 The MTFS provides an integrated view of the Council’s finances, recognising that the allocation and management of its human, financial and physical resources play a key role in delivering its priorities and ensuring that the Council works effectively with its partners locally, regionally and nationally.
- 1.5 The key underlying principles of the MTFS are:
- securing a balanced budget with reduced reliance on the use of reserves and general balances to support its everyday spending;
 - setting increases in Council Tax when appropriate;
 - delivering service efficiencies and generating additional income where there are opportunities to do so; and
 - deliver the priorities of the Council in a way that benefits the residents of East Suffolk.
- 1.6 Part of the process of delivering a robust MTFS to enable the Council to manage its affairs soundly, is to have regard to both external and internal risks, and to identify actions to mitigate those risks. MTFS key principles and a risk analysis together with mitigating actions are provided in **Appendix A1**.
- 1.7 Sections 2 to 4 provide an update on the financial challenges facing the Council, considering the economic factors, the local government finance environment, the Council’s

key funding streams and delivering the priorities of the Council. Sections 5 to 7 outline how the Council will respond to the challenges, as expressed in terms of its budget and strategies towards reserves and capital.

2 PUBLIC FINANCES

- 2.1 On 22 November 2023 the Chancellor held the Autumn Statement 2023. No new funding was announced for local authorities, and the outlook for local government spending reviews continues to look very tight, with pressure on the public sector to achieve 0.5% annual productivity improvements. The Autumn Statement focused on reducing debt, cutting tax and rewarding hard work, back British business, building domestic and sustainable energy and delivering world-class education.
- 2.2 Following the Autumn Statement, concern over the financial sustainability of many councils across the country continues to be highlighted. Government funding for councils has increased in recent years, but a combination of high inflation and rising demand for services places unprecedented pressure on local authority budgets. Longer-term funding certainty is required, alongside promised reform of the funding system which has been delayed for several years now.

3 ECONOMIC INDICATORS

- 3.1 The Office for Budget Responsibility (OBR) published its latest report to coincide with the Autumn Statement. The OBR provides an independent judgement about economic and fiscal prospects and the impact of government policies.
- 3.2 The latest report from the OBR indicates that the economy recovered more fully from the pandemic and has been resilient to the energy crisis. The economy is expected to grow more slowly over the medium term and inflation is expected to be more persistent and domestically fuelled. The OBR forecasts inflation to continue to fall gradually, with Consumer Price Index (CPI) inflation expected to fall further to 2.8% in Quarter 4 of 2024. CPI inflation is expected to fall below 2% during 2025 to 2027, before returning to the Bank of England's target of 2%. Interest rates are also expected to remain higher for longer to control inflation.
- 3.3 The current economic environment is one of high inflation and high interest rates. The national economic background affects the costs the Council incurs, the funding it receives, and contributes to the demand for services as residents are affected by economic circumstances.

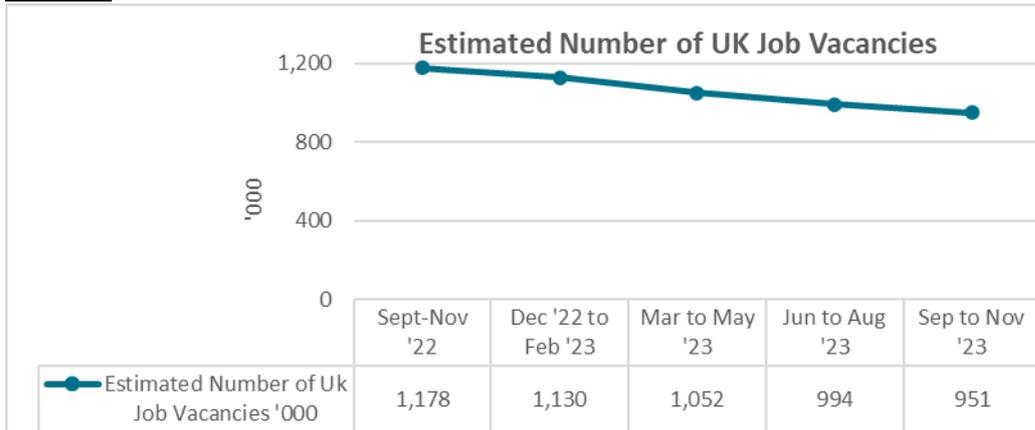
Gross Domestic Product (GDP)

- 3.4 Data released by the Office for National Statistics (ONS) in November, estimates no GDP growth in Quarter 3 2023 (July to September), compared to a 0.2% increase in Quarter 2. In output terms, there was 0.1% increase in construction output which offset a 0.1% fall in the services sector. There was a fall in household consumption from lower spending on miscellaneous goods and services, transport, and spending on food and non-alcoholic drink. There was also a decrease in government spending, particularly in the areas of health and education.

Employment

- 3.5 The OBR central forecast for unemployment expects this to rise to 1.6 million people (4.6% of the labour force) in the second quarter of 2025, which reflects rising interest rates and slower GDP growth.
- 3.6 As per the ONS, in September to November 2023 the estimated number of job vacancies in the UK was 951,000. This is down by 227,000 a year ago but remains 150,000 above pre-pandemic levels (January to March 2020). See **Figure 1** below.

Figure 1



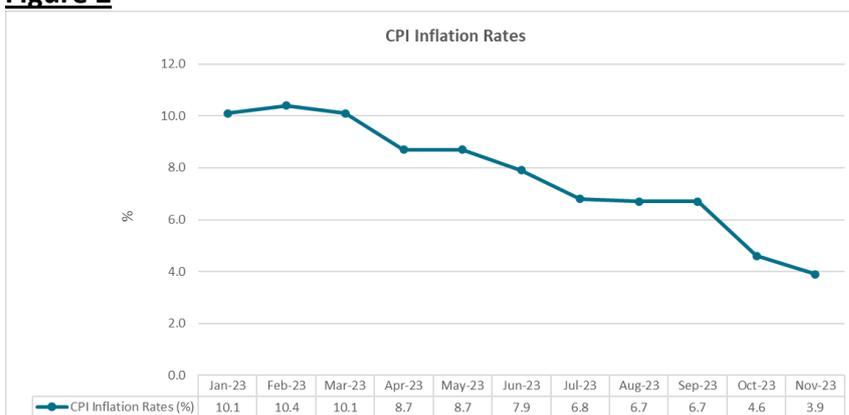
Source: ONS January 2024

- 3.7 The national living wage will increase from 1 April 2024 by 9.8% to £11.44 with the age threshold lowered from 23 to 21 years old.

Consumer Pricing Index (CPI)

- 3.8 Twelve-month CPI inflation to December 2023 was 4.0%, up from 3.9% in November 2023. The Bank of England projects for CPI inflation to fall towards the 2% later this year.
- 3.9 For local government, the September CPI is important because it will be used to index the business rates multiplier, uplift Revenue Support Grant (RSG) and the baselines within the Business Rates Retention System (BRRS).
- 3.10 **Figure 2** below shows the CPI rates from January 2023 to date.

Figure 2



Source: ONS January 2024

Bank Interest Rate

- 3.11 At its meeting on 31 January 2024, the Bank of England’s Monetary Policy Committee (MPC) voted by a majority of 6-3 to maintain the Bank Rate at 5.25%. Two members of the Committee preferred an increase of 0.25% to 5.5% and one member preferred a reduction to the bank rate of 0.25% to 5%. The next meeting of the MPC to review the bank rate is 21 March 2024.

4 LOCAL GOVERNMENT FINANCE

- 4.1 The introduction of the Local Business Rates Retention System in 2013/14, together with the Government’s programme of fiscal consolidation since 2010, have combined to both reduce the level of funding available to the Council, and to shift the balance of funding significantly away from central to local sources.
- 4.2 The Spending Review 2021, which covered 2022/23 to 2024/25 was broadly positive for local government, with funding better than expected. Increased funding was largely front loaded with growth in grant funding in 2022/23 and no further general increases in the following two years. There were various smaller allocations within the core funding announcement, including £200m for the “cross-government Supporting Families programme”, £37.8m for cyber security and £34.5m for “strengthen local delivery and transparency”.
- 4.3 On 5 December 2023 DLUHC published a Local Government Finance Policy Statement 2024/25. This set out the government’s intention for the Local Government Finance Settlement for 2024/25. This builds on the policy statement released the same time last year, with no significant change to funding proposals. It is noted in the policy statement that in recognition of pressures across the sector, all authorities will see at least 3% increase in their Core Spending Powers before any decision on organisation efficiencies, use of reserves, and council tax levels, through the Funding Guarantee. There will also be another year of New Homes Bonus.
- 4.4 The Provisional Settlement was released on 18 December 2023 and for East Suffolk this provided no overall significant change to funding above what was original budgeted, the only exception being another year of New Homes Bonus (NHB). The increase in the Council’s core spending power as per the Provisional Settlement for 2024/25 is 4.8% (4.9% 2023/24).
- 4.5 The Government launched a consultation on the Provisional Settlement which ran until 15 January. On 24 January 2024, the Government announced steps it will be taking in response to the consultation feedback, including additional funding in the Final Settlement so that all local authorities will see a minimum 4% increase in their Core Spending Power before taking any local decisions on raising Council Tax. This announcement indicates additional funding for the Council through the Rural Services Delivery Grant and the Funding Guarantee.
- 4.6 Other key steps in the announcement on 24 January included an ask of local authorities to produce productivity plans which will set out how they will improve service performance and ensure every area is making best use of taxpayers’ money. The Government will monitor these plans, and funding settlements in future years will be informed by

performance against these plans. The Government will also be establishing an expert panel to advise them on financial sustainability in the sector which will include the Office for Local Government and the Local Government Association.

4.7 The Final Settlement was announced on 5 February 2024 and for East Suffolk Council the Rural Services Delivery Grant, the Funding Guarantee and the Services Grant were increased from the Provisional Settlement. The total additional funding for the Council between the Provisional and Final Settlement was £0.280m. The increase in the Council's core spending power in the Final Settlement was 5.8%.

4.8 The Final Settlement also provided some further details on productive plans to be produced by local authorities. These are expected to be published by July 2024 and agreed by Council Leaders and Members and published on local authorities' websites, together with updates on progress. The Government expects the plans to cover four main areas:

- transformation of services to make better use of resources;
- opportunities to take advantage of advances in technology and make better use of data to inform decision making and service design;
- ways to reduce wasteful spend within systems, including specific consideration of expenditure on consultants and discredited staff Equality, Diversity and Inclusion programmes – this does not include programmes designed to promote integration and civic pride, and counter extremism; and
- barriers preventing activity that Government can help to reduce or remove.

4.9 **Core Funding Streams** – this includes the Revenue Support Grant and the Rural Services Delivery Grant.

Revenue Support Grant (RSG)

4.10 From 2023/24 two existing grants have been rolled into RSG - Local Council Tax Administration Grant and the Family Annexe Council Tax Grant. Both grants are currently received by the Council separately and are not new grants. As per the Final Settlement for 2024/25 the RSG allocation is £0.751m. This was unchanged from the Provisional Settlement. For the MTF5, 2025/26 has also been increased in line with 2024/25, but future years are kept at a lower amount due to uncertainty with Government funding going forward.

Revenue Support Grant	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
MTFS (February 2024)	(703)	(751)	(751)	(346)	(346)

Rural Services Delivery Grant (RSDG)

4.11 The Rural Services Delivery Grant (RSDG) is a government grant recognising cost pressures associated with service delivery in rural sparse areas. In the Final Settlement for 2024/25 this grant has been increased from £0.291m in 2023/24 to £0.337m and is an increase on the Provisional Settlement figure of £0.291m, in recognition of the additional costs faced

by councils serving dispersed populations in rural areas. Future years of the MTFs are retained at the Final Settlement figure.

Rural Services Delivery Grant	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
MTFS (February 2024)	(291)	(337)	(337)	(337)	(337)

- 4.12 **Non-Core Funding Streams** - the below grants are non-core funding streams and they are usually seen as temporary or one-off. This potentially gives the Government scope to make changes to funding distributions.

Services Grant

- 4.13 This was a new one-off grant in 2022/23 to provide funding to all tiers of local government in recognition of the vital services, including social care, delivered at every level of local government. This funding continued in 2023/24 but at a reduced level from £0.477m to £0.280m. For 2024/25 there were indication at the time of the Policy Statement that there may be some reduction to this grant for the sector, however this reduction went much further than expected. In the Final Settlement for 2024/25 this grant has been reduced to £0.048m. For 2025/26 onwards, the MTFs assumes this grant will be removed completely.

Funding Guarantee Allocation

- 4.14 For 2023/24 the Government announced repurposing the Lower Tier Services Grant (LTSG) (£0.311m for East Suffolk) and a proportion of the expired New Homes Bonus legacy payments to ensure that all councils would see at least a 3% increase in Core Spending Power before any decisions about organisational efficiencies, use of reserves or Council Tax levels. The LTSG was abolished and repurposed towards this new funding stream, the Funding Guarantee Allocation, in recognition of the inflationary pressures across local authorities. For 2023/24 the Council received an allocation of £1.51m. In the Final Settlement for 2024/25 this grant has been increased to £1.86m. This was an increase from the Provisional Settlement of £0.230m to ensure councils see at least a 4% increase in core spending power (3% at the time of the Provisional Settlement).
- 4.15 The current MTFs assumes a continuation of this funding, but at a lower amount from 2026/27 to reflect caution with government funding going forward.

Funding Guarantee Allocation	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
MTFS (February 2024)	(1,512)	(1,860)	(1,860)	(1,630)	(1,630)

Business Rates – Business Rates Retention and Fair Funding Review

- 4.16 In February 2016 a Fair Funding Review was also announced, which will affect how funding is allocated and redistributed between local authorities. Implementation of this review has been delayed and is now unlikely to be implemented before 2026/27, a shift from 2025/26 at the last budget setting round.
- 4.17 Implementation of the Fair Funding Review is likely to include a 'reset' of the business rates system, which would involve assigning a new baseline funding level and subsequent new

tariff or top-up values. Reset of the system and the establishment of new funding formulae could result in East Suffolk Council losing some of the financial advantage that it has under the current system. As a result of the delay in implementing Business Rates reforms, the Council has benefited from additional years under the current regime. This base assumption has been rolled forward in the MTFs and the figures presented in paragraph 4.20 below.

Business Rates

- 4.18 Since 2013/14, business rates income has tended to be characterised by a high degree of volatility and uncertainty. Variances between estimated and actual business rate income are realised in the form of deficits or surpluses on the business rates element of the Collection Fund. For each year, the amount of business rates income credited to the General Fund is the amount estimated on the National Non-Domestic Rate (NNDR1) return to Government submitted in January in the preceding year, including a calculation of the estimated Collection Fund deficit or surplus to be charged to the General Fund. As a result, in practice, variances between business rates estimates and actual figures are reflected as an element of the Collection Fund deficit or surplus two years after they take place.
- 4.19 **Suffolk Pool** – In October 2023 all Suffolk councils agreed to continue a pooling arrangement for 2024/25, which would allow them to retain a larger proportion of their share of growth by reducing the overall levy rate for Suffolk to £nil. Suffolk County Council is the administering authority for the Pool and collates the NNDR1 returns of all of the Suffolk authorities. In addition, and for 2024/25 only, Suffolk Public Sector Leaders (SPSL) have agreed for their share of the pooling benefit for next year, to be distributed to the pool members using the same methodology as for the normal distribution. Demand and inflationary pressures are having a significant impact on council budgets and this will provide additional financial support through these pressures and to assist with setting balanced budgets and to protect council services. The Council is currently estimated to receive a Pooling Benefit for next year of £3.9m. In addition to this, the Pool also holds a £2m contingency reserve, also to be re-distributed to the Pool members in 2024/25. The current estimate for the Pooling Benefit to the Council is £4.4m.
- 4.20 The NNDR1 return for 2024/25 has now been completed and includes the split between Section 31 Grant and actual rates income. As referred to earlier, the Business Rates system may be subject to reform from 2026/27 with the changes potentially not impacting as seriously as previously forecast. In light of the impending reform, the approach that has been taken is to apply 2023/24 estimates to 2025/26 budget onwards, with the exception being renewables and a tapering of the Pooling Benefit. This is to reflect a cautious approach to the overall Business Rates income position in the latter years of the MTFs. The MTFs assumption is that the Council will continue to retain 100% Business Rates income from renewables, and this has been reflected in the table below. It is also worth noting that even if the current treatment of existing renewables is revised, any new renewable hereditaments coming online during the MTFs period will improve the forecast position.

