



Babergh District Council

Budget Book 2025/26

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General Fund Revenue Budget Summary

| Budget Areas | | Budget 2024/25 (£'000) | Budget 2025/26 (£'000) | Difference 24/25 to 25/26 (£'000) |
|---|--|---------------------------|---------------------------|---|
| Service Expenditure | Employees | 12,369 | 12,456 | 87 |
| | Premises Expenses | 1,192 | 1,772 | 580 |
| | Supplies & Services | 5,293 | 5,363 | 70 |
| | Transport Expenses | 418 | 441 | 23 |
| | Contracts | 4,828 | 4,920 | 92 |
| Grants & Income | Grants and Contributions | (1,563) | (1,472) | 91 |
| | Sales, Fees & Charges | (3,837) | (5,600) | (1,763) |
| | Savings from Savings Programme | (540) | (91) | 449 |
| | Rental & Other Income (incl. PV panels) | (1,937) | (2,331) | (394) |
| Housing Benefits | HB Transfer Payments | (12,398) | 12,401 | 24,799 |
| | HB Grants and Contributions | 12,401 | (12,398) | (24,799) |
| Reserves | Transfers to / (from) Reserves | (1,043) | (402) | 642 |
| Net expenditure on services as above | | 15,183 | 15,059 | (124) |
| Recharges | Charge to HRA/Capital | (1,843) | (1,964) | (121) |
| Capital Financing Costs | Interest Payable - CIFCO (PWLB Only) | 198 | 187 | (11) |
| | Interest Payable - Short-Term Borrowings | 2,284 | 2,084 | (200) |
| | Less Item 8 Debit Recharge to HRA | (633) | (462) | 171 |
| | Minimum Revenue Provision (MRP) | 1,665 | 1,771 | 106 |
| Investment Income | Pooled Funds - Transfers to Reserves | - | 1,000 | 1,000 |
| | Interest Receivable - Pooled Funds | (569) | (420) | 149 |
| | Interest Receivable - Short-Term Investments | - | (178) | (178) |
| | Less Item 8 Credit Recharge from HRA | - | 172 | 172 |
| | Interest Receivable - (CIFCO) | (2,172) | (2,160) | 12 |
| Total Net Cost of Services | | 14,113 | 15,090 | 977 |

General Fund Revenue Budget Summary

| Budget Areas | | Budget 2024/25 (£'000) | Budget 2025/26 (£'000) | Difference 24/25 to 25/26 (£'000) |
|---|---|---------------------------|---------------------------|---|
| Government Grants | New Homes Bonus | (910) | (838) | 72 |
| | Revenue Support Grant (RSG) | (119) | (154) | (35) |
| | Services Grant | (14) | - | 14 |
| | Rural Services Delivery Grant | (308) | - | 308 |
| | Transitional Protection Grant (100%) | - | - | - |
| | Employers National Insurance Compensation | - | (119) | (119) |
| | Funding Guarantee Grant | (156) | (219) | (63) |
| Business Rates | Baseline Business Rates | (716) | (1,232) | (516) |
| | Business Rates Pool share of Growth Benefit | (364) | (487) | (123) |
| | S31 Business Rates Grant | (3,647) | (3,135) | 512 |
| | Removal of Top Slicing | (300) | (233) | 67 |
| | Business Rates - Renewable Energy | (95) | (223) | (128) |
| | Enterprise Zone income | (276) | (318) | (42) |
| | Business Rates Prior Year Deficit / (Surplus) | (584) | (354) | 230 |
| Council Tax | Collection Fund Surplus/Deficit | (6,741) | - | 6,741 |
| | Council Tax | (15) | (7,144) | (7,129) |
| Total Funding | | (14,245) | (14,457) | (212) |
| Net Balance (To) / From Reserves | | (132) | 633 | 765 |

