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20 January 2026

Dear Councillor,

Responsible Council Scrutiny Committee (Budget Consultation)

6:00pm, Wednesday 28 January 2026

Esperance Room, Civic Centre, Cannock

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,



T. Clegg
Chief Executive

To: Councillors:

Aston, J. (Chair)
Hughes, G. (Vice-Chair)
Bishop, L. Johnson, J.
Bullock, L. Johnson, T.
Dunnett, M. Muckley, A.
Gaye, D. Sutherland, M.
Hill, J.O.

Invitees:

- Councillor S. Thornley, Leader of the Council
- Councillor S.J. Thornley, Housing and Corporate Assets Portfolio Leader
- Councillor J. Prestwood, Resources and Transformation Portfolio Leader

Agenda

Part 1

1. Apologies

2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members

- (i) To declare any interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.
- (ii) To receive any Party Whip declarations.

3. General Fund Revenue Budget and Capital Programme 2025-2029

Report of the Deputy Chief Executive-Resources & S151 Officer (Item 3.1 - 3.63).

The documents included are as to be considered by Cabinet on 29 January 2026.

4. Housing Revenue Account Budgets 2025-2029

Joint Report of the Deputy Chief Executive-Resources & S151 Officer and the Head of Housing and Corporate Assets (Item 4.1 - 4.8).

The documents included are as to be considered by Cabinet on 29 January 2026.

5. Housing Revenue Account Capital Programmes 2025-2029

Joint Report of the Deputy Chief Executive-Resources & S151 Officer and the Head of Housing and Corporate Assets (Item 5.1 - 5.5).

The documents included are as to be considered by Cabinet on 29 January 2026.

General Fund Revenue Budget and Capital Programme 2025-29

Committee:	Cabinet
Date of Meeting:	29 January 2026
Report of:	Deputy Chief Executive (Resources) / S151 Officer
Portfolios:	Leader of the Council / Resources and Transformation

The following matter is to be considered by Responsible Council Scrutiny Committee at its meeting on 28 January 2026 and Council on 11 February 2026 and submitted to Cabinet as required.

1 Purpose of Report

- 1.1 To propose to the Council the General Fund Revenue Budget for 2026-27, the updated Capital Programme 2025-26 to 2028-29 and indicative budgets for 2027-28 to 2028-29.

2 Recommendations

- 2.1 That the following be recommended to the Council:
- (a) The Budget Requirement for the General Fund Revenue Budget for 2026-27 be set at £18.055 million;
 - (b) The indicative General Fund Revenue Budgets be set at £18.088 million for 2027-28 and £17.564 million for 2028-29;
 - (c) The General Fund working balance be set at a minimum of £1.0 million;
 - (d) The detailed capital programme as set out in **APPENDIX 2** be approved;
 - (e) That the Council Tax for 2026-27 be increased by 2.99% to £258.81 for a standard band d equivalent property;
 - (f) The Council's Tax Base be set at 29,862.96 (as determined by the Deputy Chief Executive (Resources) / S151 Officer);
 - (g) Note that the inflation parameter for fees and charges for 2026-27 was generally set at 4%.
 - (h) That delegated authority be given to the Deputy Chief Executive (Resources) / S151 Officer in consultation with the Resources and Transformation portfolio holder to add items to the budget funded from reserves in line with the purpose of the reserve;
 - (i) That the Deputy Chief Executive (Resources) / S151 Officer be authorised to adjust reserve contributions to reflect any grant and local taxation changes announced in the final 2026/27 Local Government Finance Settlement.

Reasons for Recommendations

- 2.2 As part of the council's annual budget setting process, it is required to determine its budget requirement and seek approval from council to approve it. The above recommendations allow the council to set the budget it needs to carry out its functions.