Business Rates Income	Budget	Budget	MTFS	MTFS	MTFS
	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000
Business Rates Income	(6,852)	(8,027)	(6,852)	(6,852)	(6,852)
Business Rates Renewables	(1,560)	(1,715)	(1,715)	(1,715)	(1,715)
Total Business Rates Income	(8,412)	(9,742)	(8,567)	(8,567)	(8,567)
Share of Pooling Benefit	(2,000)	(4,419)	(2,000)	(1,000)	(500)
Section 31 Grant	(10,677)	(11,438)	(10,677)	(10,677)	(10,677)
Total Income Relating to Business Rates	(21,089)	(25,599)	(21,244)	(20,244)	(19,744)

- 4.21 **Business Rates Collection Fund** - The current estimate for the Business Rates Collection Fund for 2024/25 is a surplus of £2.950m, with East Suffolk's share equating to £1.180m (40%). The remaining balance of the surplus is shared by Suffolk County Council £0.295m (10%) and Central Government £1.475m (50%).
- 4.22 The budget estimate for Business Rates income for 2024/25 has been uplifted by £3.271m from the original budget, this includes the above estimate for a Collection Fund surplus of £1.180m. The Non-Domestic Rating Act 2023 gives ministers the power to set the small and standard business rating multipliers separately from one another. Until 2023/24, these two multipliers had to be increased by the same percentage. In the last Autumn Statement, the Chancellor decided to use this new power in 2024/25. The small business rating multiplier will be frozen (it will remain at 49.9p). The standard multiplier (payable by businesses with premises valued at more than £51,000) will increase from 51.2p to 54.6p, an increase of 6.6%. This increase together with a lower expected contribution towards the Provision for Appeals is reflected within the Business Rates Income line. The increase in business rate renewables was due to most of the properties being large Rateable Values that had the increase in standard multiplier. The Section 31 Grant line includes an element for cap compensation for the under-indexing of business rate multipliers. This has increased as the government has frozen the small business rating multiplier again and authorities are compensated for any business rates income that they receive in respect of this multiplier. The estimated business rates surplus is mainly due to a lower expected contribution towards the Provision of Appeals.

Council Tax

- 4.23 Council Tax is one of the Council's most important and stable income streams, funding approximately 40% of the net budget requirement of the Council. The Provisional Settlement for 2024/25 confirms a council tax referendum principle for shire district councils of 2.99% or £5, whichever is higher.
- 4.24 **Council Tax Base** – The CTB1 Council Tax Base Return was submitted to Government on 2 October 2023.
- 4.25 The 2024/25 Council Tax Base at **Appendix A2** was approved by Cabinet at its meeting on 5 December 2023. The increase in the tax base for East Suffolk is currently estimated to be 677.81 (0.75%) Band D equivalent properties, increasing the overall tax base for East Suffolk from 90,340.92 to 91,018.73 for 2024/25. This equates to around £0.123m of

additional Council Tax income to the Council based on the current District Band D Council Tax of £181.17.

- 4.26 **District Band D Council Tax 2024/25** – The proposed increase of up to the referendum principle for 2024/25, equates to a District Band D Council Tax for East Suffolk of £186.57, an increase of £5.40 or 2.98%. It would generate approximately £0.492m of additional income for East Suffolk.
- 4.27 **Council Tax Premium on Second Homes** - The Levelling-up and Regeneration Bill received Royal Assent at the end of October 2023 which included giving billing authorities the discretion to charge a 100% premium on second homes or empty dwellings. It gives billing authorities the power to charge a 100% premium on “dwellings occupied periodically”. At its meeting on 25 January 2023, Full Council approve this in principle, subject to the Bill receiving Royal Assent. In order to implement the premium, a clear 12 month period and a full financial year’s notice is required. Therefore the earliest a Second Home Premium could be charged is the 1 April 2025. Although the Act has been passed the categories of properties exempted from the second home premium have not yet been disclosed and regulation is being awaited.
- 4.28 Given the number of second homes in Suffolk, this 100% council tax premium should represent a significant addition to the income stream from Council Tax. It is estimated that this could generate in the region of £8.450m in East Suffolk - £6.265m for Suffolk County Council, over £1.100m for Suffolk Police, £0.759m for East Suffolk Council and £0.326m Town & Parishes. This estimate is based on 2023/24 (current year) Council Tax levels. As the premium cannot be implemented until 1 April 2025, this estimate is subject to change due to change in the number of second homes in the district and the Council Tax level set for 2025/26. The additional income to the Council of £0.759m has been included in the annual Council Tax income estimates from 2025/26. This has been transferred to the Strategic Plan reserve for potential use to deliver ambitions of the Council’s Strategic Direction of Sustainable Housing.
- 4.29 Based on the above data, the table below sets out the estimated Council Tax income based on the referendum limits of 2.99% or £5, whichever is higher.

Council Tax Income	Budget 2023/24 £'000	Budget 2024/25 £'000	MTFS 2025/26 £'000	MTFS 2026/27 £'000	MTFS 2027/28 £'000
Council Tax Income - Base	(15,688)	(16,367)	(16,982)	(18,261)	(18,805)
Growth in Tax Base	(232)	(123)	(68)	(70)	(72)
Council Tax Increase	(447)	(492)	(452)	(474)	(476)
Second Home Premium	0	0	(759)	0	0
Total Council Tax Income	(16,367)	(16,982)	(18,261)	(18,805)	(19,353)
Council Tax Band D	£181.17	£186.57	£191.52	£196.47	£201.42
Council Tax Base	90,340.92	91,018.73	91,382.80	91,748.34	92,115.33
Tax Base Growth/Reduction(-)	1.48%	0.75%	0.40%	0.40%	0.40%
Council Tax Increase £	£4.95	£5.40	£4.95	£4.95	£4.95
Council Tax Increase %	2.81%	2.98%	2.65%	2.58%	2.52%

Assumptions from 2024/25: Council Tax increases of 2.99% or £5, whichever is the higher.

- 4.30 The February 2023 MTFS for 2024/25 had assumed growth to the tax base of 0.40% compared to the current estimate of 0.75%. This additional growth of 0.35% is about £0.060m of additional income. From 2025/26 a cautious approach continues to be taken to growth in the overall tax base and this is forecast to fall for the remainder of the MTFS period. This is a combination of development site completions levelling off, and prudent assumptions regarding Local Council Tax reliefs and collection rates. The below table shows the February 2024 position for Council Tax income.

MTFS - Council Tax Income	Budget 2023/24 £'000	Budget 2024/25 £'000	MTFS 2025/26 £'000	MTFS 2026/27 £'000	MTFS 2027/28 £'000
MTFS February 2023	(16,367)	(16,882)	(17,400)	(17,922)	(17,922)
MTFS February 2024	(16,367)	(16,981)	(18,261)	(18,805)	(19,353)
MTFS Update February 2024	(0)	(99)	(861)	(883)	(1,431)

- 4.31 **Council Tax Collection Fund** – The current estimate for the Council Tax Collection Fund for 2024/25 is a surplus of £1.091m, with East Suffolk’s share equating to £0.140m. The remaining balance of the surplus is shared by Suffolk County Council (£.809m) and the Police and Crime Commissioner for Suffolk (0.142m).

New Homes Bonus (NHB)

- 4.32 The Government established the New Homes Bonus (NHB) to provide an incentive for local authorities to encourage housing growth in their areas. NHB is funding allocated to councils based on the building of new homes and bringing empty homes back into use. The intention for the New Homes Bonus is to ensure that the economic benefits of growth are returned to the local authorities and communities where growth takes place.
- 4.33 In recent years there has been much uncertainty as to the future of NHB, with the last three years being a one-year settlement and now also confirmed for 2024/25 in the Provisional Settlement at £0.650m.
- 4.34 The Council uses NHB funding to support specific community related projects and initiatives across East Suffolk. This is balanced against the overriding need to retain financial sustainability. NHB funding is transferred to the NHB reserve and released when required. The primary use of the funding is for the East Suffolk Community Partnerships and the Enabling Communities Budgets, totalling approximately £1m per annum. In November 2022, Cabinet considered and approved a paper to continue the Enabling Communities Budgets until March 2027 and for the Community Partnerships to continuing until 2024/25, with a further two years subject to NHB funding being available. This is reflected in the updated position on the NHB Reserve below. No further funding is anticipated beyond 2024/25 and insufficient funding would remain beyond March 2027 to continue both of these initiatives at the current level.
- 4.35 **Appendix A3** sets out the current position on the NHB Reserve and the proposed use of NHB funding for East Suffolk Council. This is summarised in the table below.

NHB Reserve	Budget 2023/24 £'000	Budget 2024/25 £'000	MTFS 2025/26 £'000	MTFS 2026/27 £'000	MTFS 2027/28 £'000
Opening Balance	(5,439)	(3,936)	(3,105)	(1,818)	(669)
Add: Allocation Received	(447)	(650)	0	0	0
Less: Proposed Use	1,950	1,481	1,287	1,149	50
Closing Balance	(3,936)	(3,105)	(1,818)	(669)	(619)

Delivering the priorities of the Council

Our Foundations/Good Governance

- 4.36 The Council adopted its 'Our Direction 2028' corporate strategy in November 2023. It is a clear articulation of the Council's corporate priorities underpinned by strong foundations and governance.
- 4.37 At the heart of the budget is good financial management and governance. This underpins our spending on services and investments.
- 4.38 The MTFS underpins and supports the delivery of the strategic direction of East Suffolk Council. It forms an important element of good governance, ensure financial sustainability and putting the Council's assets to good use. It highlights areas of financial risk which will impact on the Council's MTFS.
- 4.39 East Suffolk Council created East Suffolk Services Limited (ESSL) to operate as a Local Authority Trading Company (LATCo) following a thorough review of its joint venture (JV) partnership with Norse, which ended on 30 June 2023. The services covered by ESSL include for example, recycling and waste, grounds maintenance and street cleansing.
- 4.40 The initial focus of the Council and company has been to ensure a smooth transition of services from the JV to ESSL. Alongside focussing on this transition, ESSL's business plan for year 1 has also included supporting the workforce during this period of change, whilst understanding operationally the company's costs for delivering services on behalf of the Council. The first year's operation of ESSL has been and continues to be about stabilisation and identification of opportunities for the development and improvement of the various services this company delivers.
- 4.41 Since this company became operational in July 2023, and as with other council services, ESSL has faced cost pressures such as increases in pay awards, fuel for vehicles and waste disposal costs. This has contributed significantly to the required uplift in the company's base budget from previous years, along with recognising some additional resourcing needs to support the delivery of services. For future years the Council will be working closely with ESSL to develop a business improvement plan which must balance affordability and capacity to deliver, with the expectation that the company's base budget will be reduced in subsequent years, and as such the payment the Council makes to the company for the delivery of council services.
- 4.42 The asset maintenance budgets are used for physical reactive repairs and planned cyclical maintenance at non-housing buildings, land and infrastructure assets including occupied buildings (tenanted and operational), public conveniences, beach huts/chalets, car parks, cemeteries, parks & gardens, public open space, footpaths, roads, watercourses, campsites

and harbours etc. The budgets are based on condition surveys and asset inspections, known cyclical and typical annual requirements, plus specific requests from managing departments. In addition to maintenance and repairs at buildings, the budgets also include for a range of statutory compliance and servicing, such as Legionella, Asbestos, Electrical, Fire safety, etc. The budgets are a work-in-progress every year, trying to refine them, and move towards a more planned approach, rather than reactive, which the implementation of Shire over the coming years will aid.

- 4.43 The corporate training budget has been increased to £0.136m following a review of corporate training needs. This will support the recently approved People Strategy 2024/2028.

Environmental Impacts

- 4.44 The Council has committed to delivering positive climate, nature and environmental impacts through the decisions we make and the actions we take and this will be reflected in all our work. During 2024/25, we will be reviewing our Asset and Procurement Strategies, both of which will demonstrate the key relationships between looking after the environment and long-term financial stability.
- 4.45 Specifically, there is an annual budget in the region of £0.140m for Environmental Climate. This includes resourcing to help co-ordinate and support the delivery of the Council's commitment to net Zero by 2030. A Climate Change Reserve is also held which is currently being used for Plastic Action.
- 4.46 The Council contributes £0.050m per annum to the National Landscape Partnership, and this is included in the budget for 2024/25 and the following years of the MTFs. This contribution ensures continued support and promotion of the importance of the Area of Outstanding Natural Beauty within East Suffolk.
- 4.47 The Cycling and Walking Group is now set up with Terms of Reference agreed with its overarching aim to promote active travel (cycling, walking and wheeling) throughout East Suffolk and to help facilitate the delivery of the East Suffolk Cycling and Walking Strategy and promote modal shift. The group has met several times and has engaged with a number of communities and developers to scope out its work programme.
- 4.48 A new reserve has been established for the Strategic Plan, with an allocation of £1.5m for the theme of Environmental Impact, including £1m for the Cycling and Walking Strategy. An additional post is also to be established to support this work.
- 4.49 The Planning Service has actively addressed the challenges of the introduction of mandatory Biodiversity Net Gain (BNG) from February this year by working with other Suffolk authorities as to how the process will be implemented and operated. The team has also employed two further ecologists to complement the existing team in the services Specialist Services Team and the management of the BNG agreements and funds will be facilitated through the services Infrastructure Delivery Team. The introduction of BNG will be carefully monitored through the coming year.

Sustainable Housing

- 4.50 Together with the Housing Revenue Account, the budget commits to support safe, suitable and sustainable homes. We will look to bring forward business cases to deliver affordable and sustainable housing as opportunities arise.
- 4.51 Specifically, the budget recognises the pressure on temporary accommodation and the impact on Housing Benefit Subsidy loss. This has been identified as a £0.100m annual pressure.
- 4.52 From 2025/26, the MTFs includes the introduction of the 100% Council Tax premium on second homes from April 2025. This is currently estimated to generate additional annual income in the region of £0.760m for the Council from 2025/26. The MTFs currently shows this annual income being transferred to the Strategic Plan Reserve until 2027/28 to support Sustainable Housing.

Tackling Inequalities

- 4.53 A significant amount of the work done by our dedicated office cohort is aimed at supporting those most at need and in protecting vulnerable people. Teams such as communities and leisure, housing, environmental health and economic development are committed to improving the quality of life across the District.
- 4.54 Specifically, the budget recognises an annual increased funding for the Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations which are integral to delivery of this Strategic ambition. The Council provides almost £0.200m of funding for Citizens Advice East Suffolk (increased to £0.220m in the budget) – SCC funding for Citizens Advice (CA) was halved three years ago but CAs are key to delivering the joint Suffolk ambitions around reducing poverty. The Council also funds both Disability Advice Services that cover East Suffolk (as do SCC) and it is proposed to increase their funding.
- 4.55 The NHB reserve provides funding for a number of initiatives supporting this theme of the Strategic Plan, this includes;
- The Community Partnerships model continues to be developed and the budget includes an annual provisional in the region of £0.600m until 2026/27
 - Community Hubs with an additional £0.080m of funding being provided next year. The hub provides practical advice and support for residents including with low level social care support needs and cost of living needs – cases are increasingly complex and often have social care, hoarding and mental health dimensions.
- 4.56 The Council has funded Community Action Suffolk to deliver the Rural Youth Work project to address the gap in youth work provision in the four most rural Community Partnership areas.
- 4.57 The Council works closely with schools, for example, with the two Heads networks in Lowestoft to try and support them to meet local needs. The Council has provided funding for a range of mental health programmes with schools including free training for teachers, mentoring programmes in Lowestoft, Crucial Crew Plus focussed on Safety.
- 4.58 There is a significant amount of working with Public Health – Feel Good Suffolk programme. They are allocating £0.101m per year to the Council for three years for a

Community Centred Approaches to Health programme. The Council worked in partnership with Public Health and Norfolk and Waveney Integrated Care Board (ICB) to secure £0.160m for the Lowestoft Health Hearts project, and the Council has helped to deliver £0.200m of funding for four target areas through the Public Mental Health programme.

4.59 The need to address and reduce anti-social behaviour is an ambition of the Strategic Plan. The budget includes an increase to the staffing budget to ensure this service is adequately resourced on a permanent basis going forward.

4.60 During the current year the Council has supported transport in rural areas via community partnership funding – Buzzabout in the north of the district and Katch in the Framlingham/Wickham Market and Snape area.

Thriving Economy

4.61 **Continuing to support regeneration projects** - The budget looks to ensure that our economic development and regeneration activity enables residents of East Suffolk to benefit from and contribute to a thriving economy.