General Fund Revenue Budget – Services and Activities Summary

| Directorate and Service Area | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | Net Expenditure (£'000) |
|---|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | |
| Climate & Nature Recovery | 203 | - | 30 | - | - | - | 233 | (27) | - | - | (27) | (34) | 172 |
| Climate & Nature Recovery | 203 | - | 30 | - | - | - | 233 | (27) | - | - | (27) | (34) | 172 |
| Corporate Services | 2,090 | - | 1,189 | 13 | 476 | - | 3,767 | - | (135) | (13) | (148) | (36) | 3,584 |
| Communications & Engagement | 230 | - | 38 | 1 | - | - | 268 | - | - | - | - | - | 268 |
| Customer Operations | 695 | - | 7 | 1 | - | - | 703 | - | - | - | - | (36) | 667 |
| Governance and Civic Office | 35 | - | 530 | 11 | - | - | 576 | - | - | - | - | - | 576 |
| ICT & Programme Management | 394 | - | 216 | - | 476 | - | 1,086 | - | - | - | - | - | 1,086 |
| Internal Audit | 80 | - | 33 | - | - | - | 112 | - | - | - | - | - | 112 |
| Shared Legal Services | 332 | - | 275 | - | - | - | 607 | - | (135) | (13) | (148) | - | 459 |
| Strategic Policy, Performance, Insight & Risk | 322 | - | 91 | - | - | - | 414 | - | - | - | - | - | 414 |
| Electoral Services and Land Charges | 233 | - | 92 | - | - | - | 325 | - | (104) | (25) | (129) | 35 | 231 |
| Electoral Services and Land Charges | 233 | - | 92 | - | - | - | 325 | - | (104) | (25) | (129) | 35 | 231 |
| Finance & Procurement | 684 | 227 | 404 | 68 | 1,122 | 12,401 | 14,907 | (12,752) | - | (118) | (12,870) | - | 2,037 |
| Finance | 517 | 227 | 401 | 68 | 1,122 | 12,401 | 14,737 | (12,752) | - | (118) | (12,870) | - | 1,867 |
| Procurement | 167 | - | 4 | - | - | - | 171 | - | - | - | - | - | 171 |
| Housing | 1,237 | 649 | 592 | 25 | - | - | 2,503 | (664) | (8) | (959) | (1,631) | (5) | 867 |
| Building Services | - | 40 | 182 | - | - | - | 222 | - | - | (395) | (395) | - | (173) |
| Housing Solutions | 1,237 | 609 | 410 | 25 | - | - | 2,281 | (664) | (8) | (564) | (1,236) | (5) | 1,040 |
| HR & Organisational Development | 646 | - | 154 | 1 | - | - | 801 | - | - | - | - | - | 801 |
| HR, Organisational Development | 646 | - | 154 | 1 | - | - | 801 | - | - | - | - | - | 801 |
| Operations | 3,525 | 462 | 1,636 | 291 | 3,079 | - | 8,994 | (67) | (4,200) | (843) | (5,110) | (127) | 3,757 |
| Building Control | 501 | - | 13 | 24 | - | - | 539 | - | (427) | - | (427) | - | 111 |
| Health & Safety, Emergency Planning and Business Continuity | 105 | - | 35 | 1 | - | - | 142 | - | - | - | - | (5) | 136 |
| Public Protection | 872 | - | 115 | 14 | - | - | 1,001 | - | (284) | - | (284) | - | 717 |
| Public Realm & Car Parking | 1,677 | 446 | 497 | 171 | - | - | 2,791 | (67) | (1,305) | - | (1,372) | (122) | 1,297 |
| Recycling, Waste & Fleet | 370 | 16 | 975 | 81 | 3,079 | - | 4,521 | - | (2,184) | (843) | (3,027) | - | 1,495 |

General Fund Revenue Budget – Services and Activities Summary

| Directorate and Service Area | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | Net Expenditure (£'000) |
|---|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | |
| Place | 2,798 | 223 | 1,042 | 40 | 244 | - | 4,346 | (371) | (1,120) | - | (1,491) | (235) | 2,620 |
| Economy and Business | 224 | 1 | 49 | 2 | - | - | 276 | (13) | (17) | - | (30) | (28) | 218 |
| Planning (incl. Dev, Heritage & Enforcement) | 1,534 | - | 421 | 30 | - | - | 1,984 | - | (828) | - | (828) | (166) | 990 |
| Strategic Planning and CIL | 606 | - | 227 | 1 | - | - | 835 | (193) | (155) | - | (348) | 22 | 509 |
| Sustainable Communities | 434 | 223 | 344 | 7 | 244 | - | 1,251 | (164) | (120) | - | (284) | (64) | 903 |
| Property, Development & Regeneration | 321 | 210 | 206 | 1 | - | - | 739 | (61) | (33) | (373) | (467) | - | 272 |
| Property, Development & Regeneration | - | - | - | - | - | - | - | - | (33) | - | (33) | - | (33) |
| Regeneration & Capital Projects | 55 | - | - | 1 | - | - | 56 | - | - | - | - | - | 56 |
| Strategic Property | 147 | 210 | 192 | - | - | - | 549 | - | - | (373) | (373) | - | 175 |
| The Council's Companies | 120 | - | 15 | - | - | - | 134 | (61) | - | - | (61) | - | 73 |
| Senior Leadership Team | 719 | - | 18 | 2 | - | - | 738 | (20) | - | - | (20) | - | 718 |
| Senior Leadership Team | 719 | - | 18 | 2 | - | - | 738 | (20) | - | - | (20) | - | 718 |
| Total | 12,456 | 1,772 | 5,363 | 441 | 4,920 | 12,401 | 37,353 | (13,962) | (5,600) | (2,331) | (21,893) | (402) | 15,059 |

General Fund Revenue Budget – Climate & Nature Recovery

| Climate & Nature Recovery | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | Net Expenditure (£'000) |
|-----------------------------------|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | |
| Biodiversity | 62 | - | 8 | - | - | - | 70 | (27) | - | - | (27) | - | 43 |
| Climate Change and sustainability | 141 | - | 22 | - | - | - | 163 | - | - | - | - | (34) | 129 |
| Total | 203 | - | 30 | - | - | - | 233 | (27) | - | - | (27) | (34) | 172 |