3 Key Issues

- 3.1 This report is being delivered in a profoundly uncertain time for local government. Central government have moved forwards with the proposal to reorganise local government. As a result, the council submitted a preferred new unitary structure for Staffordshire with a North/ South split. Several other proposals were submitted by other authorities in Staffordshire as well and these can all be seen in the documents presented to Council on 5 November 2025. This means that should the reorganisation programme move forwards in line with the timetable published, Cannock Chase District Council will cease to exist in 2028.
- 3.2 The provisional local government finance settlement for 2026-27 included the long delayed implementation of the fairer funding review, the business rates reset as well as a three year provisional settlement. This is discussed in the body of the report.
- 3.3 With the above in mind, this report sets out the current position on the General Fund Revenue Budget for 2025-26 and indicative budgets for 2026-27 to 2028-29. It reflects the position on the provisional Local Government Finance Settlement 2026-27, the position on the Council's Collection Fund, the Council's Tax Base and the consequential Council Tax for 2026-27.
- 3.4 The budget for 2026-27 is based on the estimated outturn position for 2025-26, which has been updated to reflect known changes and estimates for 2026-27.
- 3.5 There have been significant changes in Cannock Chase District Council's financial position since the last budget was set. The leisure contract has been re tendered, there was a significant favourable change in the cost of the local government pension scheme and the provisional settlement was more favourable than anticipated, although still challenging. These changes are discussed in the report below.
- 3.6 Indicative budgets have been set out for 2027-28 and 2028-29 which include the key issues that it is anticipated will have a potential impact on the Council's finances.

4 Relationship to Corporate Priorities

- 4.1 The revenue budget and the capital programme supports the delivery of all of the Council's priorities but primarily relates to the Council's priority 'To be a modern, forward thinking and responsible Council' and in particular to 'Be a responsible Council that lives within its means and is accountable for its actions'.

5 Report Detail

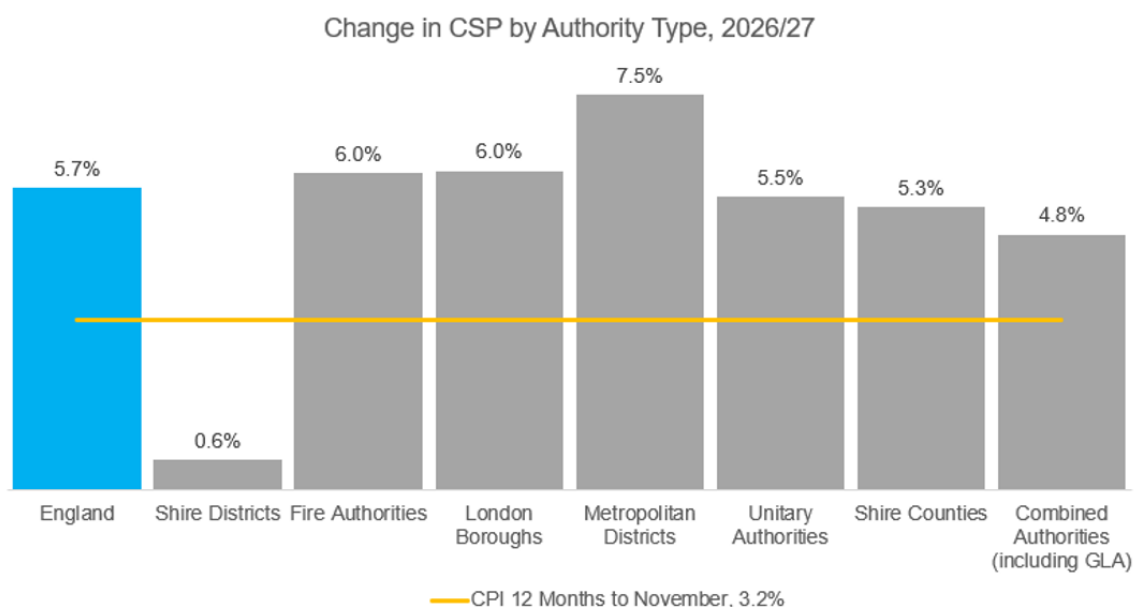
Changes in local government

- 5.1 Central government released a white paper on Monday 16 December 2024 which laid out its ambitions to reshape the local government landscape. The outcome being sought is the ending of the current arrangement of district councils and county councils, the merging of smaller unitary authorities. This will result in the abolition of all 8 district councils in Staffordshire, together with Stoke-on-Trent City Council and Staffordshire County Council and the creation of two or three new larger unitary councils with a new tier of "strategic authorities" to sit above them.