4.62 Council led regeneration programmes in Lowestoft, Leiston and Felixstowe are supporting the Thriving Economy theme through increasing the economic viability of the district's towns, ensuring residents benefit from Nationally Significant Infrastructure Projects (NSIPs) and supporting responsible tourism and the visitor economy. In Lowestoft there is a major town wide regeneration programme contributing to the town's repositioning from a deprived and run down sea-side town to a thriving coastal resort and offshore renewables Operation & Maintenance (O&M) base. Key elements include:

4.63 **Towns Fund** - seeks to transform a tired high street and the seafront area through capital investments in arts, culture and leisure. A key objective is to adapt the current town centre away from an over reliance on retail which is demonstrated by the 24% vacancy rate (almost five times higher than Felixstowe). £65.1m of external funding has been secured to support an £82.7m regeneration programme.

- The Seafront Vision element of the regeneration programme includes the redevelopment and transformation of East Point Pavilion, Eastern Edge beach huts, Royal Plain, First Light Festival and Jubilee Parade. These are and will provide brand new contemporary attractions to draw in visitors from beyond Lowestoft's traditional visitor hinterland. This complements other major capital investment on the seafront such as the £16m CEFAS redevelopment which modernised and expanded the marine science facility.
- Jubilee Parade Phase 3 wholesale redevelopment of seafront asset to provide new food and beverage offer, toilets, showers, water sports storage and an accessible lift. Currently a tired building in need of refurbishment – investment (capital programme £0.600m plus Levelling Up Fund of £4.3m).
- East Suffolk is providing £0.500m and the Arts Council are putting in £0.600m over three years.

4.64 Specifically, the Council has agreed to contribution £0.900m to the restoration and redevelopment of the former Lowestoft Town Hall into a community, heritage and events space. This is reflected in the budgets for 2024/25 and 2025/26.

- 4.65 **Kirkley Waterfront** land remediation and development of new sustainable community in the heart of Lowestoft. Supports two priorities within the Sustainable Housing theme – deliver the right housing based on our communities needs and promote housing developments which enhance wellbeing and protect the environment.
- 4.66 **In Leiston** the Council has funded a town centre masterplan vision to regenerate the town centre with an ambition to create a new mixed use market square and heritage quarter. Will be progressing the viability and design works of the Market Square project during 2024/25.
- 4.67 **In Felixstowe** there are 3 development areas:
- South Seafront, £4m capital programme allocation to reinvigorate the seafront. Next phase of project delivery subject to agreeing the new Felixstowe Vision. Thriving economy link through investment in tourism assets which benefit residents as well as visitors.
 - Landguard Peninsula, led by Landguard Trust but funded via parking receipts and income from East Suffolk owned café.
 - North Felixstowe creation of sustainable leisure led development and new community of up to 2,000 homes within a quality designed and green community.
- 4.68 **Tourism contribution** - East Suffolk invests in the tourism sector in a number of ways. Firstly, we support the Suffolk Coast Destination Management Organisation (DMO) with £55k pa to provide destination marketing service. Secondly we invest directly/ indirectly (via external funding) in Council assets to support the visitor economy e.g. majority of Towns Fund projects, Felixstowe Beach Village. Thirdly we support a range of events which draw tourists to the district e.g. First Light Festival, Tour of Britain, market town celebrations. Tourism is a key sector for East Suffolk with an economic value of £680m per annum and accounts for 14% of total employment.
- 4.69 **Support and initiatives in the rural middle of the district** - All towns across East Suffolk have and continue to benefit from ESC's wide ranging investments to deliver a thriving economy. This includes £3.9m from UK Shared and Rural Economy Prosperity Funds which provide place investment, business support and skills development funding. A further funding scheme which has focussed on all the district's town centres is the Towns Revitalisation Programme and since 2020 over £0.700m has been invested. A key capital investment (£1.8m) has been the Southwold Enterprise Hub. The majority of our towns in the 'rural middle' also benefit significantly from visitor spend, East Suffolk actively promotes coastal and market towns as tourism destinations via its funding of the Suffolk Coast DMO.
- 4.70 In recent years the Council has also invested £1.5m across all of the district's towns to provide digital infrastructure (free public wi-fi and footfall sensors) and business support.
- 4.71 The Youth Employment Service (YES) supports young people who are NEET (Not in Education, Employment or Training) across the whole district, Leiston is one of the towns with the highest demand for this service.

5 MEDIUM TERM FINANCIAL POSITION

MTFS Forecasts 2024/25 to 2027/28

- 5.1 The Finance team works with Service Areas to review their budget requirements and budget monitoring is an ongoing process between Finance, Service Areas, and the Corporate Leadership Team.
- 5.2 The following areas are identified as having potential revenue budget implications for this financial year and future years. Some areas cannot yet be quantified or quantified with a degree of certainty.

Budget Area to be Monitored	Areas Impact	Nature of Impact	Timing of Impact
Asset Management Rent Review.	Council income budgets from assets.	Potential to increase the income to the Council. This will need to be quantified and captured in the update of the Council's MTFS into next year's budget setting.	Current year and going forward.
Capital Programme.	Revenue implications from capital programme revisions.	Additional revenue costs to the General Fund - direct revenue financing, use of reserves, capital charges to revenue, revenue costs to support delivery of capital projects and income generation from capital projects.	On-going
ESSL.	General Fund, HRA and capital programme.	Service investment for ESSL. Recognition of service investment and improve plan for ESSL along with costs pressures in the operations environment, e.g. pay and inflation.	Current year and future years.
Inflation.	General Fund, HRA and Capital Programme.	Increasing costs.	Current year and future years.
National pay award for 2024/25.	Council staffing costs.	Current budget assumption is for a 3% increase for Council staffing in 2024/25. Based on the pay settlements for the current year and last year, this would be above the current budget assumption.	2024/25 and future years.
Norse.	Profit share income.	Settlement of 2022/23 profit share (Accrued £0.560m) and April-June 2023/24 (Budgeted £0.074m). The position will be assessed as part of Quarter 3 monitoring.	Current year.
Recruitment difficulties.	Particular area of specialism.	Agency and contract costs may be required which can be more costly. Current forecasts show this being absorbed in existing budgets.	Ongoing.

Budget Area to be Monitored	Areas Impact	Nature of Impact	Timing of Impact
Treasury Management Investment income.	General Fund and HRA income.	With higher rates of interest this is providing favourable returns on treasury management investments.	Current year and the next 2-3 years.
Workforces pay pressure/grade inflation.	Council staffing costs.	Increased staffing costs. Annual staffing vacancy allowance in the budget is at risk.	Ongoing.

- 5.3 The MTFS was last updated in February 2023. A summary analysis of the key movements from February 2023 to February 2024 is shown in the following table. This table is supported by **Appendix A4** and **Appendix A5**. **Appendix A4** also includes an analysis of the MTFS updates by the Council's Strategic Direction themes.

MTFS Updates	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Additional Cost	8,743	6,206	5,230	5,654
Savings	(825)	(1,025)	(1,525)	(1,425)
Additional Income	(10,335)	(5,079)	(3,583)	(3,475)
Reduced Income	255	255	255	255
Use of Reserves	(1,349)	(1,097)	866	956
Net Total	(3,511)	(740)	1,243	1,965

- 5.4 The updated MTFS position resulting from these movements as of February 2024 is shown below.

MTFS Position	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
MTFS February 2023 Budget Gap/(Surplus)	3,511	6,008	6,405	6,405
Net Total of MTFS Updates (Appendix A4)	(3,511)	(740)	1,243	1,965
MTFS February 2024 Budget Gap/(Surplus)	0	5,268	7,648	8,370

Budget Planning Assumptions

- 5.5 The Council's financial planning assumptions are summarised below:

Budget Area	Assumption
Inflation	
<i>Goods & Services</i>	Where inflation is built into contracts and agreements.
<i>Utilities (Electricity)</i>	2024/25 4.4% increase (November Monetary Policy Report forecast CPI for Q1 2024), future years maintain at the 2024/25 budget.
<i>Utilities (Gas)</i>	2024/25 4.4% increase (November Monetary Policy Report forecast CPI for Q1 2024), future years maintain at the 2024/25 budget.
<i>Utilities (water & Sewage)</i>	2024/25 4.4% increase (November Monetary Policy Report forecast CPI for Q1 2024), future years maintain at the 2024/25 budget.
Fees & Charges	3% increase to be applied for 2024/25 where appropriate.

Budget Area	Assumption
Staffing Costs	2023/24 Current offer of an additional £1,925 on all SCP 1 and above, 2024/25 3% increase, plus incremental progression, 2025/26 onwards 2% increase, plus incremental progression. 4% per annum of staffing costs for vacancy allowance.
Investment Income	2.75% Call Account (average as of September 2023), (2.15% Sept 2022) 5.19% Money Market Fund (September 2023), (1.73% Sept 2022) 3.80% Property Fund (average as of September 2023), (3.4% Sept 2022) 4.05% Diversified Income Fund (September 2023), (4.05% Sept 2022)

Goods & Services – Inflationary Pressures

- 5.6 The Council’s financial strategy has previously assumed for a number of years that any inflationary pressures incurred on goods and services expenditure are contained within existing budgets, or through more efficient spending. The exceptions being utility costs, rates and specific contracts and agreements increases.
- 5.7 It is now recognised that this approach is becoming more challenging with inflation remaining high. Budget headings are therefore being reviewed as part of the process where inflationary increases are evident. For example, subscriptions and software licensing. As mentioned in Section 3, there is an expectation for inflation to gradually fall over the next two year but higher base costs will be part of the Council’s budgets going forward due to the current inflationary pressures. The impact of inflation is most evident in the Capital Programme, utilities and insurance premiums, and the Council’s Operation services.
- 5.8 Contracts and agreement have been inflated based on the specified inflation indices within each individual contract. Retendering of contracts is part of the Council’s strategy for cost reduction and to ensure best value.

Fees and Charges

- 5.9 Fees and Charges are based on the Council’s agreed principles of increasing existing fees and charges on a market forces basis, whilst remaining consistent with the Council’s Strategic plan and relevant Governments legislation.
- 5.10 Prior to 2022/23, the Council adopted a standard approach, increasing fees and charges in line with price inflation as a minimum uplift. However, given the heightened inflation levels, this approach was not applied for the review of 2023/24 or 2024/25 fees and charges, with a reduced rate of 3% recommended for 2024/25, in line with future forecasts, ensuring the Council remains affordable to its stakeholders.
- 5.11 Charges are reviewed considering local demand, along with reflecting changes in the cost of delivering the services, factoring changes that have either already occurred, or are expecting to occur over the next financial year, with cost recovery aimed to assist in balancing the overall cost pressures. Unless statutory restrictions apply, the Council aims to use all resources available, which includes reviewing opportunities to introduce new fees as appropriate. Proposed fees and charges for 2024/25 were approved by Cabinet at its meeting on 2 January 2024.

Interest Payable and Receivable

- 5.12 **Interest Payable** - The budget for debt interest over the period 2024/25 to 2027/28 totals £1.13m. This has not been revised in this update of the MTFs. The existing loans are all fixed rate loans and therefore not susceptible to market increases. Where the capital programme requires future additional borrowing, the budget will be updated as and when projects are completed and actual borrowing is known.
- 5.13 **Interest Receivable** – Short-dated cash rates are around 5.2% for 3 month rates (4.1%, 6 April 2023) and 12-month rates around 5.55% (4.4%, 6 April 2023). The rates on the Treasury’s Debt Management Account Deposit Facility (DMADF) currently range between 5.14% and 5.19% (4% to 4.1%, 6 April 2023).
- 5.14 The Council’s investment portfolio in the short term is looking healthy with the prospect of increased returns on investments. In the current year it is expected that actual investment income will exceed the budget of £1.6m, by at least £2.4m. For the MTFs, it is expected for investment income to remain high for the next two years, and then for a cautious approach to be taken with estimates thereafter. For 2024/25, the budget for investment income is being increased by £1.74m and £1.040m the year after. It should be noted that not all of this benefit will be realised in the General Fund, as the HRA share of investment income will also increase.

Establishment Costs

- 5.15 Establishment costs total are the single largest revenue cost for the Council and represents 50% of its total direct expenditure.
- 5.16 **Public Sector Pay** –The 2023/24 pay award was £1,925 (pro rata for part-time employees) on pay points 2 to 43. This exceed the current budget assumption of 4%, in the region of £0.750m. This will impact all years of the MTFs. The pay award assumption for 2024/25 is current 3% and 2% thereafter. A contingency will be incorporated into the budget for the pay award to be above the current assumption for next year.
- 5.17 **Actuarial Valuation** - The latest triennial actuarial valuation of the assets and liabilities of the Suffolk County Pension Fund was completed on 31 March 2022. The Fund’s Actuary reported the actuarial funding position for the Pension Fund was at 107%, an increase of 8% since the last valuation exercise in 2019. This is the first time that the Fund has reached 100% funding.
- 5.18 The Pension Fund specifically relating to East Suffolk Council is 110% funded, an increase from 99% at the time of the previous review on 31 March 2019. The triennial review also sets the employer contribution rates for the next three years – 2023/24 to 2025/26. This was set at 25% and provided 88% probability of success that over 20 years the Pension Fund will remain or achieve 100% funded.

Other Pressures

- 5.19 In formulating its detailed spending plans, the Council has also taken account of past performance and the previous year’s outturn position.

- 5.20 Ranging from increased demand for services or changes in national policy, the Council's MTFs will be adjusted to reflect the financial implications of these changes. The budget monitoring work is ongoing with the Finance Team working with service areas to review their budget requirements.
- 5.21 **Contingency** – a general annual contingency of £0.600m has also been built into the budget for further pay and inflation pressures.

East Suffolk Services Limited (ESSL)

- 5.22 East Suffolk Council created ESSL to operate as a Local Authority Trading Company (LATCo) following a thorough review of its joint venture (JV) partnership with Norse, which ended on 30 June 2023.
- 5.23 As referred to earlier in paragraph, the first year's operation of ESSL has been and continues to be about stabilisation and the identification of opportunities for the development and improvement of the various services this company delivers.
- 5.24 However, since this company became operational in July 2023, as with other council services, ESSL has faced cost pressures such as increases in pay awards, fuel for vehicles and waste disposal costs. This has contributed significantly to the required uplift in the company's base budget from previous years, along with recognising some additional resourcing needs to support the delivery of services. For future years the Council will be working closely with ESSL to develop a business improvement plan which must balance affordability and capacity to deliver, with the expectation that the company's base budget will be reduced in subsequent years, and as such the payment we make to the company for the delivery of council services. The update of the MTFs includes an uplift to the base budget for 2024/25 and 2025/26 of £1.751m and £1.151m, funded from the In-Year Savings Reserve.

6 RESERVES AND BALANCES

- 6.1 In order to manage its financial affairs soundly, the Council needs to hold an appropriate and necessary level of reserves and balances. These allow it to:
- a) manage its cash flows economically and avoid temporary borrowing pending receipt of income due during the year;
 - b) deal promptly and efficiently with emergencies if they occur;
 - c) take previously unseen opportunities to secure benefits that may arise during the year;
 - d) mitigate reliance on volatile sources of funding;
 - e) set money aside for known events but where the timing or precise amount required is not yet certain; and
 - f) accumulate monies to meet costs that it would be unreasonable for taxpayers to meet in a single year.
- 6.2 In addition to the General Fund balance, the Council keeps a number of earmarked reserves on the Balance Sheet. Some are required to be held for statutory reasons, some are needed to comply with proper accounting practice, and others have been set up voluntarily to earmark resources for future spending plans or potential liabilities.