General Fund Revenue Budget – Corporate Services

| | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | |
|--|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| Corporate Services | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | Net Expenditure (£'000) |
| Communications & Engagement | 230 | - | 38 | 1 | - | - | 268 | - | - | - | - | - | 268 |
| Communications | 230 | - | 38 | 1 | - | - | 268 | - | - | - | - | - | 268 |
| Customer Operations | 695 | - | 7 | 1 | - | - | 703 | - | - | - | - | (36) | 667 |
| Customer Operations | 695 | - | 7 | 1 | - | - | 703 | - | - | - | - | (36) | 667 |
| Governance and Civic Office | 35 | - | 530 | 11 | - | - | 576 | - | - | - | - | - | 576 |
| Central Postal Service | 20 | - | 87 | - | - | - | 107 | - | - | - | - | - | 107 |
| Central Printing | - | - | 7 | - | - | - | 7 | - | - | - | - | - | 7 |
| Cost of Democracy | (208) | - | 426 | 10 | - | - | 228 | - | - | - | - | - | 228 |
| Governance | 224 | - | 11 | 0 | - | - | 235 | - | - | - | - | - | 235 |
| ICT & Programme Management | 394 | - | 216 | 0 | 476 | - | 1,086 | - | - | - | - | - | 1,086 |
| ICT | 346 | - | 210 | 0 | 476 | - | 1,032 | - | - | - | - | - | 1,032 |
| Information Management | 48 | - | 6 | - | - | - | 54 | - | - | - | - | - | 54 |
| Internal Audit | 80 | - | 33 | 0 | - | - | 112 | - | - | - | - | - | 112 |
| Internal Audit | 80 | - | 33 | 0 | - | - | 112 | - | - | - | - | - | 112 |
| Shared Legal Services | 332 | - | 275 | - | - | - | 607 | - | (135) | (13) | (148) | - | 459 |
| Legal & Info Gov Services | 332 | - | 275 | - | - | - | 607 | - | (135) | (13) | (148) | - | 459 |
| Strategic Policy, Performance, Insight & Risk | 322 | - | 91 | 0 | - | - | 414 | - | - | - | - | - | 414 |
| Strategic Policy, Performance, Insight & Risk | 322 | - | 91 | 0 | - | - | 414 | - | - | - | - | - | 414 |
| Total | 2,090 | - | 1,189 | 13 | 476 | - | 3,767 | - | (135) | (13) | (148) | (36) | 3,584 |

General Fund Revenue Budget – Electoral Services and Land Charges

| Electoral Services and Land Charges | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | Net Expenditure (£'000) |
|-------------------------------------|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | |
| Elections | - | - | 25 | - | - | - | 25 | - | - | (25) | (25) | 35 | 35 |
| Electoral Registration | 132 | - | 51 | - | - | - | 183 | - | (2) | - | (2) | - | 181 |
| Land Charges | 101 | - | 17 | - | - | - | 118 | - | (102) | - | (102) | - | 16 |
| Total | 233 | - | 92 | - | - | - | 325 | - | (104) | (25) | (129) | 35 | 231 |

General Fund Revenue Budget – Finance & Procurement

| | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | |
|-----------------------------------|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| Finance & Procurement | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | Net Expenditure (£'000) |
| Finance | 517 | 227 | 401 | 68 | 1,122 | 12,401 | 14,737 | (12,752) | - | (118) | (12,870) | - | 1,867 |
| Bank Charges | - | - | 107 | - | - | - | 107 | - | - | - | - | - | 107 |
| Council Tax Collection | - | - | 2 | - | - | - | 2 | - | - | (108) | (108) | - | (106) |
| External Audit | - | - | 173 | - | - | - | 173 | - | - | - | - | - | 173 |
| Financial Resources | 693 | - | 55 | 1 | - | - | 749 | - | - | - | - | - | 749 |
| Insurance | 181 | 227 | 21 | 68 | - | - | 497 | - | - | - | - | - | 497 |
| NNDR Collection | - | - | - | - | - | - | - | (262) | - | (10) | (272) | - | (272) |
| Pay Inflation and Increment Costs | (358) | - | - | - | - | - | (358) | (91) | - | - | (91) | - | (449) |
| Rent Allowances | - | - | - | - | - | 6,524 | 6,524 | (6,618) | - | - | (6,618) | - | (95) |
| Rent Rebates to HRA Dwellings | - | - | - | - | - | 5,878 | 5,878 | (5,780) | - | - | (5,780) | - | 98 |
| Shared Revenues Partnership (SRP) | - | - | - | - | 1,122 | - | 1,122 | - | - | - | - | - | 1,122 |
| Treasury Management | - | - | 44 | - | - | - | 44 | - | - | - | - | - | 44 |
| Procurement | 167 | - | 4 | - | - | - | 171 | - | - | - | - | - | 171 |
| Central Stationery & Equipment | - | - | 4 | - | - | - | 4 | - | - | - | - | - | 4 |
| Procurement | 167 | - | - | - | - | - | 167 | - | - | - | - | - | 167 |
| Total | 684 | 227 | 404 | 68 | 1,122 | 12,401 | 14,907 | (12,752) | - | (118) | (12,870) | - | 2,037 |