- 5.2 This has now progressed with the council submitting a preferred proposal for two new unitary authorities for Staffordshire, one for the North of the County and one for the South. Several other options have been submitted by other councils in Staffordshire. A consultation is planned to take place in February 2026 to give the public an opportunity to respond to the proposals. Following this the government is planning to announce its preferred option for Staffordshire in the Summer of 2026.
- 5.3 Following the choice of the preferred option, there will be a two-year period before the new authorities are vested. Elections are planned to take place in 2027 to elect councillors to the new shadow councils. The new unitary councils will be vested in April 2028. It is anticipated that large amounts of work will be required by the existing councils to meet this incredibly challenging timetable.
- 5.4 It is unclear at this stage what costs are likely to occur as a result of this or the work needed to implement it, but it is anticipated that both will be significant and we need to plan for this accordingly.
- 5.5 The increase in business rates that many businesses will see in 2026/27 as well as the previous increase in national insurance is likely to have an impact on partners as well as indirectly on users of council services (as a result of increased costs to the Council and those services that have been outsourced). This will cause increased financial pressures for them and they may in turn look to the council for greater support. In a worst-case scenario organisations may be unable to continue to provide services at the same level or there will be an increase in the council's costs if companies the council works with seek to increase their charges. This in turn will require the council to evaluate the manner in which it delivers services to ensure best value and support stakeholders where possible.

Provisional local government settlement - fairer funding

- 5.6 Central government implemented the fairer funding review this year in its settlement as well as a business rates reset.
- 5.7 The driver behind this change was to allow funding to be allocated based on an updated needs formula. The last time the underlying distribution methodology was refreshed through changes to formulae and data was in 2013; which was at the time of the setting up of the business rates retention system.
- 5.8 The results of this change are fundamentally a shift of resources away from district councils and towards metropolitan councils. This is shown in the table below, with CSP standing for Core Spending Power. Metropolitan councils benefitted the most, as the methodology used to calculate need favoured them more than districts.



- 5.9 The review has also simplified the funding model by rolling in a number of specific grants to reduce the overall number of funding streams.
- 5.10 There has been considerable uncertainty in local government funding due to single year settlements and particularly in the build up to this settlement, with changes to the formula occurring until shortly before the settlement was announced.
- 5.11 The reset of business rates meant that all previous growth over the old baseline amount was removed from the council. A new baseline has been introduced going forwards. Whilst it is anticipated that the council will be able to retain any growth which happens over this new baseline amount, at present the figures supplied in the settlement are built into the budget.
- 5.12 At the time of setting the previous budget there was no indication of transitional grant funding to protect the council's budget as a result of fairer funding or business rates reset. Due to this uncertainty the council sought to plan for a conservative but realistic scenario in budget setting in the previous year. This ensured that when the settlement arrived the council would be able to continue to deliver its services and would not have to make unplanned cuts in spending).
- 5.13 The settlement confirmed the continuation of the Council Tax referendum rules for lower tier councils. It is still possible to increase Council Tax by the higher of 2.99% or £5 (rather than the higher of 1.99% or £5) without holding a referendum. A 2.99% increase is reflected in the settlement calculation by central government.
- 5.14 The Provisional Local Government Finance Settlement was announced on 17 December 2025. This included a large amount of information, with significant and complex changes to the funding methodologies as a result of the Fair Funding Review. The Settlement included provisional allocations for three financial years, from 2026/27 to 2028/29.
- 5.15 The Settlement for 2026-27 is set out in table 1 below alongside the details for 2025 -26 budget as a comparator:

Table 1 - Financial Settlement

	£m	£m	£m
	25/26	26/27	Change
National insurance grant	0.1		0.1
Section 31 grants	0.5		0.5
Business rates multiplier compensation	0.7		0.7
Business rates income	6.3	3.2	3.1
Council tax	7.6	7.7	(0.1)
Recovery Grant	0.4	0.4	0
Council tax surplus		0.1	(0.1)
Funding floor	1.0		1.0
Revenue Support Grant	0.2	6.2	(6.0)
Total	16.8	17.6	(0.8)

(A positive figure is a reduction in funding, and a negative is an increase in funding)