- 6.3 The Council has continued to develop its prudent financial management arrangements, through the development of earmarked reserves to mitigate potential future risks. As issues arise, the potential requirement for an earmarked reserve is considered. New earmarked reserves are formally considered as part of the detailed budget process, to ensure that risks identified are adequately mitigated, and throughout the annual budget monitoring process as risks arise or become clearer.
- 6.4 The detailed budget process includes an assessment of risk, the adequacy of the General Fund balance and a review of earmarked reserves. This review evaluates the need to create and/or change earmarked reserve levels and to also release reserves which are no longer required, thereby becoming a one-off resource for the Council. As part of this year's review it will include a refresh of the reason for/purpose of each reserve, and how and when they can be used.
- 6.5 A risk assessment of the General Fund balances informs the Chief Finance Officer's view of the adequacy of reserves to provide assurance to the budget. Having regard to the financial risks surrounding the budget planning process; the Council has maintained for a number of years a level of General Fund balance at around 3%-5% of its budgeted gross expenditure (in the region of £150m for 2024/25). This would equate to maintaining a General Fund balance for East Suffolk, in the region of between £4.5m and £7.5m. As of 1 April 2023, the opening General Fund balance of East Suffolk stood at £6m.
- 6.6 Further use of the General Fund balance will be evaluated against an assessment of risk, to ensure financial sustainability for the Council is maintained, whilst supporting the strategy direction and ambitions of the Council. The current update of the MTFs does not include any use of the General Fund balance.
- 6.7 One of the key underpinning financial principles of the MTFs is to not use the Council's Reserves (and other one-off resources) as a primary method to balance the ongoing pressures in the budget. Earmarked reserves are used for specific one-off purposes to support the delivery of corporate objectives and to mitigate risks.
- 6.8 The opening balances for 2023/24 are subject to external audit review and could therefore change.
- 6.9 The total balance of General Fund Earmarked Reserves was £48.086m as of 1 April 2023. Earmarked reserves are categorised into the following groups;
- **Grants/Funding Carried Forward** – this is external funding the Council has received for specific purposes and is drawn down from reserves when spend is incurred.
 - **Planned Future Revenue Spending** – Council funding has been set aside for specific service areas and/or projects.
 - **Planned Future Capital Spending** – this is revenue funding set aside to provide funding for the capital programme.
 - **Risk Based** – Council funding has been set aside for unforeseen budget pressures and fluctuations in budget areas of volatility. The reserves to highlight in this category include;

- *Business Rate Equalisation Reserve* - this reserve is held to provide a source of funding for future uncertainty in the reform of the business rates system. The uncommitted balance on this reserve over the MTFS is £8.47m
- *Business Rates Income Reserve* – The reserve is to manage fluctuations in business rates income, e.g. timing issues arising from accounting differences. The balance held in this reserve is £3m.
- *In-Year Savings Reserve* – Out-turn surpluses set-aside to support future year pressures. The uncommitted balance on this reserve is £3m.

6.10 Two new reserves to highlight from 2024/25, is the Resilience Reserve and Strategic Plan Reserve. The Resilience Reserve has been allocated a fund of £0.500m to provide an allocation of funding for the Council to use as and when it deems it to be appropriate in response to resilience matters, for example flooding. This has been transferred from the Business Rates Equalisation Reserve. The Strategic Plan Reserve has been allocated funds to facilitate the delivery of the Council’s new Strategic Plan, including any emerging priorities. The reserve currently includes the following funds in the MTFS.

Strategic Plan Reserve	MTFS April 2024 £'000	MTFS April 2025 £'000	MTFS April 2026 £'000	MTFS April 2027 £'000	MTFS April 2028 £'000
Environmental Impact	0	1,500	1,500	1,500	1,500
Tackling Inequalities	0	200	200	200	200
Thriving Economy	0	200	200	200	200
Sustainable Housing	0	0	759	1,538	2,337
Total	0	1,900	2,659	3,438	4,237

6.11 The projected balances on reserves will continue to be reviewed and updated throughout the budget process. The table below shows the current projections for the General Fund Earmarked Reserve over the MTFS, categorised as above. This summary does not include use of reserves to address the budget gaps from 2025/26 as presented in **Appendix A5**.

6.12 £1.85m of the In-Year Savings Reserve has been used to balance the budget for 2024/25.

East Suffolk General Fund Reserves	Opening Balance 1st April 2023 £'000	MTFS April 2024 £'000	MTFS April 2025 £'000	MTFS April 2026 £'000	MTFS April 2027 £'000	MTFS April 2028 £'000
Earmarked Reserves:						
Grants/Funding Carried Forward	5,883	3,986	3,253	2,839	2,838	2,837
Planned Future Capital Spending	1,174	2	343	727	1,106	1,505
Planned Future Revenue Spending	16,676	12,603	11,689	11,019	10,520	10,814
Port Health	3,513	1,564	702	264	0	0
Risk Based	19,675	21,192	17,139	16,008	16,028	16,048
COVID Reserve	1,165	0	0	0	0	0
Total Earmarked Reserves	48,086	39,347	33,126	30,857	30,492	31,204

7 CAPITAL STRATEGY

7.1 The Capital Strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services in East Suffolk, along with an overview of how associated risk is managed and the implications for future financial sustainability. The Capital Strategy for the period 2024/25 to 2027/28 was considered by the Audit & Governance Committee on 8 January 2024 before being presented to Full Council on 21 February 2024. Capital planning is about financial investment on the purchase of new assets, the creation of new assets and enhancing and/or extending the useful life of existing assets. The Council aims to achieve the optimum balance between the future needs of East Suffolk, including the need to drive growth, whilst ensuring affordability in the short and long term. Key principles include:

- Developing asset and capital strategies that facilitate a long-term approach to decision-making.
- Ensuring that assets are only held as needed to achieve Council objectives.
- Maximising efficiency in the management and use of assets.
- Ensuring that pressure to achieve short-term savings does not compromise the value of assets through lack of investment.
- Ensuring that capital investment is targeted where it will achieve the greatest long-term benefit.

7.2 Enhancing the management of the Council's existing asset base and looking beyond the traditional medium-term financial planning horizon is a major priority. A refresh of the current Asset Management Strategy, which was approved in July 2019, is now underway and will need to link with the MTFS.

7.3 For the purposes of setting the budget for 2024/25 and medium-term financial planning, the current rolling Capital Programme has been updated to reflect existing projects and the latest capital investment plans for the period 2024/25 to 2027/28 are included.

Capital Programme

7.4 The Capital Programme including both General Fund and the Housing Revenue Account (HRA) is subject to the scrutiny process and formally adopted by Full Council each year. The decision to accept individual projects onto the Programme is driven by the overriding requirement to support the priorities communicated in the East Suffolk Strategic Plan, providing they are affordable.

7.5 As well as adequately maintaining the asset base, a range of other important factors are considered when deciding upon the allocation of General Fund resources. Consideration is given to:

- Legislation – the need for capital investment due to changes in legislation, including those with health and safety implications.
- Resource availability – the sustainability of the Capital Programme is a primary consideration and integral to the MTFS.

- 7.6 Where required, capital projects are supported by a detailed business case, which demonstrates a set of clear objectives and measurable benefits, as well as detailed financial implications. This includes the on-going revenue implications of a capital project, to ensure these are built into the MTFS revenue assumptions.
- 7.7 Major capital projects are delivered by dedicated project managers within the Council, with leadership and oversight provided by the Corporate Leadership Team.
- 7.8 The 2023/24 to 2027/28 Capital Programme was presented to Cabinet on 2 January 2024, the Overview and Scrutiny Committee on 18 January 2024, and then back to Cabinet on 6 February 2024, before Full Council on 21 February 2024.

EAST SUFFOLK MEDIUM TERM FINANCIAL STRATEGY - KEY PRINCIPLES

1 PRIORITIES, AIMS AND OBJECTIVES

- 1.1 The East Suffolk Strategic Plan provides the overarching vision for East Suffolk. In fulfilment of the Plan, the Council makes use of significant resources to achieve its aims including money, people, property and technology. In order to allocate resources to competing demands, achieve effective and efficient use of its resources, best value and ultimately achieve its vision, the Council has several strategies and plans which give a clear sense of direction and underpin the deployment of those resources. The Long Term and Medium Term Financial Strategies sit under the Strategic Plan, and combined with other strategies and plans, they support and embrace the strategic direction of East Suffolk.

2 STRATEGY OBJECTIVES

- 2.1 The Council's MTFS aims to ensure the provision of the best quality services possible within the resources available. To do so it must maximise the use of its resources to ensure they are used efficiently and effectively to support the development of longer term sustainable objectives.
- 2.2 The specific objectives of the MTFS are to:
- a) ensure that the Council sets a balanced, sustainable budget year by year, so that forecast spending does not exceed forecast resources available to it;
 - b) plan for a level of Council Tax that the Council, its residents and Government see as necessary, acceptable and affordable to ensure that it has the financial capacity to deliver the Council's policies and objectives;
 - c) redirect resources over time to adequately support and resource the priorities of the both the Council and the wider community; and
 - d) maintain sufficient reserves and balances to ensure that the Council's long-term financial health remains sustainable.

3 STRATEGY PRINCIPLES

- 3.1 The principles set out below provide a framework within which the Council will develop its detailed financial plan over the medium term.

General

There are a number of overarching principles that will apply across the Council's detailed financial accounting, planning and monitoring:

- a) that the Council's budgets, financial records and accounts will be prepared and maintained in line with approved Accounting Standards, the CIPFA Code of Practice on Local Government Accounting, the CIPFA Prudential Code and the relevant sections of the Council's Constitution and Finance Procedure Rules;

- b) prior to setting a budget, the Council will always analyse potential risks and ensure these are minimised in line with its Risk Management Strategy;
- c) that the Council's Corporate Leadership Team will review the budget proposals for reasonableness and adherence to corporate policies and objectives prior to the budget being submitted to Cabinet;
- d) the Council will monitor its revenue and capital budgets effectively. Monitoring will be undertaken quarterly by Heads of Service together with their portfolio holders, and integrated quarterly monitoring reports will be reported to Cabinet. In cases where significant financial and service performance deviates from that planned, action plans setting out corrective action will be drawn up by Heads of Service/Portfolio Holders and reported to Cabinet as appropriate;
- e) that the Council's Corporate Leadership Team will take appropriate steps to continue to maintain and improve the accuracy and quality of data that it uses throughout the Council thereby ensuring that budget and other decisions are taken on a sound basis; and
- f) the Council will seek to maximise external contributions towards revenue and capital spending for example through bidding for specific grants, attracting levered funding, participating in new funding streams and engaging in further strategic partnering opportunities where appropriate.

General Fund (Revenue)

3.2 In relation to its revenue budgets the Council will:

- a) set a balanced budget each year that will be constructed to reflect its objectives, priorities and commitments. In particular, the budget will influence and be influenced by the Strategic Plan, the People Strategy, Capital and Asset Management Strategies, the Risk Management Strategy, its Comprehensive Equality Scheme and its consultation and engagement strategies;
- b) within the constraints of the resources available to it, set a sustainable budget each year that meets on-going commitments from on-going resources. The Council will continue to aim to maintain a prudent level of general balances when it sets its revenue budget each year;
- c) seek to identify annual efficiency savings through business process improvement, shared service initiatives, service best value reviews and benchmarking and strategic partnering opportunities;
- d) review the appropriateness of service delivery between the Council, parishes and other partners;
- e) increase existing fees and charges on a market forces basis whilst having regard to the Council's policies and objectives. As a minimum fees and charges should be increased by price inflation. The Council will also review opportunities to introduce new fees as appropriate; and

- f) within Government guidelines, set a level of Council Tax that the Council, its residents and Government see as necessary, acceptable and affordable to deliver the Council's policies and objectives.

Capital

3.3 When considering capital investment, the Council will:

- a) maximise the generation of capital receipts and grants to support its planned investment programmes;
- b) enhance its capital investment by applying specific grants and contributions, capital receipts, earmarked reserves and revenue contributions, with any balance being met by external borrowing;
- c) not recognise capital receipts until there is certainty that the receipt will materialise, and these will not be earmarked against specific developments without express Cabinet approval;
- d) allocate its capital resources in line with its Capital Strategy and Asset Management Strategy whilst recognising that other priorities may emerge that may require those plans to be amended and resources to be diverted; and
- e) annually review and prioritise capital schemes in accordance with Council objectives having regard to:
 - i) the business case for any given project; asset management planning
 - ii) affordability in line with the application of the Prudential Code.

Balances and Reserves

3.4 In relation to its balances and earmarked reserves, the Council will:

- a) each year maintain a level of General Fund balances which takes account of the strategic, operational and financial risks facing the Council.
- b) have regard to the financial risks surrounding the budget planning process, including those associated with the structural deficit, inflationary pressures, interest rates, partnerships, the treatment of savings, new burdens and demand led expenditure.
- c) review its earmarked reserves, to ensure the rationale for holding the reserves and the amount of the reserves, remain consistent with their purposes and their approach to risk management; and
- d) return reserve balances no longer required to the General Fund as appropriate.

Treasury Management and Investment

3.5 The Council will:

- a) having regard to risk, maximise investment income and minimise borrowing costs within the overall framework set out in the Council's annual Treasury Management and Investment Strategy;
- b) secure the stability of the Council's longer-term financial position rather than seeking to make short-term one-off gains which may lead to higher costs in the long term; and
- c) having regard to risk, seek to diversify its investment portfolio; maximise investment income; and deliver economic development objectives through the Asset Management Strategy.

4 OTHER CONSIDERATIONS

4.1 The Council's spending will have regard to:

- a) the base budget position for the current financial year, adjusted for in year grant changes;
- b) the Council's medium term priorities;
- c) the refocusing of service expenditure through transactional, shared services and other efficiencies to support the achievement of its medium term priorities and satisfy Government funding changes;
- d) demographic and welfare changes;
- e) consultation outcomes;
- f) fiscal matters including:
 - price and pay inflation.
 - the effect on the level of General Fund balances and reserves.
 - the impact of any changes to the capital programme on the potential costs of borrowing.
 - triennial revaluation of the pension fund.
 - ongoing commitments, arising in part, from initiatives that have previously been funded from specific grants.
 - achieving budgeted savings from outsourcing, shared services and service reviews.
 - Government funding and funding reform.
 - the likely passporting of some Government departmental savings targets to councils.

RISKS	PROBABILITY HIGH (H) MEDIUM (M) LOW (L)	IMPACT HIGH (H) MEDIUM (M) LOW (L)	MITIGATING ACTIONS
<p style="text-align: center;">Strategic Risks</p> <p>The absence of a robust Medium Term Financial Strategy could adversely affect the Council’s budget and resource planning and projections.</p> <p>Failure to understand changing community needs and customer expectations can result in the Council providing levels of service which are not appropriately aligned to the needs of communities and customers.</p> <p>Local Government funding is under continuous pressure and review. Failure to respond to these funding pressures may adversely impact on the Council’s ability to service delivery.</p> <p>Budget pressures arising from housing, economic, social and other demographic changes.</p>	<p style="text-align: center;">L</p> <p style="text-align: center;">M</p> <p style="text-align: center;">H</p> <p style="text-align: center;">H</p>	<p style="text-align: center;">H</p> <p style="text-align: center;">H</p> <p style="text-align: center;">H</p> <p style="text-align: center;">H</p>	<p>Continually monitor and refine the strategy in line with changing influences. Updates to the Corporate Leadership Team and Cabinet.</p> <p>Continuously engage with key stakeholders and taking advantage of existing consultation methodologies. Continue to monitor and more closely align service levels to demand and need.</p> <p>Take advantage of the Council’s growth opportunities to reduce dependency on government funding. Align service delivery to funding levels, improve exist strategy to minimise risk.</p> <p>Take advantage of technological advancements to understand and reduce unit costs, monitor demand for services and proactively manage resourcing requirements, invest in schemes to promote skills and developments.</p>
<p style="text-align: center;">Financial</p> <p>Uncertain medium term sustainability of incentivised income areas subject to Government policy, economic factors, and revaluation e.g. business rates and New Homes Bonus.</p>	<p style="text-align: center;">H</p>	<p style="text-align: center;">H</p>	<p>Constantly monitor information and update risk appraisals and financial projections. Provide timely briefings and updates to Members/ key stakeholders to facilitate decision making. Adopt prudent budgeting approach not placing undue reliance on uncertain funding sources.</p>

RISKS	PROBABILITY HIGH (H) MEDIUM (M) LOW (L)	IMPACT HIGH (H) MEDIUM (M) LOW (L)	MITIGATING ACTIONS
<p>Uncertainty surrounding the Government's change agenda including, business rates and welfare reform over the medium term.</p>	H	H	<p>Constantly monitor information from Government and update risk appraisals and financial projections. Provide timely briefings and updates to Members/ key stakeholders to facilitate decision making. Lobby through the LGA as appropriate.</p>
<p>Budget pressures from demand led services and income variances reflecting the wider economy.</p>	H	H	<p>Monitor pressures throughout the budget process and take timely actions.</p>
<p>Interest rate exposure on investments and borrowing.</p> <p style="text-align: center;">Information</p>	H	M	<p>Review cash flows, ensuring the Council has a flexible and forward looking Treasury management policy.</p>
<p>The Council itself has no influence over the outcome of some of the other bigger assumptions such as formula grant, national pay awards, interest rates, inflation and statutory fees and charges.</p> <p style="text-align: center;">Operational</p>	H	M	<p>Key assumptions made are regularly reviewed from a variety of sources. Forecasts are updated as necessary.</p>
<p>The Council has entered into strategic partnerships and contracts and is therefore susceptible to economic, social and demographic changes.</p>	L	M	<p>Effective negotiation, sound governance arrangements and review of partnerships performance.</p>
<p>There is a potential risk to the Council if there is a financial failure of an external organisation, providing services to the public on behalf of the Council.</p>	M	M	<p>Ensure rigorous financial evaluations are carried out at tender stage. Consideration of processes to ensure annual review of the successful organisation and review any external auditor comments.</p>