General Fund Revenue Budget – Housing

| | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | |
|-------------------------------|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| Housing | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | Net Expenditure (£'000) |
| Building Services | - | 40 | 182 | - | - | - | 222 | - | - | (395) | (395) | - | (173) |
| PV Panels | - | 40 | 182 | - | - | - | 222 | - | - | (395) | (395) | - | (173) |
| Housing Solutions | 1,237 | 609 | 410 | 25 | 0 | - | 2,281 | (664) | (8) | (564) | (1,236) | (5) | 1,040 |
| CB Lettings | 39 | - | - | - | - | - | 39 | - | - | - | - | - | 39 |
| Community Housing Fund | - | - | 4 | 1 | - | - | 5 | - | - | - | - | (5) | - |
| Domestic Abuse Funding | 38 | - | 5 | 3 | - | - | 46 | (31) | - | (15) | (46) | - | - |
| Guaranteed Rent Scheme | 68 | 525 | 10 | 2 | - | - | 605 | (50) | - | (500) | (550) | - | 55 |
| HMO Licence | - | - | - | - | - | - | - | - | (1) | - | (1) | - | (1) |
| Homeless Prevention Fund | 595 | - | 83 | 8 | - | - | 687 | (265) | - | (1) | (266) | - | 422 |
| Homelessness Private Sector | - | 30 | 247 | 2 | - | - | 278 | (225) | (4) | - | (229) | - | 50 |
| Homes for Ukraine | 11 | - | - | - | - | - | 11 | - | - | (11) | (11) | - | - |
| Housing Standards | 189 | - | 5 | 4 | - | - | 198 | - | - | - | - | - | 198 |
| Independent Living Service | - | 1 | 20 | - | - | - | 21 | (21) | - | - | (21) | - | - |
| Old School House | - | 24 | 8 | - | 0 | - | 32 | - | - | (32) | (32) | - | 0 |
| Other Temporary Accommodation | 145 | 9 | 13 | 3 | - | - | 171 | (27) | - | - | (27) | - | 143 |
| Rent Deposit Scheme | 29 | 20 | 1 | 1 | - | - | 50 | (45) | - | (5) | (50) | - | - |
| Strategic Housing | 122 | - | 15 | 1 | - | - | 138 | - | (4) | - | (4) | - | 135 |
| Total | 1,237 | 649 | 592 | 25 | 0 | - | 2,503 | (664) | (8) | (959) | (1,631) | (5) | 867 |

General Fund Revenue Budget – HR & Organisational Development

| HR, Organisational Development | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | Net Expenditure (£'000) |
|--------------------------------|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employee s (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | |
| HR | 546 | - | 154 | 1 | - | - | 701 | - | - | - | - | - | 701 |
| Organisational Development | 100 | - | - | - | - | - | 100 | - | - | - | - | - | 100 |
| Total | 646 | - | 154 | 1 | - | - | 801 | - | - | - | - | - | 801 |

General Fund Revenue Budget – Operations

| | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | |
|--|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| Operations | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | Net Expenditure (£'000) |
| Building Control | 501 | - | 13 | 24 | - | - | 539 | - | (427) | - | (427) | - | 111 |
| Building Control Commercial Income | - | - | 2 | - | - | - | 2 | - | (6) | - | (6) | - | (5) |
| Building Regs Chargeable Services | 346 | - | 10 | 17 | - | - | 372 | - | (397) | - | (397) | - | (25) |
| Building Regs Non-Chargeable Services | 75 | - | - | 4 | - | - | 79 | - | - | - | - | - | 79 |
| Building Regs Other Activities | 50 | - | - | 2 | - | - | 53 | - | - | - | - | - | 53 |
| Street Naming & Numbering | 30 | - | 2 | 1 | - | - | 33 | - | (24) | - | (24) | - | 9 |
| Health & Safety, Emergency Planning and Business Continuity | 105 | - | 35 | 1 | - | - | 142 | - | - | - | - | (5) | 136 |
| Business Continuity / Emergency Planning | 5 | - | - | - | - | - | 5 | - | - | - | - | (5) | - |
| Health & Safety | 99 | - | 35 | 1 | - | - | 136 | - | - | - | - | - | 136 |
| Public Protection | 872 | 0 | 115 | 14 | - | - | 1,001 | - | (284) | - | (284) | - | 717 |
| Civil Protection & Emergency Planning | - | - | 29 | - | - | - | 29 | - | - | - | - | - | 29 |
| Environmental Protection | 379 | - | 38 | 6 | - | - | 423 | - | (14) | - | (14) | - | 409 |
| Food & Safety (General) | 375 | 0 | 15 | 8 | - | - | 397 | - | (16) | - | (16) | - | 381 |
| Licensing | 118 | - | 34 | 0 | - | - | 152 | - | (253) | - | (253) | - | (102) |
| Public Realm & Car Parking | 1,677 | 446 | 497 | 171 | - | - | 2,791 | (67) | (1,305) | - | (1,372) | (122) | 1,297 |
| Biodiversity Task Force | 60 | 55 | - | 3 | - | - | 117 | - | - | - | - | - | 117 |
| Car Parks | 75 | 336 | 164 | 0 | - | - | 575 | - | (1,081) | - | (1,081) | - | (507) |
| Civil Parking Enforcement | - | - | 65 | - | - | - | 65 | - | (85) | - | (85) | - | (20) |
| Electric Vehicle (EV) Charge Points | - | 25 | 8 | - | - | - | 33 | - | (41) | - | (41) | 8 | - |
| Footpaths | 33 | - | - | - | - | - | 33 | - | - | - | - | - | 33 |
| Open Spaces | 944 | 10 | 165 | 101 | - | - | 1,220 | (56) | (20) | - | (76) | (123) | 1,021 |
| Public Conveniences | - | 20 | 63 | - | - | - | 83 | - | - | - | - | - | 83 |
| Service Improvements - Environment & Projects | 41 | - | - | - | - | - | 41 | - | - | - | - | - | 41 |
| Street & Major Road Cleansing | 526 | - | 32 | 68 | - | - | 625 | (11) | (78) | - | (89) | (7) | 529 |