- 5.16 The council's settlement did not include any transitional protection grant in 2026/27 as the settlement amount did not go below the funding floor. In the provisional 2027/28 and 2028/29 figures the council does go below the funding floor and so receives transitional grant funding. The transitional grant is intended to make sure that the council's overall funding does not drop below the floor of 95% of income protection against the base year calculation for 2025-26, based on the revised needs assessment.
- 5.17 It should be noted that the Revenue Support Grant increase is in part driven by a number of grants previously paid separately being rolled into it moving forwards.
- 5.18 The settlement that has been received is an increase on the amount that was received in the previous year. This however needs to be considered at the same time as the resource reallocation between council types and in the context of last year's flat settlement amount. The total increase is 4.8%, but with inflation at just over 4% this has to cover the inflationary increases in service delivery as well as the removal of grants such as the national insurance guarantee grant which are now included in the revenue support grant.
- 5.19 Business rates have been reset, with all growth removed and a new baseline introduced as seen in the above table.
- 5.20 The Council is very dependent on locally raised income from council tax and business rates. Nationally this picture is repeated with 75% of the total increase in funding in the 3 year settlement amounts being raised from council tax increases.

Budget Issues and Adjustments 2026-27

Inflation

- 5.21 The budgets for 2026-27 reflect the nationally agreed pay award for 2025-26. A provision of 3% has been included for 2026-27; then 3% for 2027-28 and 3% for 2028-29.

- 5.22 Individual calculations have been carried out in respect of the budgets most affected by inflation. For October 2025 inflation is running at 3.8% CPIH (Consumer Prices Index with housing costs) and 4.3% RPI (Retail Prices Index). For contracts the estimated inflationary figure we have used is 4% for January 2026. For ongoing budgets, the general inflation assumption is 3%.

Spending changes

- 5.23 The detailed budgets have been refreshed to reflect the forecast outturn position for 2025-26. Additional provision has been made within Portfolio budgets for inflation and other general items, including for a pay award and increments.
- 5.24 We have reviewed all major income streams to ensure they are appropriate and they are reflected in the appendices.
- 5.25 The major changes on the 2026-27 Portfolio budgets (recurring in future years) are itemised below:
- Decrease in pension costs. Due to the recent valuation of the pension fund the actuaries determined that the fund was in a surplus position. This meant that the actuaries recommended reduced pension contribution levels by the council over the next three year period covered by the valuation cycle. This reduced the council pension costs by £495k against budget in 2026/27. It needs to be recognised that there is a potential risk to this saving as central government is currently consulting on limiting/ directing where pension funds make their investments which would potentially reduce investment returns. If this were the case, the council would have to make a greater level of contribution in the future.
 - Utility costs have reduced by £131k for 2026/27.
 - To give greater certainty to homeless services staffing (to improve recruitment and retention) a number of posts have been changed from grant to base budget funded at a cost of £302k.
 - A revised recycling income stream of net £652k is anticipated in 2026/2027. This relates to a cautious estimate of the income from the Extended Producer Responsibility scheme.
 - The leisure contract retendering has resulted in several budget changes in the contracted provision, please see table 2 below. It should also be noted that this has resulted in the Wellbeing Team coming back in house at a cost of £269k in 2026/27 and the grounds maintenance for the golf course now being provided by the contractor. This has resulted in a loss of income of £187k in 2026/27.
 - Due to the central government decision that the council will start to collect food waste from 1 April 2026 there is a new cost of £0.814m in 2026/2027.
- 5.26 In addition, there have been a number of budget requests from Heads of Service approved and added into the portfolio budgets. These are detailed in **APPENDIX 7**.

Leisure Contract Retender

- 5.27 The retendering of the new leisure contract has been a challenging process, delivered successfully in a considerably shorter timescale than would normally be expected.
- 5.28 The change to the new provider has resulted in investment being needed at the start of the contract to maximise the benefits to the council and council tax payers over the life of the contract. The direct costs of this contract with the leisure provider to the council can be seen below:

Table 2: Leisure Contract Changes

	2026/27	2027/28	2028/29	Remaining 7 years	Total
	£000	£000	£000	£000	£000
Mobilisation and fit out costs (Revenue)	706				706
Fit out costs (Capital)	577				577
Contract payment (Revenue)	352	348	(1,042)	(8,758)	(9,100)
Bid Investment (capital)	802				802
Bid Investment approved but not allocated (capital)				154	154
Total	2,437	348	(1,042)	(8,604)	(6,861)

Note: a positive figure denotes a payment out and a negative figure (one in brackets) is a receipt.