RISKS	PROBABILITY HIGH (H) MEDIUM (M) LOW (L)	IMPACT HIGH (H) MEDIUM (M) LOW (L)	MITIGATING ACTIONS
<p data-bbox="421 244 517 272">People</p> <p data-bbox="125 323 669 352">Loss of key skills, resources and expertise.</p> <p data-bbox="398 560 544 588">Regulatory</p> <p data-bbox="125 639 813 700">Changes of responsibility from Government can adversely impact on service priorities and objectives.</p> <p data-bbox="398 756 544 785">Reputation</p> <p data-bbox="125 836 813 896">Loss of reputation if unforeseen resource constraints result in unplanned service reductions.</p>	<p data-bbox="927 323 958 352">M</p> <p data-bbox="927 639 958 668">L</p> <p data-bbox="927 836 958 865">L</p>	<p data-bbox="1160 323 1191 352">M</p> <p data-bbox="1160 639 1191 668">L</p> <p data-bbox="1160 836 1191 865">H</p>	<p data-bbox="1312 323 2063 588">Continue to invest in staff developments, service continuity measures. Monitor succession planning. Keep staff consulted and informed. Ensure employment terms and conditions are competitive and development needs identified through 'My Conversation' programme with staff are satisfied. A new People Strategy has recently been approved.</p> <p data-bbox="1312 639 2033 700">Sound system of service and financial planning in place. Lobby as appropriate.</p> <p data-bbox="1312 836 2063 935">Identify and implement robust solutions in response to changes. Consult widely. Seek to achieve a prudent level of balances and reserves.</p>

Band D Equivalent Taxbase by Parish

PARISH	2023/24	2024/25	Difference
Aldeburgh	1,899.17	1,902.89	3.72
Alderton	181.06	181.41	0.35
Aldringham-Cum-Thorpe	606.00	605.16	-0.84
All Saints & St. Nicholas, St. Michael and St. Peter S E	98.83	102.04	3.21
Badingham	235.76	238.42	2.66
Barnby	214.86	216.64	1.78
Barsham and Shipmeadow	134.31	135.65	1.34
Bawdsey	198.00	210.89	12.89
Beccles	3,346.33	3,417.47	71.14
Benacre	32.02	33.00	0.98
Benhall & Sternfield	311.61	318.40	6.79
Blaxhall	112.93	114.84	1.91
Blundeston and Flixton	479.77	483.69	3.92
Blyford and Sotherton	71.90	73.14	1.24
Blythburgh	198.44	198.34	-0.10
Boulge	14.48	14.48	0.00
Boyton	62.44	62.33	-0.11
Bramfield & Thorington	197.96	199.95	1.99
Brampton with Stoven	157.53	156.57	-0.96
Brandeston	146.98	149.31	2.33
Bredfield	151.22	158.61	7.39
Brightwell, Foxhall & Purdis Farm	998.79	991.44	-7.35
Bromeswell	153.62	155.02	1.40
Bruisyard	71.81	72.50	0.69
Bucklesham	205.35	216.46	11.11
Bungay	1,668.62	1,684.00	15.38
Burgh	78.95	79.17	0.22
Butley, Capel St Andrew & Wantisden	118.69	118.26	-0.43
Campsea Ashe	155.80	156.78	0.98
Carlton Colville	2,671.88	2,667.73	-4.15
Charsfield	162.02	168.22	6.20
Chediston, Linstead Magna & Linstead Parva	157.72	153.23	-4.49
Chillesford	75.96	75.82	-0.14
Clopton	142.46	145.99	3.53
Cookley & Walpole	153.25	152.94	-0.31
Corton	588.59	590.47	1.88
Covehithe	13.92	14.14	0.22
Cransford	67.77	71.31	3.54
Cratfield	152.30	154.05	1.75
Cretingham, Hoo & Monewden	208.88	214.14	5.26

PARISH	2023/24	2024/25	Difference
Dallinghoo	82.88	81.79	-1.09
Darsham	228.14	228.12	-0.02
Debach	33.38	32.59	-0.79
Dennington	239.53	239.01	-0.52
Dunwich	85.66	92.04	6.38
Earl Soham	202.51	204.48	1.97
Easton	178.23	178.05	-0.18
Eyke	151.75	152.82	1.07
Felixstowe	8,771.40	8,887.28	115.88
Flixton, St. Cross S E & St. Margaret South Elmham	167.77	166.69	-1.08
Framlingham	1,644.19	1,643.45	-0.74
Friston	208.50	209.85	1.35
Frostenden, Uggeshall and South Cove	172.91	171.31	-1.60
Gisleham	248.94	255.05	6.11
Great Bealings	133.06	132.40	-0.66
Great Glemham	102.19	102.77	0.58
Grundisburgh & Culpho	655.32	664.40	9.08
Hacheston	165.66	180.03	14.37
Halesworth	1,808.83	1,850.61	41.78
Hasketon	186.36	179.69	-6.67
Hemley	26.41	26.73	0.32
Henstead with Hulver Street	138.11	140.35	2.24
Heveningham	61.42	60.34	-1.08
Hollesley	507.88	519.48	11.60
Holton	311.80	310.83	-0.97
Homersfield	59.58	60.97	1.39
Huntingfield	79.71	82.87	3.16
Iken	61.93	62.14	0.21
Kelsale-cum-Carlton	413.65	428.92	15.27
Kesgrave	4,826.19	4,843.74	17.55
Kessingland	1,439.26	1,449.86	10.60
Kettleburgh	108.33	108.03	-0.30
Kirton & Falkenham	557.47	557.16	-0.31
Knodishall	311.92	310.50	-1.42
Leiston	1,957.72	1,987.29	29.57
Letheringham	42.41	42.52	0.11
Levington & Stratton Hall	125.14	122.81	-2.33
Little Bealings	216.46	217.01	0.55
Little Glemham	66.78	69.89	3.11
Lound	127.74	134.89	7.15
Lowestoft	12,926.07	13,032.78	106.71
Marlesford	90.73	89.38	-1.35
Martlesham	2,142.72	2,151.28	8.56
Melton	1,945.62	1,928.05	-17.57

PARISH	2023/24	2024/25	Difference
Mettingham	83.98	89.24	5.26
Middleton	209.69	211.66	1.97
Mutford	186.40	189.39	2.99
Nacton	341.61	340.43	-1.18
Newbourne	112.65	113.73	1.08
North Cove	149.77	152.53	2.76
Orford & Gedgrave	401.90	396.59	-5.31
Otley	327.59	331.12	3.53
Oulton	1,654.14	1,704.08	49.94
Oulton Broad	3,307.43	3,316.03	8.60
Parham	131.13	129.53	-1.60
Peasenhall	245.78	248.41	2.63
Pettistree	87.12	85.36	-1.76
Playford	110.97	112.10	1.13
Ramsholt	12.22	13.72	1.50
Redisham	61.82	62.51	0.69
Rendham	127.13	129.08	1.95
Rendlesham	941.76	955.48	13.72
Reydon	1,196.49	1,199.79	3.30
Ringsfield and Weston	221.74	228.08	6.34
Rumburgh	120.07	119.69	-0.38
Rushmere	34.13	33.81	-0.32
Rushmere St Andrew	2,607.03	2,617.95	10.92
Saxmundham	1,609.94	1,607.64	-2.30
Saxtead	126.45	127.65	1.20
Shadingfield, Sotterley, Willingham and Ellough	182.31	178.58	-3.73
Shottisham	83.44	86.44	3.00
Sibton	96.50	100.30	3.80
Snape	332.72	343.20	10.48
Somerleyton, Ashby & Herringfleet	163.68	163.51	-0.17
Southwold	1,100.22	1,081.77	-18.45
Spexhall	85.54	84.74	-0.80
St. Andrew Ilketshall	116.03	114.63	-1.40
St. James South Elmham	91.17	90.95	-0.22
St. John Ilketshall	20.25	20.25	0.00
St. Lawrence Ilketshall	61.83	63.26	1.43
St. Margaret Ilketshall	70.34	69.85	-0.49
Stratford St Andrew and Farnham	140.49	142.35	1.86
Sudbourne	186.37	187.33	0.96
Sutton	150.97	151.37	0.40
Sutton Heath	374.89	326.79	-48.10
Sweffling	98.89	98.57	-0.32
Swilland & Winesham	427.46	431.03	3.57
Theberton	150.78	153.41	2.63

PARISH	2023/24	2024/25	Difference
Trimley St Martin	767.41	831.14	63.73
Trimley St Mary	1,268.02	1,279.25	11.23
Tuddenham St Martin	159.80	160.56	0.76
Tunstall	256.12	258.42	2.30
Ubbeston	45.10	46.33	1.23
Ufford	406.54	402.68	-3.86
Walberswick	375.63	374.70	-0.93
Waldringfield	255.28	259.56	4.28
Wangford with Henham	258.05	259.26	1.21
Wenhaston with Mells Hamlet	421.36	417.08	-4.28
Westerfield	248.51	250.33	1.82
Westhall	136.42	133.70	-2.72
Westleton	308.17	308.62	0.45
Wickham Market	829.10	842.92	13.82
Wissett	127.62	126.39	-1.23
Woodbridge	3,389.95	3,378.86	-11.09
Worlingham	1,298.40	1,296.33	-2.07
Wrentham	379.37	385.24	5.87
Yoxford	357.01	358.28	1.27
East Suffolk Council - Total	90,340.92	91,018.73	677.81

NHB RESERVE SUMMARY 2023/24 TO 2027/28

NHB Reserve	2023/24	2024/25	2025/26	2026/27	2027/28
	Budget	Budget	Budget	Budget	Budget
	£'000	£'000	£'000	£'000	£'000
NHB Reserve Balance Brought Forward	(5,439)	(3,936)	(3,105)	(1,818)	(669)
NHB In-Year Funding	(447)	(650)	0	0	0
Total NHB Funding in Reserve	(5,886)	(4,586)	(3,105)	(1,818)	(669)
Application of NHB					
<u>Enabling Communities Budget</u>					
55 Councillors * £7.5k	475	412	412	412	0
Ease the Squeeze	0	0	0	0	0
	475	412	412	412	0
<u>Community Partnerships</u>					
8 Partnership * £25k each	295	200	200	200	0
<u>Resourcing & Engagement</u>					
CP Manager	71	74	75	76	0
Communities Officer	25	0	0	25	0
Funding Officer	25	0	0	0	0
Venues for meetings	2	3	3	3	0
Contribution to Suffolk Association Local Councils	10	10	10	10	0
Contribution to Community Action Suffolk	10	10	10	10	0
	438	297	298	324	0
Strategic Community Partnerships - Allocated	298	0	0	0	0
Strategic Community Partnerships - Unallocated	300	300	300	300	0
	598	300	300	300	0
WiFi Implementation on Market Towns	45	21	19	13	0
Lowestoft Full Fibre project	19	0	0	0	0
Cultural Development	72	0	0	0	0
First Light Festival	180	170	50	0	0
Safeguarding Officer	13	13	8	0	0
Empty Homes Officer	83	85	50	0	0
Anti Social Behaviour	0	80	0	0	0
Anti Social Behaviour additional requirement	0	2	150	100	50
Communities Help Hub - Adults/Families	0	7	0	0	0
Communities Help Hub - Money	7	84	0	0	0
<u>Place Based initiatives</u>					
Lowestoft Rising	20	10	0	0	0
	20	10	0	0	0
Total NHB use for the Year	1,950	1,481	1,287	1,149	50
<u>NHB Reserve Balance Carried Forward</u>	(3,936)	(3,105)	(1,818)	(669)	(619)

MTFS Update	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total over MTFS period £'000	Strategic Direction Theme/Other Factors	Comments
Forecast Budget Gaps February 2023	3,511	6,008	6,405	6,405			
Additional Cost							
Green Light Trust	110	0	0	0	110	Tackling Inequalities	Contribution to the Green Light Trust to assist the completion of its Eco Hemp Construction Centre (funded from reserves)
Coastal Protection/Drainage	198	9	18	28	253	Environmental Impact	Repairs & maintenance works for Coastal Protection to catch up with health and safety work programme
Communities - Service Level Agreements to Community, Faith & Social Enterprise Organisations	44	44	44	44	176	Tackling Inequalities	Funding increase for Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations integral to delivery of the Council's 'tackling inequalities' ambitions
Contaminated Land	50	0	0	0	50	Environmental Impact	Environmental Protection investigative works for sites identified
Economic Regeneration	153	747	0	0	900	Thriving Economy	ESC contribution to the restoration and redevelopment of former Lowestoft Town Hall into a community, heritage and events space to be funded from the Business Rates Equalisation reserve
Anti-Social Behaviour	162	165	168	172	667	Tackling Inequalities	Continuation of staffing support to ensure this area is sufficiently supported to meet demand
Estimated Inflation pressure	200	200	200	200	800	Fiscal Impact	Contingency for on-going inflation pressures
Housing Benefit Subsidy loss	100	100	100	100	400	Sustainable Housing	Pressure from temporary accommodation

MTFS Update	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total over MTFS period £'000	Strategic Direction Theme/Other Factors	Comments
HRA Support recharge	204	185	178	137	704	Sustainable Housing	Review of support recharges - Choice Based Lettings revised, increasing General Fund use of the service
Insurance Renewal	203	229	246	273	951	Fiscal Impact	Inflationary increase
Internal Drainage Board	30	36	47	58	171	Fiscal Impact	Inflationary increase
Lowestoft Temporary Flood Barrier	25	25	25	25	100	Environmental Impact	Lowestoft Temporary Flood Barrier training
Miscellaneous Property - East Point Pavilion	116	103	51	14	284	Thriving Economy	East Point Pavilion revised model of operation (Cabinet 2 Jan 2024)
Miscellaneous Property - Survitec	33	0	0	0	33	Thriving Economy	Planning Fees for decontamination
Property Planned Maintenance	165	0	0	0	165	Our Foundations/ Governance	Works deferred from 2023/24
Training Budget	110	110	110	110	440	Our Foundations/ Governance	Corporate training
Utilities - Electricity	87	85	85	85	342	Fiscal Impact	Increases arising from footway lighting
Establishment Staffing Changes	1,113	1,101	1,306	1,165	4,685	Our Foundations/ Governance	Establishment changes
Annual Pay award assumption	0	0	0	765	765	Fiscal Impact	Roll over establishment base position
Pay Award 2023/24	720	735	750	765	2,970	Fiscal Impact	Additional cost over and above current budget assumption
Pay Award 2024/25	380	390	395	400	1,565	Fiscal Impact	Contingency for 2024/25 pay award to excess current budget assumption

MTFS Update	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total over MTFS period £'000	Strategic Direction Theme/Other Factors	Comments
North Lowestoft HAZ Grant Scheme	147	131	0	0	278	Thriving Economy	Revenue scheme costs previously identified as capital costs
Operations (East Support Services Ltd)	1,751	1,151	451	(249)	3,104	Our Foundations/ Governance	Pay and cost inflation pressures and additional resourcing to support service delivery
Direct Revenue Financing	1,732	445	445	695	3,317	Capital Programme	Revenue funding of the Capital Programme
Other net changes	910	215	611	867	2,603	Financial Sustainability	Other net changes
	8,743	6,206	5,230	5,654	25,833		
<u>Additional Income</u>							
Admin Buildings	(148)	(148)	(148)	(148)	(592)	Our Foundations/ Governance	New lease agreement for ESH Annex
Business Rates	(3,271)	(2,155)	(1,155)	(655)	(7,236)	Government Policy	Updated budget for 2024/25 and increased business rate income due to delays with reform
Business Rates	(3,418)	0	0	0	(3,418)	Fiscal Impact	Business Rate Pooling - Pooling Member decision to redistribute the 2024/25 allocation to Members.
Car Parking Income	(30)	(30)	(30)	(30)	(120)	Thriving Economy	Income relating to penalty charge notices and off-street parking
Council Tax Income	(99)	(102)	(104)	(632)	(937)	Sustainable Housing	Slight growth in tax base for 2024/25 and Council Tax assumed increase for 2024/25, and roll forward of budget for 2027/28
Council Tax Income	0	(759)	(779)	(799)	(2,337)	Sustainable Housing	Introduction of second home premium from 1 April 2025.