General Fund Revenue Budget – Operations

| Operations | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | Net Expenditure (£'000) |
|-------------------------------------|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | |
| Recycling, Waste & Fleet | 370 | 16 | 975 | 81 | 3,079 | - | 4,521 | - | (2,184) | (843) | (3,027) | - | 1,495 |
| Bring Sites | 19 | - | 78 | 0 | - | - | 96 | - | - | (130) | (130) | - | (34) |
| Domestic Waste | 231 | - | 361 | 1 | 2,318 | - | 2,912 | - | (134) | (409) | (543) | - | 2,368 |
| Garden Waste | 93 | - | 209 | 0 | 593 | - | 895 | - | (1,303) | (303) | (1,606) | - | (711) |
| Joint Waste Contract | - | 16 | 39 | 79 | - | - | 134 | - | - | - | - | - | 134 |
| Trade Waste | 28 | - | 288 | 0 | 168 | - | 484 | - | (748) | - | (748) | - | (263) |
| Total | 3,525 | 462 | 1,636 | 291 | 3,079 | - | 8,994 | (67) | (4,200) | (843) | (5,110) | (127) | 3,757 |

General Fund Revenue Budget – Place

| Place | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | Net Expenditure (£'000) |
|---|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | |
| Economy and Business | 224 | 1 | 49 | 2 | - | - | 276 | (13) | (17) | - | (30) | (28) | 218 |
| Economy & Business | 190 | - | 13 | 2 | - | - | 205 | - | - | - | - | (28) | 178 |
| Hadleigh Market | - | 1 | 13 | - | - | - | 14 | - | (12) | - | (12) | - | 2 |
| Shared Prosperity Fund | 13 | - | - | - | - | - | 13 | (13) | - | - | (13) | - | - |
| Town Centres | 20 | - | - | 0 | - | - | 20 | - | - | - | - | - | 20 |
| Visitor Economy | - | - | 23 | - | - | - | 23 | - | (5) | - | (5) | - | 18 |
| Planning (incl. Dev, Heritage & Enforcement) | 1,534 | - | 421 | 30 | - | - | 1,984 | - | (828) | - | (828) | (166) | 990 |
| Business Improvement (Communities & Growth) | 44 | - | - | - | - | - | 44 | - | - | - | - | - | 44 |
| Development Management | 1,133 | - | 177 | 21 | - | - | 1,331 | - | (734) | - | (734) | (24) | 573 |
| Development Management - Appeals | - | - | 216 | - | - | - | 216 | - | - | - | - | (128) | 88 |
| Heritage | 147 | - | - | 5 | - | - | 152 | - | (15) | - | (15) | (14) | 123 |
| Planning Enforcement | 209 | - | 13 | 5 | - | - | 227 | - | - | - | - | - | 227 |
| Planning Performance Agreement | - | - | 15 | - | - | - | 15 | - | (35) | - | (35) | - | (20) |
| Pre Application Charging | - | - | - | - | - | - | - | - | (45) | - | (45) | - | (45) |
| Strategic Planning and CIL | 606 | - | 227 | 1 | - | - | 835 | (193) | (155) | - | (348) | 22 | 509 |
| Community Infrastructure Levy (CIL) | 147 | - | - | 1 | - | - | 148 | - | (155) | - | (155) | - | (7) |
| Development Policy & Local Plans | 374 | - | 136 | 1 | - | - | 510 | - | - | - | - | (10) | 500 |
| Neighbourhood Plan Designations | 58 | - | 90 | - | - | - | 148 | (180) | - | - | (180) | 32 | - |
| S106 Monitoring | 27 | - | - | - | - | - | 27 | (13) | - | - | (13) | - | 13 |
| Strategic Planning General | - | - | 2 | - | - | - | 2 | - | - | - | - | - | 2 |
| Sustainable Communities | 434 | 223 | 344 | 7 | 244 | - | 1,251 | (164) | (120) | - | (284) | (64) | 903 |
| Community Achievement Awards | - | - | 3 | - | - | - | 3 | - | - | - | - | - | 3 |
| Community Development | 368 | - | 1 | 7 | - | - | 375 | - | - | - | - | - | 375 |
| Community Safety-CCTV | - | 1 | 47 | - | - | - | 48 | (18) | - | - | (18) | - | 30 |
| Community Safety-General | - | - | 24 | - | - | - | 24 | - | - | - | - | - | 24 |

General Fund Revenue Budget – Place

| Place | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | Net Expenditure (£'000) |
|-------------------------------------|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | |
| Grants & Contributions | - | - | 213 | - | - | - | 213 | - | - | - | - | (64) | 149 |
| Hadleigh Pool | - | 86 | - | - | - | - | 86 | (80) | - | - | (80) | - | 6 |
| Healthy Behaviours Capacity Support | 67 | - | - | - | - | - | 67 | (67) | - | - | (67) | - | - |
| Kingfisher Leisure Centre | - | 131 | - | - | 244 | - | 375 | - | (120) | - | (120) | - | 255 |
| Mobile CCTV | - | 5 | - | - | - | - | 5 | - | - | - | - | - | 5 |
| Policy & Strategy H & W | - | - | 41 | - | - | - | 41 | - | - | - | - | - | 41 |
| Women's Cycle Tour | - | - | 15 | - | - | - | 15 | - | - | - | - | - | 15 |
| Total | 2,798 | 223 | 1,042 | 40 | 244 | - | 4,346 | (371) | (1,120) | - | (1,491) | (235) | 2,620 |