Business Rates Income

- 5.29 The Council's exposure to volatility in Business Rates is a key risk with a reduction in income from business rates due to the failure or temporary closure of a key industry and successful appeals against Rateable Values and backdated refunds. In order to mitigate this risk as much as possible, provision is made in both the budget and final accounts for a reduction in income due to appeals.

2025-26 Forecast Outturn

- 5.30 The Budget for 2025-26 is monitored against the profiled budget. The latest portfolio position reflects the inflationary increases in costs and known changes in the forecast and the impact of the savings achieved. The estimated outturn is a £0.452m portfolio surplus against the profiled budget. This can be seen in table 3 below.

Table 3 - Forecast outturn for 2025-26

	2025/26 Budget	2025/26 Forecast	Variance
Portfolio	£000	£000	£000
Community and Wellbeing	2,814	3,102	288
Environment and climate change	5,064	3,715	(1,349)
Housing	1,258	1,494	236
Leader of the Council	1,412	1,389	(23)
Parks, Culture and Heritage	2,043	2,200	157
Regeneration and High Streets	1,417	1,557	140
Resources and Transformation	4,116	4,215	99
Total	18,124	17,672	(452)

- 5.31 The major changes in the environment and climate change portfolio reflect the additional receipts in respect of the Extended Producer Responsibility Payments. Vacancies and difficulties in recruitment are also reflected in the outturn forecast.
- 5.32 At present the council is forecasting a £0.718m surplus over the budgeted for position for investment income. This is due to a slower pace of reduction in interest rates than was forecast last year and changes in cash balances held. Taking into account other technical adjustments, this results in a favourable overall forecast outturn for 2025/26 of £0.526m. This can be seen in table 4 below.

Business Rates Pooling and Retention

- 5.33 Business rates pooling came to an end in 2025/26 due to the business rates reset. As there was no longer any growth in the system, there was no benefit in entering a pool. This will be kept under review going forwards for future years.
- 5.34 The Portfolio Budget position set out in table 4 below reflects the forecast outturn position for 2025-26, the proposed budget for 2026-27, and indicative budgets for 2027-28 and 2028-29. The detailed budgets are included in **APPENDIX 1**.

Table 4: Revenue Budget recommended to Council

	Forecast 2025/26 £000	Budget 2026/27 £000	Indicative Budget 2027-28 £000	Indicative Budget 2028-29 £000
Net Expenditure				
Portfolio budgets	17,672	19,247	19,176	18,659
Investment income and technical financing adjustments	(1,219)	(1,192)	(1,088)	(1,095)
Net spending	16,453	18,055	18,088	17,564
Less: Government Grants				
NNDR multiplier	(850)	0	0	0
New Homes Bonus	(42)	0	0	0
S31 grants indexation	(500)	0	0	0
Budget Requirement	15,061	18,055	18,088	17,564
Financing				
Business Rates	(6,338)	(3,187)	(3,260)	(3,326)
Council Tax Income	(7,559)	(7,729)	(7,924)	(8,124)
Revenue Support Grant	(172)	(6,197)	(4,945)	(3,646)
Recovery Grant	(395)	(395)	(395)	(395)
Funding Floor	(991)	0	0	0
National Insurance Grant	(132)	0	0	0
Council tax surplus		(84)	0	0
Transitional protection grant			(726)	(1,654)
Total Financing	(15,587)	(17,592)	(17,250)	(17,145)
Transfer from/(to) Balances	(526)	463	838	419

- 5.35 The above budgets are in general based upon the maintenance of existing service provision and delivery of the priorities set out in the Corporate Plan. The only material changes being the introduction of food waste collection from 2026/2027 in line with central government policy and the change in leisure services provider.

There is no specific grant funding for food waste collection as it has been included in the revised needs funding assessment in the local government settlement.

- 5.36 Whilst the multi year settlement is welcome and allows for a degree of medium term planning it is important to note that this is a provisional settlement and subject to change. The central government ambition to reorganise local government in combination with this still limits the council's ability to plan strategically.
- 5.37 The major changes in the indicative Budget for 2026-27 when compared to the currently proposed 2026-27 budget are as set out in Table 5.