MTFS Update	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total over MTFS period £'000	Strategic Direction Theme/Other Factors	Comments
Council Tax Income - Council Tax Surplus	(141)	0	0	0	(141)	Sustainable Housing	Collection fund surplus
Garden Waste	(27)	(27)	(27)	(27)	(108)	Environmental Impact	Green waste subscriptions (fee increase compensating for some fall in subscriptions)
Government Grant	(991)	(289)	86	86	(1,108)	Government Policy	Provisional Settlement -NHB to continue for one year in 2024/25 (£0.651m)
Industrial Estates	(24)	(24)	(24)	(24)	(96)	Thriving Economy	Fountains Way Industrial Estate now fully let
Investment Interest Income	(1,441)	(901)	(932)	(776)	(4,050)	Fiscal Impact	Anticipating investment rates to remain high, net of HRA share
Martello Café	(45)	(45)	(45)	(45)	(180)	Thriving Economy	New lease agreement
Miscellaneous Property	(83)	(83)	(83)	(83)	(332)	Thriving Economy	Increase in occupancy over the original budget for Business Centres in Leiston and Lowestoft
Planning Application Fees	(376)	(274)	(100)	(100)	(850)	Thriving Economy	Statutory fee increase and Sanyo/Survitec (HRA contribution in 2024/25 and 2025/26)
Land Charges	(115)	(80)	(80)	(80)	(355)	Government Policy	Following some charges transferred to HMRC, the income lost has been less than original forecast
Purchase Land - Hamilton Road	(79)	(115)	(115)	(115)	(424)	Thriving Economy	New industrial estate purchased, lease income from the units
Seashore Village Beach Hut Income	(47)	(47)	(47)	(47)	(188)	Thriving Economy	New beach village in Felixstowe and increased fees and charges for beach huts
	(10,335)	(5,079)	(3,583)	(3,475)	(22,472)		
Savings							

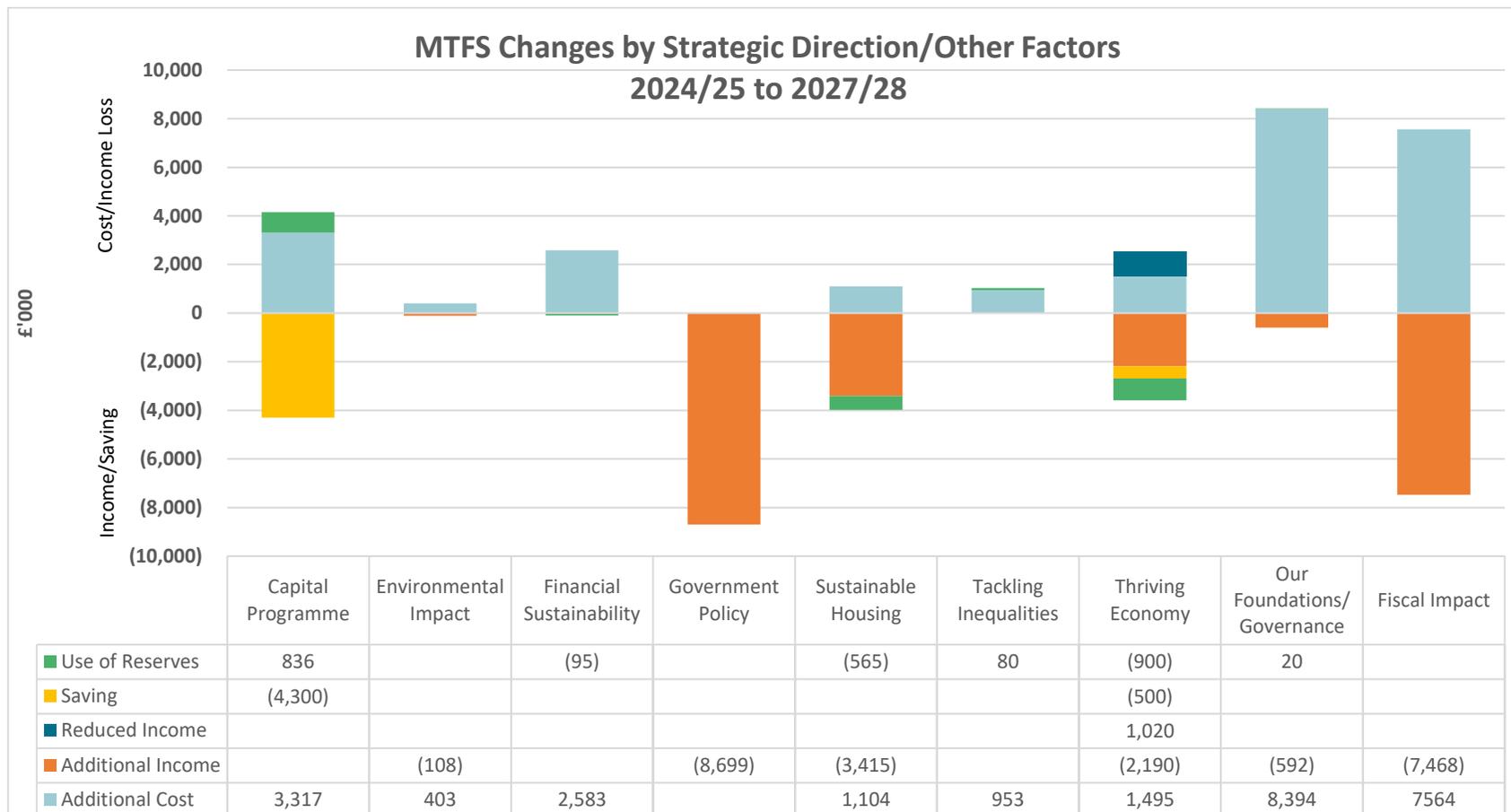
MTFS Update	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total over MTFS period £'000	Strategic Direction Theme/Other Factors	Comments
Minimum Revenue Provision (MRP)	(700)	(900)	(1,400)	(1,300)	(4,300)	Capital Programme	Reflecting capital programme changes and reduced annuity rate
Ringo admin charge	(125)	(125)	(125)	(125)	(500)	Thriving Economy	New Ringo Contract (Parking Collection and National Payment Platform)
	(825)	(1,025)	(1,525)	(1,425)	(4,800)		
Reduced Income							
Miscellaneous Property	255	255	255	255	1,020	Thriving Economy	Reduction in property lease income due to administration of Wilko
	255	255	255	255	1,020		
Use of Reserves							
ASB staffing funded from reserves	(160)	(150)	(100)	(50)	(460)	Tackling Inequalities	To work towards a reduced funding position for permanent staffing
Business Rates Equalisation	(153)	(747)	0	0	(900)	Thriving Economy	Restoration and redevelopment of Lowestoft Town Hall into a community, heritage and events space
In-Year Savings	(1,751)	(1,151)	0	0	(2,902)	Sustainable Housing	Funding to support Operations service, East Suffolk Services Ltd - as per cost pressures above)
In-Year Savings	(95)	0	0	0	(95)	Financial Sustainability	Balancing the budget
Strategic Direction	(110)	0	0	0	(110)	Tackling Inequalities	Contribution to the Green Light Trust to assist the completion of its Eco Hemp Construction Centre
Strategic Direction	0	759	779	799	2,337	Sustainable Housing	Introduction of second home premium from 1 April 2025.
Short Life Asset	(130)	62	157	177	266	Capital Programme	To provide a source of funding for short life asset replacement in the capital programme

MTFS Update	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total over MTFS period £'000	Strategic Direction Theme/Other Factors	Comments
Capital	380	130	30	30	570	Capital Programme	Net movement on the reserve for funding the capital programme
New Homes Bonus	650	0	0	0	650	Tackling Inequalities	Transfer of in year allocation to support community initiatives
Business Rates Income	(3,000)	0	0	0	(3,000)	Financial Sustainability	To provide a source of funding for accounting timing differences on Business Rates income. Transferred from the Business Rates Equalisation Reserve
Business Rates Equalisation Reserve	3,000	0	0	0	3,000	Financial Sustainability	To provide a source of funding for accounting timing differences on Business Rates income. Transferred to the Business Rates Income Reserve
Business Rates Equalisation Reserve	(480)	0	0	0	(480)	Our Foundations/ Governance	To re-allocate reserve funds to provide a source of funding for the Council to response to matters of resilience, e.g. flooding
Resilience	500	0	0	0	500	Our Foundations/ Governance	New Reserve to provide a source of funding for the Council to response to matters of resilience, e.g. flooding
	(1,349)	(1,097)	866	956	(624)		
Net Total of MTFS Updates February 2024	(3,511)	(740)	1,243	1,965	(1,043)		
Budget Gaps February 2024	0	5,268	7,648	8,370			

MTFS Updates as at February 2024 – Key Items

Updates to the MTFS between the Cabinet meeting on 2 January 2024 and Full Council on 21 February 2024

MTFS Update	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Comments
Budget Gap Position - Cabinet 2 January 2024	2,211	5,131	6,498	7,664	
Government Funding Streams	42	44	297	297	Update following 2024/25 Provision Local Government Finance Settlement on 18 December 2023
Budget Gap Position – Overview & Scrutiny 18 January 2024	2,253	5,175	6,795	7,961	
North Lowestoft HAZ Grant Scheme	147	131	0	0	Revenue scheme costs previously identified as capital costs
Operations (East Support Services Ltd)	1,751	1,151	451	(249)	Cost pressures, e.g. pay, waste disposal, fuel and additional resourcing
In-Year Savings Reserve	0	(1,151)	0	0	Funding to support Operations service (East Suffolk Services Ltd) as above
Creation of Resilience Reserve	500	0	0	0	To provide a source of funding for the Council to respond to matters of resilience, e.g. flooding
Business Rates Income	(3,271)	(155)	(155)	(155)	Updates to Business Rates income following completion of NNDR1 estimates
Other Changes	466	249	569	825	other net changes
In-Year Savings Reserve	(1,846)	0	0	0	Use of reserves to balance the budget for 2024/25
Budget Gap Position - Cabinet 6 February 2024	0	5,400	7,660	8,382	
Government Funding Streams	(324)	(276)	(157)	(157)	Update following 2024/25 Final Local Government Finance Settlement on 5 February 2024
Other net changes	142	144	145	145	other net changes
Business Rates Income	182	0	0	0	Update estimate for Pooling Benefit based on latest estimate.
Budget Gap Position - Full Council 21 February 2024	0	5,268	7,648	8,370	



General Fund Revenue Budget Summary 2024/25 to 2027/28

APPENDIX A5

Service	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26	2026/27	2026/27	2026/27	2027/28	2027/28	2027/28
	Budget Feb-23 £	Budget Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £
Direct Income & Expenditure												
Senior and Corporate Management												
Corporate and Democratic Management	381,900	331,500	(50,400)	362,300	312,000	(50,300)	287,300	312,000	24,700	287,300	312,100	24,800
Directors and PA's	964,800	961,800	(3,000)	985,700	985,700	0	1,006,900	1,007,200	300	1,006,900	1,027,800	20,900
Growth Programme Partnership	0	0	0	0	0	0	0	0	0	0	0	0
Heads of Service	1,376,400	1,422,500	46,100	1,404,800	1,449,800	45,000	1,433,800	1,478,400	44,600	1,433,800	1,507,100	73,300
	2,723,100	2,715,800	(7,300)	2,752,800	2,747,500	(5,300)	2,728,000	2,797,600	69,600	2,728,000	2,847,000	119,000
Economic Development and Regeneration												
Economic Development	698,600	1,005,100	306,500	710,100	837,300	127,200	722,100	834,200	112,100	722,100	748,100	26,000
Economic Funding	186,800	171,300	(15,500)	174,100	176,100	2,000	177,400	179,600	2,200	177,400	183,000	5,600
Economic Regeneration	1,109,600	2,299,100	1,189,500	1,068,500	1,055,700	(12,800)	861,500	883,600	22,100	861,500	894,400	32,900
Economic Regeneration Towns Fund	300	200	(100)	400	100	(300)	400	0	(400)	400	0	(400)
Landguard	(8,100)	15,000	23,100	(5,900)	15,000	20,900	(4,000)	15,000	19,000	(4,000)	15,000	19,000
North Felixstowe Garden Neighbourhood	100	500	400	0	0	0	0	0	0	0	0	0
	1,987,300	3,491,200	1,503,900	1,947,200	2,084,200	137,000	1,757,400	1,912,400	155,000	1,757,400	1,840,500	83,100
Financial Services and Other Financial Transactions												
Financial Services	1,525,500	1,521,300	(4,200)	1,562,200	1,566,200	4,000	1,604,300	1,610,100	5,800	1,604,300	1,648,300	44,000
Other Financial Transactions	(1,441,700)	(927,700)	514,000	(1,442,700)	(878,800)	563,900	(1,456,200)	(890,500)	565,700	(1,456,200)	(891,700)	564,500
Treasury Management	9,500	8,000	(1,500)	9,500	8,000	(1,500)	9,500	8,000	(1,500)	9,500	8,000	(1,500)
	93,300	601,600	508,300	129,000	695,400	566,400	157,600	727,600	570,000	157,600	764,600	607,000
Revenue and Benefits												
Housing Benefits	2,085,600	1,949,500	(136,100)	2,161,500	2,133,800	(27,700)	2,200,900	2,004,000	(196,900)	2,200,900	2,060,600	(140,300)
Tax Collection Cost	1,006,700	1,310,800	304,100	1,050,800	1,376,100	325,300	1,092,300	1,438,900	346,600	1,092,300	1,498,400	406,100
	3,092,300	3,260,300	168,000	3,212,300	3,509,900	297,600	3,293,200	3,442,900	149,700	3,293,200	3,559,000	265,800
Digital, Programme Management and Customer Services												
Communications	320,100	353,500	33,400	330,600	366,700	36,100	339,100	380,200	41,100	339,100	388,500	49,400
Customer Services and Complaints	2,354,700	2,721,700	367,000	2,420,300	2,573,800	153,500	2,487,700	2,635,300	147,600	2,487,700	2,699,200	211,500
ICT	3,507,800	3,252,700	(255,100)	3,572,400	3,322,400	(250,000)	3,653,300	3,406,100	(247,200)	3,653,300	3,476,200	(177,100)
	6,182,600	6,327,900	145,300	6,323,300	6,262,900	(60,400)	6,480,100	6,421,600	(58,500)	6,480,100	6,563,900	83,800
Internal Audit Services												
Internal Audit & Corporate Investigations	668,300	849,700	181,400	691,900	790,600	98,700	715,800	813,400	97,600	715,800	833,400	117,600