General Fund Revenue Budget – Property, Development & Regeneration

| Property, Development & Regeneration | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | Net Expenditure (£'000) |
|---|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | |
| Property, Development & Regeneration | - | - | - | - | - | - | - | - | (33) | - | (33) | - | (33) |
| Leisure Contract | - | - | - | - | - | - | - | - | (33) | - | (33) | - | (33) |
| Regeneration & Capital Projects | 55 | - | - | 1 | - | - | 56 | - | - | - | - | - | 56 |
| Regeneration | 55 | - | - | 1 | - | - | 56 | - | - | - | - | - | 56 |
| Strategic Property | 147 | 210 | 192 | - | - | - | 549 | - | - | (373) | (373) | - | 175 |
| Asset Management | 13 | - | - | - | - | - | 13 | - | - | - | - | - | 13 |
| Asset Utilisation | 134 | 50 | 42 | - | - | - | 226 | - | - | (5) | (5) | - | 221 |
| Borehamgate Shopping Centre | - | 27 | 38 | - | - | - | 65 | - | - | (245) | (245) | - | (180) |
| Calais St Depot | - | 2 | - | - | - | - | 2 | - | - | - | - | - | 2 |
| Chilton Depot | - | 50 | 0 | - | - | - | 50 | - | - | - | - | - | 50 |
| Creeping Rd Depot | - | 38 | 6 | - | - | - | 44 | - | - | - | - | - | 44 |
| Endeavour House - HQ | - | 25 | 105 | - | - | - | 130 | - | - | - | - | - | 130 |
| Industrial Estates | - | - | - | - | - | - | - | - | - | (78) | (78) | - | (78) |
| Navigation House | - | 2 | - | - | - | - | 2 | - | - | (16) | (16) | - | (13) |
| South Suffolk Business Centre | - | - | - | - | - | - | - | - | - | (30) | (30) | - | (30) |
| Wenham Depot | - | 13 | 1 | - | - | - | 14 | - | - | - | - | - | 14 |
| Wenham Depot TDP | - | 3 | - | - | - | - | 3 | - | - | - | - | - | 3 |
| The Council's Companies | 120 | - | 15 | - | - | - | 134 | (61) | - | - | (61) | - | 73 |
| BMS Invest | 120 | - | 15 | - | - | - | 134 | (61) | - | - | (61) | - | 73 |
| Total | 321 | 210 | 206 | 1 | - | - | 739 | (61) | (33) | (373) | (467) | - | 272 |

General Fund Revenue Budget – Senior Leadership Team

| Senior Leadership Team | Expenditure 2025/26 | | | | | | | Income 2025/26 | | | | Reserves 2025/26 | |
|------------------------|---------------------|------------------|-----------------------------|-------------------|-------------------|---------------------------|---------------------------|----------------------------------|-------------------------------|----------------------|----------------------|-------------------------------------|-------------------------|
| | Employees (£'000) | Premises (£'000) | Supplies & Services (£'000) | Transport (£'000) | Contracts (£'000) | Transfer Payments (£'000) | Total Expenditure (£'000) | Grants and Contributions (£'000) | Sales, Fees & Charges (£'000) | Other Income (£'000) | Total Income (£'000) | Transfer to/(from) Reserves (£'000) | Net Expenditure (£'000) |
| Corporate Management | 57 | - | - | - | - | - | 57 | - | - | - | - | - | 57 |
| Senior Leadership Team | 662 | - | 18 | 2 | - | - | 682 | (20) | - | - | (20) | - | 662 |
| Total | 719 | - | 18 | 2 | - | - | 738 | (20) | - | - | (20) | - | 718 |

Housing Revenue Account (HRA) Budget 2025/26

| Housing Revenue Account | 24/25 Budget (£'000) | 25/26 Budget (£'000) | Difference 24/25 to 25/26 (£'000) |
|-----------------------------------|----------------------------|----------------------------|--|
| Rents | (21,385) | (21,494) | (109) |
| Void losses | 343 | 368 | 25 |
| Service Charges | (917) | (1,013) | (96) |
| Non-Dwelling Rents | (309) | (436) | (127) |
| Other Income | (36) | (32) | 4 |
| Income | (22,303) | (22,607) | (304) |
| Employee Costs | 5,249 | 5,404 | 155 |
| Cleaning | 43 | 74 | 31 |
| Corporate and Democratic Core | 169 | 221 | 52 |
| Compensation payments to Tenants | 12 | 51 | 39 |
| Contracted Services | 195 | 992 | 797 |
| Energy Costs | 547 | 450 | (97) |
| General Fund Recharge to HRA | 1,463 | 1,602 | 139 |
| HRA Recharge to General Fund | (12) | (12) | () |
| IT Costs | 212 | 315 | 103 |
| Other Supplies & Services | 44 | 35 | (9) |
| Rents, Rates & Premises Insurance | 73 | 75 | 2 |
| Repair & Maintenance of Buildings | 3,643 | 4,444 | 801 |
| Services | 270 | 629 | 358 |
| Tools, Equipment & Materials | 400 | 408 | 7 |
| Transport Costs | 248 | 348 | 99 |
| Bad Debt Provision | 113 | 112 | () |
| Cost of Service | 12,670 | 15,147 | 2,477 |
| Depreciation | 4,913 | 4,701 | (213) |
| Interest Payable | 3,283 | 3,090 | (194) |
| Interest Receivable | - | (260) | (260) |
| Revenue Contribution to Capital | 5,572 | 8,283 | 2,710 |
| Loan Repayment | 6,000 | - | (6,000) |
| Deficit for Year | 10,136 | 8,353 | (1,783) |