5.38 **Table 5: Changes in 2026-27 budget assumptions**

Description	Change £000
Portfolio budgets higher than anticipated	1,424
Investment income	236
Pension prepayment	(98)
Item 8 credit	(142)
Budget support reserve	(250)
NNDR Multiplier	676
S31 Grants indexation	500
Business Rates	1,657
Revenue Support Grant	(6,047)
Recovery Grant	(395)
Council tax surplus	(84)
Council tax income	31
Total	(2,492)

- 5.39 There are numerous changes in the above table, reflecting the challenging landscape the council finds itself in. The primary changes are:
- The introduction of fairer funding including the business rates reset changed the funding methodology of local government.
 - The reduction in contribution to budget support reserve due to reduced financial resource availability.
 - Reduced investment income due to forecast reductions in interest rates and the planned pension pre-payment reducing cash balances.
- 5.40 Due to the council's prudent approach to budgeting it has been able to manage the business rates reset and change to funding methodology while also maintaining its minimum reserve level over the forecast three year budget. An example of this was not budgeting for national insurance support from central government for greater than one year in last year's budget setting and assuming no transitional relief from the business rates reset.

Reserves and Balances

- 5.41 Reserves and balances comprise general reserves, the Working Balance and Earmarked Reserves. They help the Council to cope with unpredictable financial pressures and plan for future spending commitments. They are an essential part of good financial management and assist the Section 151 Officer in providing reassurance to Council on the robustness of the estimates and the adequacy of reserves. It should be noted that there has been a review of reserves with a number, such as business rates reset reserve, being released to fund the budget. (see **APPENDIX 5**)
- 5.42 The Council holds a number of earmarked reserves for specific purposes. Earmarked reserves are itemised in **APPENDIX 3**.
- 5.43 The Working Balance - the current policy has for several years been to maintain the level of the General Fund balance at a minimum of £1m. This is maintained over the planning period. The table below sets out the usage of the working balance:

Table 6: Working balance usage

	2025/26	2026/27	2027/28	2028/29
	£000	£000	£000	£000
Opening	(2,410)	(2,936)	(2,473)	(1,635)
Transfer from/(to) Balances	(526)	463	838	419
Closing	(2,936)	(2,473)	(1,635)	(1,216)

Capital Programme 2025-26 to 2028-29

- 5.44 The Capital Programme is attached as **APPENDIX 2**.
- 5.45 As detailed in paragraphs 5.27 and 5.28 above there are new schemes for leisure totalling £1.533m over the planned life of the programme.
- 5.46 New schemes for vehicles have been added totalling £1.095m. This represents a significant investment to replace the ageing fleet which has reached the end of its life.
- 5.47 Other changes reflect schemes approved during the year, slippage has also been reflected in the schemes being presented for approval as appropriate.
- 5.48 The council has capital resources of £1.210m general fund and £1.664m of S106 resources not allocated at present.

Council Tax Base and Collection Fund

- 5.49 The final part of the consideration of the Budget is the Council Tax Base. This is the number of properties in the district expressed in terms of Band D equivalents. (**APPENDIX 4**)

- 5.50 The Council's Tax Base is now estimated to be 29,862.96 representing a decrease of 120.43 from the previous year forecast.
- 5.51 The Council's Collection Fund has been reviewed as part of the budget process.

Council Tax 2026-27

- 5.52 In determining the level of Council Tax for 2026-27 Cabinet will need to take into account the medium term financial position and the Council Tax Referendum Thresholds.
- 5.53 The proposed increase of 2.99% is within the guidelines for district councils as contained in Government policy.
- 5.54 The proposed level of the District's Council Tax for 2026-27 is £258.81 for a Band D property with the overall level of Council Tax subject to final determination by Council in February 2026. The figures set out in this report may require minor amendment if any further information emerges before then.
- 5.55 The total Council Tax for the District will reflect the spending decision made by the County Council, the Office of the Police and Crime Commissioner and the Fire Authority. In addition, in certain areas, parish council precepts are also added to the overall bill.

Risks and Future Challenges

- 5.56 There are a range of significant risks which need to be carefully monitored and managed. In some cases, the risks may not materialise or can be managed to mitigate their impact on the budget. The risk of a major cyber security breach could have significant financial implications, which would involve use of reserves and there could also be significant resourcing implications which could impact on service delivery already in place.

All of the changes in the above report, potential or known, are going to lead to challenges for the council. Recruitment was already very difficult for the council, competing with so many other organisations in both the public and private sector. With the additional uncertainty around the future structure of local government, it is anticipated that even less applicants will be interested in moving between councils or joining local government.