General Fund Revenue Budget Summary 2024/25 to 2027/28

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Service	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26	2026/27	2026/27	2026/27	2027/28	2027/28	2027/28
	Budget Feb-23 £	Budget Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £
Human Resources												
Human Resources	1,321,800	1,580,700	258,900	1,342,000	1,601,800	259,800	1,398,600	1,640,100	241,500	1,398,600	1,712,000	313,400
Legal and Democratic Services												
Democratic Services	1,475,200	1,375,200	(100,000)	1,489,400	1,389,800	(99,600)	1,501,000	1,401,700	(99,300)	1,501,000	1,412,700	(88,300)
Electoral Services	460,900	479,000	18,100	470,000	488,100	18,100	477,600	495,700	18,100	477,600	930,300	452,700
Legal	790,400	962,000	171,600	804,100	859,500	55,400	815,300	878,300	63,000	815,300	894,400	79,100
Licensing	(96,000)	(61,700)	34,300	(90,000)	(53,800)	36,200	(83,900)	(45,200)	38,700	(83,900)	(36,200)	47,700
	2,630,500	2,754,500	124,000	2,673,500	2,683,600	10,100	2,710,000	2,730,500	20,500	2,710,000	3,201,200	491,200
Planning and Coastal Management												
Building Control	240,900	575,300	334,400	275,500	623,000	347,500	309,800	663,100	353,300	309,800	694,400	384,600
Coastal Management	1,618,800	1,788,500	169,700	1,625,800	1,658,600	32,800	1,521,100	1,706,100	185,000	1,521,100	1,740,300	219,200
Planning	3,206,200	3,024,000	(182,200)	3,324,000	3,277,100	(46,900)	3,454,000	3,665,900	211,900	3,454,000	3,828,400	374,400
Rights of Way	(7,600)	(7,600)	0	(7,600)	(7,600)	0	(7,600)	(7,600)	0	(7,600)	(7,600)	0
	5,058,300	5,380,200	321,900	5,217,700	5,551,100	333,400	5,277,300	6,027,500	750,200	5,277,300	6,255,500	978,200
Operations												
Admin Buildings	1,172,000	946,100	(225,900)	1,180,100	943,200	(236,900)	1,189,800	949,800	(240,000)	1,189,800	957,000	(232,800)
Arts, Heritage and Museums Development	8,200	500	(7,700)	8,200	500	(7,700)	8,200	500	(7,700)	8,200	600	(7,600)
Assets and Property Services	1,126,800	1,823,800	697,000	1,155,800	1,776,100	620,300	1,182,600	1,833,300	650,700	1,182,600	1,887,900	705,300
Beach	(942,900)	(983,500)	(40,600)	(1,006,900)	(1,052,700)	(45,800)	(1,012,300)	(1,051,500)	(39,200)	(1,012,300)	(1,050,300)	(38,000)
Caravan and Camping Sites	(99,000)	53,600	152,600	(119,900)	52,100	172,000	(109,400)	64,200	173,600	(109,400)	71,900	181,300
Cemeteries	492,000	493,800	1,800	410,600	410,700	100	337,300	337,900	600	337,300	338,600	1,300
Concessions	(108,700)	(115,600)	(6,900)	(85,200)	(94,000)	(8,800)	(108,200)	(117,000)	(8,800)	(108,200)	(116,800)	(8,600)
Events	(13,900)	(13,900)	0	(13,900)	(13,900)	0	(13,900)	(13,900)	0	(13,900)	(13,900)	0
Harbours and Yacht Stations	44,800	65,300	20,500	51,500	58,600	7,100	55,900	64,400	8,500	55,900	71,100	15,200
Industrial Estates	(572,300)	(640,900)	(68,600)	(577,100)	(680,700)	(103,600)	(576,700)	(679,800)	(103,100)	(576,700)	(678,900)	(102,200)
Markets	700	700	0	800	700	(100)	800	700	(100)	800	800	0
Miscellaneous Land	(87,500)	(134,000)	(46,500)	(89,000)	(88,800)	200	(88,900)	(88,700)	200	(88,900)	(88,500)	400
Miscellaneous Property	287,400	397,300	109,900	282,100	285,600	3,500	319,900	271,600	(48,300)	319,900	242,300	(77,600)
Operational Management	113,100	72,100	(41,000)	114,900	73,100	(41,800)	116,600	74,100	(42,500)	116,600	74,100	(42,500)
Parking Services	(1,388,400)	(1,524,500)	(136,100)	(1,380,700)	(1,517,400)	(136,700)	(1,368,700)	(1,504,000)	(135,300)	(1,368,700)	(1,468,600)	(99,900)
Parks and Gardens	856,800	839,000	(17,800)	856,800	840,100	(16,700)	856,800	840,300	(16,500)	856,800	840,500	(16,300)
Procurement	199,000	261,200	62,200	202,600	203,700	1,100	206,300	208,600	2,300	206,300	212,200	5,900
Public Conveniences	870,100	910,500	40,400	864,700	833,700	(31,000)	866,300	838,100	(28,200)	866,300	841,300	(25,000)
Public Shelters	7,100	16,000	8,900	15,200	15,600	400	2,300	2,700	400	2,300	2,700	400
Resort Activities	128,400	131,900	3,500	128,400	128,500	100	128,400	128,600	200	128,400	128,800	400
Street Scene	2,527,000	2,647,500	120,500	2,528,700	2,645,000	116,300	2,528,700	2,645,000	116,300	2,528,700	2,645,100	116,400

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Service	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26	2026/27	2026/27	2026/27	2027/28	2027/28	2027/28
	Budget Feb-23 £	Budget Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £
Waste Management	7,548,300	9,511,600	1,963,300	7,557,900	8,897,400	1,339,500	7,567,500	8,205,000	637,500	7,567,500	7,512,700	(54,800)
	12,169,000	14,758,500	2,589,500	12,085,600	13,717,100	1,631,500	12,089,300	13,009,900	920,600	12,089,300	12,410,600	321,300
Communities and Leisure												
Community Development	680,900	1,146,600	465,700	632,100	826,200	194,100	645,600	843,800	198,200	645,600	858,600	213,000
Community Safety	13,500	13,500	0	13,800	13,800	0	14,000	14,000	0	14,000	14,000	0
County Sports Partnership	241,000	245,300	4,300	196,400	131,000	(65,400)	(36,300)	209,800	246,100	(36,300)	(24,600)	11,700
Health and Wellbeing	0	53,800	53,800	0	56,300	56,300	0	58,700	58,700	0	61,400	61,400
Indoor Leisure	158,100	179,000	20,900	158,200	182,700	24,500	116,400	144,600	28,200	116,400	148,500	32,100
Leisure Strategy	485,800	499,500	13,700	493,200	508,600	15,400	497,300	514,300	17,000	497,300	520,400	23,100
Lowestoft Rising	48,500	37,900	(10,600)	0	0	0	0	0	0	0	0	0
Outdoor Leisure	1,333,000	1,397,200	64,200	1,340,800	1,365,000	24,200	1,332,300	1,357,100	24,800	1,332,300	1,358,100	25,800
Revenue Grants	1,185,900	1,232,800	46,900	1,185,900	1,232,800	46,900	1,185,900	1,232,800	46,900	1,185,900	297,900	(888,000)
	4,146,700	4,805,600	658,900	4,020,400	4,316,400	296,000	3,755,200	4,375,100	619,900	3,755,200	3,234,300	(520,900)
Environmental Services and Port Health												
Emergency Planning	73,600	78,500	4,900	73,600	80,100	6,500	73,600	81,600	8,000	73,600	81,600	8,000
Environmental Climate Change	139,200	249,900	110,700	141,900	142,700	800	144,600	145,400	800	144,600	148,100	3,500
Environmental Protection	1,287,400	1,520,800	233,400	1,324,500	1,513,700	189,200	1,361,400	1,556,500	195,100	1,361,400	1,584,300	222,900
Food and Safety	751,500	801,200	49,700	779,900	831,900	52,000	804,700	859,400	54,700	804,700	876,000	71,300
Corporate Health Safety	149,700	155,700	6,000	154,000	160,300	6,300	157,100	165,100	8,000	157,100	168,300	11,200
Port Health Authority	(531,700)	331,900	863,600	(557,000)	(104,900)	452,100	(551,500)	(289,600)	261,900	(551,500)	(570,400)	(18,900)
	1,869,700	3,138,000	1,268,300	1,916,900	2,623,800	706,900	1,989,900	2,518,400	528,500	1,989,900	2,287,900	298,000
Housing Services												
Homelessness	1,190,600	1,472,200	281,600	1,183,000	1,426,400	243,400	1,217,100	1,253,200	36,100	1,217,100	1,299,100	82,000
Housing Enabling	200	42,200	42,000	200	43,800	43,600	200	45,500	45,300	200	47,300	47,100
Private Sector Housing	3,502,000	4,059,100	557,100	3,509,700	3,775,900	266,200	3,445,000	3,534,300	89,300	3,445,000	3,609,900	164,900
Private Sector Housing	3,502,000	4,059,100	557,100	3,509,700	3,775,900	266,200	3,445,000	3,534,300	89,300	3,445,000	3,609,900	164,900
	4,692,800	5,573,500	880,700	4,692,900	5,246,100	553,200	4,662,300	4,833,000	170,700	4,662,300	4,956,300	294,000
Net Cost of Service	46,635,700	55,237,500	8,601,800	47,005,500	51,830,400	4,824,900	47,014,700	51,250,000	4,235,300	47,014,700	50,466,200	3,451,500
Non-Cost of Service Expenditure Adjustments												
Direct Revenue Financing (DRF)	905,000	2,637,000	1,732,000	805,000	1,250,000	445,000	805,000	1,250,000	445,000	805,000	1,500,000	695,000
Revenue provision for the repayment of debt (MRP)	2,754,900	2,045,900	(709,000)	3,397,800	2,497,800	(900,000)	3,922,700	2,522,700	(1,400,000)	3,922,700	2,622,700	(1,300,000)
Recharges to the Housing Revenue Account (HRA)	(1,420,900)	(1,216,400)	204,500	(1,431,100)	(1,246,100)	185,000	(1,461,700)	(1,283,200)	178,500	(1,461,700)	(1,324,800)	136,900
Bad Debt Provision	(9,300)	(8,000)	1,300	(9,300)	0	9,300	(2,900)	0	2,900	(2,900)	0	2,900
REFCUS Adjustment	(2,721,400)	(2,721,400)	0	(2,721,400)	(2,721,400)	0	(2,721,400)	(2,721,400)	0	(2,721,400)	(2,721,400)	0

General Fund Revenue Budget Summary 2024/25 to 2027/28

APPENDIX A5

Service	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26	2026/27	2026/27	2026/27	2027/28	2027/28	2027/28
	Budget Feb-23 £	Budget Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £	MTFS Feb-23 £	MTFS Feb-24 £	Movement £
Other Accounting Adjustments	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	0
Other Operating Income and Expenditure												
Town & Parish Precepts	7,094,800	7,683,600	588,800	7,094,800	7,683,600	588,800	7,094,800	7,683,600	588,800	7,094,800	7,683,600	588,800
Levies	250,500	280,000	29,500	250,500	286,300	35,800	250,500	297,200	46,700	250,500	308,800	58,300
Financing and Investment Income and Expenditure												
Interest Payable	282,000	282,000	0	282,000	282,000	0	282,000	282,000	0	282,000	282,000	0
Interest Payable	282,000	282,000	0	282,000	282,000	0	282,000	282,000	0	282,000	282,000	0
Interest Receivable	(1,410,000)	(3,150,000)	(1,740,000)	(1,410,000)	(2,450,000)	(1,040,000)	(1,410,000)	(2,200,000)	(790,000)	(1,410,000)	(2,050,000)	(640,000)
HRA Share of Interest Payable & Receivable	160,200	459,100	298,900	200,400	339,400	139,000	200,400	58,400	(142,000)	200,400	64,600	(135,800)
Other Financing Charges	386,300	386,300	0	386,300	386,300	0	386,300	386,300	0	386,300	386,300	0
Non-Specific Grant Income												
New Homes Bonus	0	(650,000)	(650,000)	0	0	0	0	0	0	0	0	0
Capital Grants	(400)	(400)	0	(400)	(400)	0	(400)	(400)	0	(400)	(400)	0
Net Budget Expenditure before Reserve Movements	52,932,400	61,290,200	8,357,800	53,875,100	58,162,900	4,287,800	54,385,000	57,550,200	3,165,200	54,385,000	57,242,600	2,857,600
Net Movements on Reserves												
General Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Earmarked Reserves	(2,569,200)	(6,561,900)	(3,992,700)	(1,591,300)	(2,652,400)	(1,061,100)	(1,176,200)	(745,200)	431,000	(1,176,200)	313,200	1,489,400
Capital Reserves	92,000	342,000	250,000	192,000	384,000	192,000	192,000	379,000	187,000	192,000	399,000	207,000
Net Budget Expenditure After Reserve Movements	50,455,200	55,070,300	4,615,100	52,475,800	55,894,500	3,418,700	53,400,800	57,184,000	3,783,200	53,400,800	57,954,800	4,554,000
Financed By:												
Council Tax Income (District Council)	(16,882,000)	(16,981,400)	(99,400)	(17,400,000)	(18,261,000)	(861,000)	(17,922,000)	(18,805,000)	(883,000)	(17,922,000)	(19,353,000)	(1,431,000)
Council Tax Income (Town & Parish Precepts)	(7,094,800)	(7,683,600)	(588,800)	(7,094,800)	(7,683,600)	(588,800)	(7,094,800)	(7,683,600)	(588,800)	(7,094,800)	(7,683,600)	(588,800)
Share of Surplus/Deficit on Collection Fund	0	(1,320,800)	(1,320,800)	0	0	0	0	0	0	0	0	0
Business Rates Income	(20,579,300)	(26,088,200)	(5,508,900)	(19,579,300)	(21,734,300)	(2,155,000)	(19,579,300)	(20,734,300)	(1,155,000)	(19,579,300)	(20,234,300)	(655,000)
Services Grant	(269,000)	(48,300)	220,700	(269,000)	0	269,000	(269,000)	0	269,000	(269,000)	0	269,000
Funding Guarantee	(1,519,000)	(1,860,300)	(341,300)	(1,519,000)	(1,860,300)	(341,300)	(1,519,000)	(1,630,400)	(111,400)	(1,519,000)	(1,630,400)	(111,400)
Revenue Support Grant	(339,500)	(750,800)	(411,300)	(342,900)	(750,800)	(407,900)	(346,300)	(346,300)	0	(346,300)	(346,300)	0
Rural Services Delivery Grant	(260,300)	(336,900)	(76,600)	(262,900)	(336,900)	(74,000)	(265,500)	(336,900)	(71,400)	(265,500)	(336,900)	(71,400)
Total Financing	(46,943,900)	(55,070,300)	(8,126,400)	(46,467,900)	(50,626,900)	(4,159,000)	(46,995,900)	(49,536,500)	(2,540,600)	(46,995,900)	(49,584,500)	(2,588,600)
Budget Shortfall / (Surplus)	3,511,300	0	(3,511,300)	6,007,900	5,267,600	(740,300)	6,404,900	7,647,500	1,242,600	6,404,900	8,370,300	1,965,400