General Fund Capital Programme 2025/26 to 2029/30

| Capital Budget | 2025/26 Proposed budget (£'000) | 2026/27 Proposed budget (£'000) | 2027/28 Proposed budget (£'000) | 2028/29 Proposed budget (£'000) | 2029/30 Proposed budget (£'000) | Total (£'000) |
|--|--|--|--|--|--|------------------|
| General Fund Housing | | | | | | |
| Mandatory Disabled Facilities Grant | 760 | 760 | 760 | 760 | 760 | 3,800 |
| Total General Fund Housing | 760 | 760 | 760 | 760 | 760 | 3,800 |
| | | | | | | |
| Operations | | | | | | |
| Replacement Refuse Freighters - Joint Scheme | 420 | 340 | 340 | 340 | 340 | 1,780 |
| Simpler Recycling - Twin Stream Recycling Collection | 968 | - | - | - | - | 968 |
| Simpler Recycling - Food Waste Collections | 1,107 | - | - | - | - | 1,107 |
| Refuse and Recycling Bins | 100 | 100 | 100 | 100 | 100 | 500 |
| Total Operations | 2,595 | 440 | 440 | 440 | 440 | 4,355 |
| | | | | | | |
| Public Realm | | | | | | |
| Vehicle and Plant Renewals | 100 | 180 | 180 | 180 | 180 | 820 |
| Parking Strategy Implementation | 150 | - | - | - | - | 150 |
| Pin Mill - Planned Maintenance | 30 | 30 | 30 | 30 | 30 | 150 |
| Play Equipment | 50 | 50 | 50 | 50 | 50 | 250 |
| Total Public Realm | 330 | 260 | 260 | 260 | 260 | 1,370 |
| | | | | | | |
| Communities and Well-being | | | | | | |
| Community Development Grants | 120 | 120 | 120 | 120 | 120 | 600 |
| Total Communities and Well-being | 120 | 120 | 120 | 120 | 120 | 600 |
| | | | | | | |
| Property, Development and Regeneration | | | | | | |
| Belle Vue - Café & Toilets | 759 | - | - | - | - | 759 |
| Chilton Depot-planned maintenance | 150 | 150 | 150 | 150 | 150 | 750 |
| Corporate Buildings-Planned Maintenance/Enhancements | 100 | 100 | 100 | 100 | 100 | 500 |
| Planned Maintenance / Enhancements - Car Parks | 15 | 15 | 15 | 15 | 15 | 75 |
| Borehamgate & Navigation House - Planned Maintenance | 480 | 80 | 80 | 80 | 80 | 800 |
| Strategic Investment Fund | 500 | 500 | - | - | - | 1,000 |
| Total Property, Development and Regeneration | 2,004 | 845 | 345 | 345 | 345 | 3,884 |

General Fund Capital Programme 2025/26 to 2029/30

| Capital Budget | 2025/26 Proposed budget (£'000) | 2026/27 Proposed budget (£'000) | 2027/28 Proposed budget (£'000) | 2028/29 Proposed budget (£'000) | 2029/30 Proposed budget (£'000) | Total (£'000) |
|---|--|--|--|--|--|------------------|
| Leisure Contracts | | | | | | |
| Kingfisher Leisure Centre Planned Capital works | 160 | 160 | 160 | 160 | 160 | 800 |
| Hadleigh Leisure Centre Planned Capital works | 70 | 70 | 70 | 70 | 70 | 350 |
| Total Leisure Contracts | 230 | 230 | 230 | 230 | 230 | 1,150 |
| | | | | | | |
| Corporate Resources | | | | | | |
| ICT - Hardware/Software Refresh | 225 | 95 | 95 | 95 | 95 | 605 |
| Total Corporate Resources | 225 | 95 | 95 | 95 | 95 | 605 |
| | | | | | | |
| Total Capital Expenditure | 6,264 | 2,750 | 2,250 | 2,250 | 2,250 | 15,764 |

Housing Revenue Account Capital Programme 2025/26 to 2029/30

| Capital Programme Budget | 2025/26 Budget (£'000) | 2026/27 Budget (£'000) | 2027/28 Budget (£'000) | 2028/29 Budget (£'000) | 2029/30 Budget (£'000) | Total (£'000) |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------|
| Planned Maintenance & Response | | | | | | |
| Social Housing Decarbonisation Fund | 2,527 | 2,769 | 1,385 | - | - | 6,681 |
| Neighbourhood Improvs | 216 | 220 | 224 | 229 | 233 | 1,122 |
| Horticulture & Play Equip | 30 | 30 | - | - | - | 60 |
| Kitchens | 1,204 | 1,229 | 1,253 | 1,278 | 1,304 | 6,268 |
| Bathroom | 629 | 642 | 655 | 668 | 681 | 3,275 |
| Windows/Doors/Garage Doors | 788 | 804 | 820 | 836 | 853 | 4,101 |
| Insulation/Heating/Domestic Elec | 1,262 | 1,288 | 1,313 | 1,340 | 1,366 | 6,569 |
| Roofing/R-Water Goods &FSB | 5,882 | 5,999 | 3,187 | 3,251 | 3,317 | 21,637 |
| Disabled adaptations to council dwellings | 533 | 544 | 554 | 566 | 577 | 2,773 |
| Asbestos | 97 | 99 | 101 | 103 | 105 | 503 |
| Damp & Mould | 46 | 47 | 48 | 49 | 50 | 238 |
| Total Housing Maintenance | 15,276 | 14,037 | 9,916 | 8,702 | 8,877 | 56,809 |
| Other Capital Spend (ICT Projects etc) | 559 | 322 | 141 | 144 | 146 | 1,312 |
| New build programme including acquisitions | 3,180 | 1,645 | - | - | - | 4,825 |
| Total HRA Capital Spend | 19,015 | 16,005 | 10,057 | 8,846 | 9,023 | 62,946 |

General Fund Reserves

| Reserves | Forecast Balance as at 31/03/25 (£'000) | Movements between reserves 2025/26 (£'000) | Budget Movement from Reserve 2025/26 (£'000) | Budget Movement to Reserve 2025/26 (£'000) | Budget Balance as at 31/03/26 (£'000) | Net Movement to/from Reserve 2026/27 (£'000) | Balance as at 31/03/27 (£'000) | Net Movement to/from Reserve 2027/28 (£'000) | Balance as at 31/03/28 (£'000) | Net Movement to/from Reserve 2028/29 (£'000) | Balance as at 31/03/29 (£'000) | Net Movement to/from Reserve 2029/30 (£'000) | Balance as at 31/03/30 (£'000) |
|---|---|--|--|--|---------------------------------------|--|--------------------------------|--|--------------------------------|--|--------------------------------|--|--------------------------------|
| Business Rates & Council Tax | 3,796 | (3,796) | | | - | | - | | - | | - | | - |
| Financial Resilience Reserve | 2,535 | 2,796 | | | 5,331 | | 5,331 | | 5,331 | | 5,331 | | 5,331 |
| Expected Credit Loss Reserve | 365 | | (36) | | 329 | (38) | 291 | (40) | 251 | (42) | 209 | (44) | 164 |
| Pooled Investments (loss in value) Reserve | - | | | 1,000 | 1,000 | | 1,000 | | 1,000 | | 1,000 | | 1,000 |
| In Year Forecast (Surplus) / Deficit | (1,245) | | (633) | | (1,878) | (2,768) | (4,646) | (2,840) | (7,486) | (3,280) | (10,766) | (3,857) | (14,623) |
| Total Financial Resilience and risk reserves | 5,450 | (1,000) | (669) | 1,000 | 4,781 | (2,806) | 1,975 | (2,880) | (905) | (3,322) | (4,227) | (3,902) | (8,128) |
| Climate Change and Biodiversity | 186 | | - | 8 | 194 | 9 | 202 | 9 | 211 | 9 | 221 | 10 | 230 |
| Community Housing Fund | 58 | | (5) | | 53 | (5) | 49 | (5) | 43 | (6) | 37 | (7) | 30 |
| Commuted Maintenance Payments | 1,221 | | (130) | | 1,091 | (134) | 957 | (135) | 822 | (137) | 686 | (138) | 547 |
| Elections Equipment | 25 | | | 35 | 60 | 36 | 96 | 37 | 132 | 38 | 170 | 39 | 210 |
| Elections Fund | 50 | | | | 50 | | 50 | | 50 | | 50 | | 50 |
| Government Grants | 233 | | | | 233 | | 233 | | 233 | | 233 | | 233 |
| Homelessness | 38 | | - | | 38 | | 38 | | 38 | | 38 | | 38 |
| Neighbourhood Planning Grants | 141 | | (31) | 90 | 200 | 58 | 258 | 56 | 315 | 55 | 369 | 53 | 422 |
| Rough Sleepers | 17 | | | | 17 | | 17 | | 17 | | 17 | | 17 |
| Planning Reserves | 401 | | (138) | - | 263 | (138) | 125 | (125) | - | - | - | - | - |
| Waste | 30 | | | | 30 | | 30 | | 30 | | 30 | | 30 |
| Total Service specific earmarked reserves | 2,398 | - | (303) | 133 | 2,228 | (174) | 2,054 | (163) | 1,891 | (41) | 1,850 | (43) | 1,806 |
| Strategic Priorities | 361 | | (208) | - | 153 | (81) | 71 | (80) | (8) | (80) | (89) | (81) | (170) |
| Business Rates Retention Pilot (BRRP) | 233 | | (22) | | 211 | (4) | 207 | | 207 | | 207 | | 207 |
| Transformation Fund | - | 1,000 | | | 1,000 | | 1,000 | | 1,000 | | 1,000 | | 1,000 |
| Total Corporate Priorities Reserves: | 594 | 1,000 | (231) | - | 1,363 | (85) | 1,278 | (80) | 1,199 | (80) | 1,118 | (81) | 1,037 |
| OVERALL TOTAL | 8,443 | - | (1,203) | 1,133 | 8,373 | (3,065) | 5,308 | (3,123) | 2,185 | (3,443) | (1,259) | (4,026) | (5,285) |

Housing Revenue Account (HRA) Reserves

| Reserves | Balance at 31 March 2024 (£'000) | Forecast Balance at 31 March 2025 (£'000) | 2025/26 Budget Deficit (£'000) | Forecast Balance at 31 March 2026 (£'000) |
|----------------------------------|--|--|---|--|
| Working Balance | (1,000) | (1,000) | - | (1,000) |
| Strategic Reserves | (14,569) | (8,612) | 8,353 | (260) |
| Big 20 Reserve | (96) | - | - | - |
| Building Council Homes Programme | (20) | - | - | - |
| Total Reserves | (15,686) | (9,612) | 8,353 | (1,260) |