General Fund Balance and Reserves

APPENDIX A6

East Suffolk Council
East Suffolk General Fund and Earmarked Reserves

			2023/24			2024/25			2025/26			2026/27			2027/28			
			Actual Closing Balance 31/03/23 £'000	Revised Transfers In £'000	Revised Transfers Out £'000	Budgeted Closing Balance 31/3/24 £'000	Revised Transfers In £'000	Revised Transfers Out £'000	Budgeted Closing Balance 31/3/25 £'000	Revised Transfers In £'000	Revised Transfers Out £'000	Revised Closing Balance 31/3/26 £'000	Revised Transfers In £'000	Revised Transfers Out £'000	Revised Closing Balance 31/3/27 £'000	Revised Transfers In £'000	Revised Transfers Out £'000	Revised Closing Balance 31/3/28 £'000
Reserve Group	Purpose of the Earmarked Reserve																	
Earmarked Reserves - Revenue:																		
Actuarial Contributions	Risk Based	To provide a source of finance to meet budget pressures arising from lump sum pension costs associated with redundancies and retirements.	200	0	0	200	0	0	200	0	0	200	0	0	200	0	0	200
Air Quality	Planned Future Revenue Spending	To provide a source of finance for Air Quality Management Areas.	6	0	(3)	3	0	0	3	0	0	3	0	0	3	0	0	3
Homes and Communities Agency (HCA) - Area Action Plan (AAP) land contamination grant	Grants/Funding carried forward	To fund site investigative works covering the Area Action Plan in Lowestoft. Externally funded with conditions attached.	126	0	(84)	41	0	(41)	0	0	0	0	0	0	0	0	0	0
Additional Disabled Facilities Grant(DFG) funding (Non-Ringfenced)	Grants/Funding carried forward	To support additional Disabled Facilities Grant works above the standard Disabled Facilities Grants grant. Externally funded, with conditions attached.	3	0	(4)	0	0	0	0	0	0	0	0	0	0	0	0	0
Afghan Interpreter grant funding	Grants/Funding carried forward	External funding to support the integration of Afghan refugees in the district.	252	0	(252)	0	0	0	0	0	0	0	0	0	0	0	0	0
Budget Carry Forward Requests	Planned Future Revenue Spending	Approved requests for between year revenue budget carry forwards.	163	0	(91)	72	0	0	72	0	0	72	0	0	72	0	0	72
Building Control	Planned Future Revenue Spending	To provide a source of finance for a statutory fund, to ensure Building Control expenditure breaks even over a rolling annual period.	516	0	(54)	462	0	(54)	408	0	(54)	355	0	(54)	301	0	(54)	247
Strategic Plan Delivery	Planned Future Revenue Spending	To provide a source of finance to facilitate the delivery of the Council's Strategic Plan, including any emerging priorities.	0	0	0	0	1,900	0	1,900	759	0	2,659	779	0	3,438	799	0	4,237
Business Rate Equalisation	Risk Based	Business rates income set aside to provide a source of finance to provide for future uncertainty in the reform of the business rates system.	15,213	2,461	(615)	17,059	0	(7,437)	9,622	0	(1,151)	8,471	0	0	8,471	0	0	8,471
Business Rate Income	Risk Based	Business rates income set aside to provide a source of finance to manage fluctuations in business rate income, e.g. timing issues arising from the accounting treatment.	0	0	0	0	3,000	0	3,000	0	0	3,000	0	0	3,000	0	0	3,000
Business Rates Pilot	Planned Future Revenue Spending	Income received from the business rate retention pilot scheme (2018/19) which has been set aside to fund agreed projects across economic development, housing, leisure and communities.	912	0	(2)	910	0	(126)	784	0	0	784	0	0	784	0	0	784
Business Rates SPSL	Planned Future Revenue Spending	SPSL share of business rates pooling benefit forgone in 2021/22, earmarked for economic & community projects.	1,010	0	(220)	791	0	(366)	425	0	0	425	0	0	425	0	0	425
Climate Change	Planned Future Revenue Spending	To provide an additional source of finance for initiatives to reduce climate change and to promote energy efficiency (includes external funding).	14	0	0	14	0	0	14	0	0	14	0	0	14	0	0	14
Coastal Management Communities	Planned Future Revenue Spending	To provide a source of finance to fund revenue expenditure on coastal defences in the district.	379	0	(55)	324	0	0	324	0	0	324	0	0	324	0	0	324
	Grants/Funding carried forward	External funding - To provide a source of finance to support anti-social behaviour, crime reduction initiatives and health initiatives.	2,258	0	(1,142)	1,116	0	(108)	1,008	0	0	1,008	0	0	1,008	0	0	1,008
Community Housing Fund	Grants/Funding carried forward	To enable local community groups to deliver affordable housing units. External funding received with conditions attached.	1,313	0	(373)	941	0	(0)	940	0	(0)	940	0	(0)	940	0	(0)	940
Active Suffolk	Planned Future Revenue Spending	External Funding received to support the delivery of the County Sports Partnership.	781	315	(279)	816	150	(430)	536	110	(277)	370	63	(309)	123	286	(299)	111
Customer Services	Planned Future Revenue Spending	To provide a source of finance to support projects requiring post implementation review which will incur consultancy fees and service review costs.	326	0	0	326	0	(200)	126	0	0	126	0	0	126	0	0	126
COVID-19 Response	COVID Reserve	Government funding received in response to the COVID19 pandemic to fund ongoing response & recovery work.	1,165	0	(1,166)	0	0	0	0	0	0	0	0	0	0	0	0	0
Contractual Liability	Risk Based	Supporting any third party contractual issues.	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0	90
District Elections	Planned Future Revenue Spending	To provide a source of finance to support the costs of district elections every four years.	239	60	(220)	79	120	0	199	120	0	319	121	0	440	0	(440)	1
Domestic Violence Support Funding	Grants/Funding carried forward	External Funding for schemes supporting those affected by domestic violence.	128	0	(8)	120	0	(50)	70	0	(52)	17	0	0	17	0	0	17
Deployment of Flood Barrier	Planned Future Revenue Spending	To provide a source of finance for funding towards the cost of deployment of the flood barrier in Lowestoft.	88	0	0	88	0	0	88	0	0	88	0	0	88	0	0	88
Economic Development	Planned Future Revenue Spending	Funding provided to support the delivery of economic development projects.	31	0	(0)	30	0	0	30	0	0	30	0	0	30	0	0	30
Economic Regeneration	Planned Future Revenue Spending	To provide a source of finance for economic regeneration projects (includes external funding).	87	3	(67)	23	0	(19)	5	0	0	5	0	0	5	0	0	5
Empty Properties and Houses in disrepair	Planned Future Revenue Spending	To provide a source of finance for the Council to assist in bringing empty properties situated within the District back into use.	240	0	(5)	235	0	(5)	230	0	(5)	226	0	(5)	221	0	(5)	217
Enterprise Zone - Pot A1			0	110	(90)	19	102	(100)	21	102	(100)	23	101	0	124	100	0	224
Enterprise Zone - Pot B			422	244	(67)	599	178	(258)	519	178	(58)	639	177	(58)	759	176	(58)	877
Enterprise Zone - Pot C			181	214	(181)	214	204	(214)	203	203	(204)	203	202	(203)	202	201	(202)	201
Enterprise Zone - Pot A2			23	27	(23)	27	25	(27)	25	25	(25)	25	25	(25)	25	25	(25)	25
Enterprise Zone	Planned Future Revenue Spending	Enterprise Zone income is generated through business rates from development which occurs within each zone. The Council is the administrator of the funds.	625	594	(361)	858	509	(598)	769	508	(386)	891	505	(286)	1,110	502	(285)	1,327
Environmental Protection	Planned Future Revenue Spending	Sizewell funding for Environmental Protection staffing.	68	0	(68)	0	0	0	0	0	0	0	0	0	0	0	0	0
ESQ Handyman	Grants/Funding carried forward	External funding to provide minor works to residents properties to help reduce energy bills and keep warm.	33	48	0	81	0	(17)	64	0	(4)	60	0	0	60	0	0	60
ESQ Winter Warmth Packs	Grants/Funding carried forward	External funding to provide essential items to residents to stay warm in their homes.	22	0	(22)	0	0	0	0	0	0	0	0	0	0	0	0	0
Centres for Warmth	Grants/Funding carried forward	External funding to provide a warm hub giving support and advice to those in need. Including food and uniform banks, Winter Warm Packs, & low energy cooking.	0	85	0	85	0	(4)	81	0	(81)	0	0	0	0	0	0	0
Fuel Payments	Grants/Funding carried forward	Grants towards fuel payments. Externally funded.	6	0	(6)	0	0	0	0	0	0	0	0	0	0	0	0	0
Food Safety	Planned Future Revenue Spending	Funding received in relation to staff time spent on Covid. To provide additional support for addressing the Food Safety backlog due to Covid.	90	0	0	90	0	0	90	0	0	90	0	0	90	0	0	90
Growth Programme	Planned Future Revenue Spending	External funding received to fund work on Suffolk Design Concepts.	64	0	0	64	0	0	64	0	0	64	0	0	64	0	0	64
Heritage Action Zone North	Grants/Funding carried forward	For regeneration of buildings in north Lowestoft.	10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10
HCA Development Grant	Grants/Funding carried forward	Funding received for the Adastral Park development.	75	0	0	75	0	0	75	0	0	75	0	0	75	0	0	75
Homelessness New Burdens	Grants/Funding carried forward	External funding with conditions attached. To be used to cover Housing Needs staffing.	73	0	0	73	0	0	73	0	0	73	0	0	73	0	0	73
Homelessness- Rough Sleeper	Grants/Funding carried forward	External funding with strict conditions attached, to tackle rough sleeping in the district.	157	0	(3)	155	0	(12)	142	0	0	142	0	0	142	0	0	142
Homelessness - Flexible Homelessness Grant	Grants/Funding carried forward	External funding with conditions attached to tackle homelessness.	365	0	0	365	0	(37)	328	0	0	328	0	0	328	0	0	328
Housing Needs	Planned Future Revenue Spending	Admin fees to be reinvested in homelessness pressures.	27	13	0	39	0	(2)	38	0	(1)	37	0	0	37	0	0	37
Hoarding Support PSH	Grants/Funding carried forward	External funding with conditions attached to support vulnerable people with hoarding.	25	0	(25)	0	0	0	0	0	0	0	0	0	0	0	0	0
RES - NEW Homelessness Prevention	Grants/Funding carried forward	External funding with conditions attached to help with the prevention of Homelessness.	0	75	0	75	0	(75)	0	0	0	0	0	0	0	0	0	0
Homelessness WEIT (What Ever It Takes)	Grants/Funding carried forward	Ringfenced grant funding for homelessness, to be used on what is necessary in the prevention of homelessness.	25	0	0	25	0	0	25	0	0	25	0	0	25	0	0	25

General Fund Balance and Reserves

APPENDIX A6

East Suffolk Council
East Suffolk General Fund and Earmarked Reserves

Reserve Group	Purpose of the Earmarked Reserve
Earmarked Reserves - Revenue:	
Individual Electoral Registration (IER)	External funding - Grant Funding from Government to cover the additional cost for the administration of Individual Electoral Registration.
Indoor Leisure	To provide a source of finance to support Leisure Activities
Insurance	To provide for potential liabilities relating to Municipal Mutual Insurance Limited (MMI).
In-Year Savings	Outturn surpluses set aside to support future year budget pressures.
Key Capital Programme	To provide a source of finance towards revenue costs associated with the delivery of key capital projects. (£100k allocated to the master planning of the AAP).
Land Charges	To provide a source of finance to implement service enhancements due to change in Government requirements.
Lowestoft Rising	External Funding - funding received to deliver earmarked work under the Lowestoft Rising project.
Landguard	Balance of 2 x Landguard car parks and cafe income over and above costs (net of s106 funds).
Licensing	Licensing Grant - New burdens grant held to support the implementation of a new IT system.
New Homes Bonus (NHB)	NHB funding received and set aside to fund the delivery of community projects and initiatives.
Next Steps Accommodation Programme (NSAP)	External funding to support rough sleepers into accommodation.
Pathfinder	External funding ringfenced for research, data collection and development of best practices in the roll out of the PRS white paper.
Planning Policy	To provide a source of finance to support development work and audit of the Local Plan.
Private Sector Housing	Repaid grants to be reinvested back into the Private Sector Housing Team. Used for staffing and unexpected costs.
RES - Planning	For future costs on the Local Plan.
RES - Planning Legal	Contingency for planning appeal costs.
Renovation Grants	To provide a source of finance for renovations grants.
East Suffolk Lettings	This is an externally funded project from the Homelessness Prevention Grant. It is to provide affordable accommodation to those that require it.
Resilience	To support matters of resilience, e.g. flooding
Revenues & Benefits Administration	To provide a source of finance for budget pressures on the administration of Revenues & Benefits.
RAM's	Offsetting costs of the RAMS Officer.
RES - Southwold Harbour	To provide financing for future repairs and investment in Harbour Lands - Statute.
SEAL	Contributions from other LA's to support the work of the Warmer Homes Healthy People Team.
Stepping Home	Externally funded received to support hospital patients to return home (Stepping Home project).
SWEP Cold Weather Funding	This is external funding ringfenced for when Severe Weather Emergency Protocol (SWEP) is triggered. SWEP is declared when the temperature falls below zero for 3 or more consecutive nights. It is to provide a warm bed for those that need one.
Smart Towns	Getting Building Fund grant, awarded to support of the Smart Towns tech Wi-Fi upgrades in both Lowestoft and Felixstowe.
Transformation - Digital	To provide funding for efficiency (invest to save) initiatives and to support the delivery of the Digital theme of the Strategic Plan.
Transformation - Environmental	To provide funding for efficiency (invest to save) initiatives and to support the delivery of the Environmental theme of the Strategic Plan.
Transformation - Financial Sustainability	To provide funding for efficiency (invest to save) initiatives and to support the delivery of the Financial sustainability theme of the Strategic Plan.
Transformation - Core	To provide a source of funding towards invest to save projects and initiatives.
Warmer Homes Healthy People	Externally funded, to help with heating homes.
Warmer Homes Health People COVID pressures	Externally funded, to help with heating homes.
Youth Leisure	Externally funded, project funding received to support active leisure for young people.
Earmarked Reserves - Revenue sub-total	
Earmarked Reserves - Port Health:	
Port Health Planned Future Revenue Spending	To provide a source of finance to support the future investment and development of the Authority's infrastructure at the Port of Felixstowe and to mitigate any significant fluctuations in income due to changes in trade through Felixstowe.
RES - Port Health ICT	Balance of PHILIS/NEOMA income to be reinvested into the Port Health ICT service
Total Port Health	
Earmarked Reserves - Capital:	
Capital	To provide a source of finance for capital investment plans.
Short Life Assets	To provide a source of finance to fund the purchase of short life assets. To maintain the level of the reserve any capital funding is met from revenue.
Earmarked Reserves - Capital sub-total	
Total Earmarked Reserves	

Actual Closing Balance 31/03/23 £'000	2023/24			2024/25			2025/26			2026/27			2027/28		
	Revised Transfers In £'000	Revised Transfers Out £'000	Budgeted Closing Balance 31/3/24 £'000	Revised Transfers In £'000	Revised Transfers Out £'000	Budgeted Closing Balance 31/3/25 £'000	Revised Transfers In £'000	Revised Transfers Out £'000	Revised Closing Balance 31/3/26 £'000	Revised Transfers In £'000	Revised Transfers Out £'000	Revised Closing Balance 31/3/27 £'000	Revised Transfers In £'000	Revised Transfers Out £'000	Revised Closing Balance 31/3/28 £'000
438	0	(50)	0	0	0	0	0	(50)	288	0	(50)	238	0	(50)	188
68	0	(50)	18	0	0	18	0	0	18	0	0	18	0	0	18
171	0	0	171	0	0	171	0	0	171	0	0	171	0	0	171
3,401	0	(330)	3,071	1,751	(1,866)	2,956	1,191	(1,151)	2,976	20	0	2,996	20	0	3,016
67	65	(102)	31	0	0	31	0	0	31	0	0	31	0	0	31
150	0	(50)	100	0	(50)	50	0	0	50	0	0	50	0	0	50
66	3	(25)	45	14	(4)	54	0	0	54	0	0	54	0	0	54
179	0	(180)	0	0	0	0	0	0	0	0	0	0	0	0	0
8	0	0	8	0	0	8	0	0	8	0	0	8	0	0	8
5,439	447	(1,950)	3,936	650	(1,481)	3,105	0	(1,287)	1,818	0	(1,149)	669	0	(50)	619
22	0	0	22	0	0	22	0	0	22	0	0	22	0	0	22
466	0	(466)	0	0	0	0	0	0	0	0	0	0	0	0	0
171	0	(3)	167	0	(10)	157	0	0	157	0	0	157	0	0	157
82	0	(10)	72	0	(17)	55	0	(7)	48	0	(7)	41	0	(7)	34
400	0	(65)	335	0	(65)	270	0	(65)	205	0	(65)	140	0	(65)	75
400	0	0	400	0	0	400	0	0	400	0	0	400	0	0	400
479	0	(105)	374	0	(92)	282	0	(92)	190	0	(92)	98	0	(92)	6
215	70	0	285	0	(128)	157	0	(157)	0	0	0	0	0	0	0
0	0	0	0	500	0	500	0	0	500	0	0	500	0	0	500
200	0	0	200	0	0	200	0	0	200	0	0	200	0	0	200
48	0	(34)	14	0	(14)	0	0	0	0	0	0	0	0	0	0
144	65	0	210	45	0	255	65	0	319	53	0	373	53	0	426
6	0	(1)	5	0	(1)	4	0	(1)	3	0	(1)	2	0	(1)	1
24	0	0	24	0	0	24	0	0	24	0	0	24	0	0	24
16	0	0	16	0	0	16	0	0	16	0	0	16	0	0	16
23	0	0	23	0	0	23	0	0	23	0	0	23	0	0	23
298	20	(78)	240	0	(228)	13	0	(8)	5	0	(5)	0	0	0	0
656	0	(113)	543	0	(496)	47	0	0	47	0	0	47	0	0	47
2,437	45	(1,519)	963	0	(7)	955	0	0	955	0	0	955	0	0	955
0	0	0	0	7	0	7	0	0	7	0	0	7	0	0	7
107	267	0	374	0	(256)	118	0	(118)	0	0	0	0	0	0	0
1	0	(1)	0	0	0	0	0	0	0	0	0	0	0	0	0
10	0	0	10	0	0	10	0	0	10	0	0	10	0	0	10
43,399	4,636	(10,255)	37,782	8,646	(14,345)	32,081	2,752	(4,947)	29,867	1,541	(2,022)	29,386	1,660	(1,347)	29,699
3,034	352	(1,822)	1,564	0	(862)	701	0	(438)	263	0	(263)	0	0	0	0
478	35	(513)	0	0	0	0	0	0	0	0	0	0	0	0	0
3,513	387	(2,335)	1,564	0	(862)	702	0	(438)	264	0	(263)	0	0	0	0
55	279	(334)	0	379	(50)	329	379	0	708	379	0	1,087	379	0	1,466
1,120	718	(1,836)	2	2,600	(2,587)	15	1,255	(1,250)	20	1,250	(1,250)	20	1,520	(1,500)	40
1,174	997	(2,170)	2	2,979	(2,637)	343	1,634	(1,250)	727	1,629	(1,250)	1,106	1,899	(1,500)	1,505
48,086	6,019	(14,760)	39,347	11,625	(17,845)	33,126	4,386	(6,635)	30,857	3,170	(3,536)	30,492	3,559	(2,847)	31,204