This is likely to impact service delivery and the council will have to prioritise which areas it focuses on. This is the same as last year, and a proportion of the amounts of the forecast underspends are due to staffing vacancies, despite the use of agency staff to cover where possible.

It is reasonable to assume that this will continue to be an issue until local government reorganisation is resolved. This will be compounded by the additional work that it is anticipated that local government reorganisation is going to generate. Options will be considered as to how we best manage these challenges and provision has been made for this in the budget. There is a financial risk that preparation for the implementation of LGR could cost more than we have anticipated, given the level of uncertainty around this work and our capacity to deliver it.

6.1 Financial

Contained in the report.

6.2 Legal

Nil.

6.3 Human Resources

Nil.

6.4 Risk Management

A risk register is included in **APPENDIX 6**

Setting the budget is recognised as a significant risk to the council and included in the strategic risk register. The risks noted are both the setting of the budget within the timescales and the risks around setting a balanced budget. These are referenced throughout the report and the mitigations that have been put in place.

6.5 Equalities and Diversity

As there are no proposed reductions in service and increases in fees & charges are in line with inflation, there is no significant impact on our community.

6.6 Health

Nil.

6.7 Climate Change

Reserve funding has been allocated to support the climate change agenda at the council. This will be managed by the appropriate service manager with reports being presented to members as appropriate to utilise the funds.

6 Appendices

Appendix 1: Detailed budgets

Appendix 2: Capital programme

Appendix 3: Reserves

Appendix 4: Band D equivalents

Appendix 5: Robustness of estimates and adequacy of reserves

Appendix 6: Risk register

Appendix 7: Approved Heads of Service budget requests

7 Previous Consideration

None.

8 Background Papers

None.

Contact Officer: Chris Forrester

Telephone Number: 01543 464 334

Report Track: Responsible Council Scrutiny Committee 28 January 2026

Cabinet 29 January 2026

Council 11 February 2026

Key Decision: Yes

Community Wellbeing

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
1 CCTV				
Employee Expenses	197,240	189,920	196,070	202,430
Premises Related Expenditure	8,990	9,530	10,100	10,710
Supplies & Services	70,010	71,410	73,200	75,400
Total Expenditure	276,240	270,860	279,370	288,540
Income	(64,660)	(36,230)	(36,950)	(38,060)
Total Income	(64,660)	(36,230)	(36,950)	(38,060)
CCTV Net Expenditure	211,580	234,630	242,420	250,480
2 Grants & Contributions				
Supplies & Services	93,310	115,730	118,040	121,580
Total Expenditure	93,310	115,730	118,040	121,580
Grants & Contributions Net Expenditure	93,310	115,730	118,040	121,580
3 Housing Services				
Employee Expenses	1,004,140	1,136,250	988,070	1,023,500
Premises Related Expenditure	13,620	7,160	7,380	7,600
Transport Related Expenditure	1,990	60	60	60
Supplies & Services	1,277,520	1,109,870	1,201,260	1,319,510
Third Party Payments	20,000	25,000	25,000	25,000
Total Expenditure	2,317,270	2,278,340	2,221,770	2,375,670
Income	(1,992,450)	(1,445,330)	(1,538,600)	(1,669,380)
Total Income	(1,992,450)	(1,445,330)	(1,538,600)	(1,669,380)
Housing Services Net Expenditure	324,820	833,010	683,170	706,290
4 Leisure Contract Sports and Management				
Employee Expenses		199,170	205,230	211,490
Premises Related Expenditure	426,260	50,000	50,000	50,000
Supplies & Services	2,037,350	70,000	70,000	70,000
Third Party Payments		1,057,300	348,490	50,720
Total Expenditure	2,463,610	1,376,470	673,720	382,210
Income	(420,710)			(1,092,730)
Total Income	(420,710)			(1,092,730)
Leisure Contract Sports and Management Net Expenditure	2,042,900	1,376,470	673,720	(710,520)
5 Partnerships				
Employee Expenses	247,950	287,700	296,580	305,730
Transport Related Expenditure	460	1,290	1,320	1,360
Supplies & Services	92,170	14,060	14,190	14,390
Total Expenditure	340,580	303,050	312,090	321,480
Income	(69,020)			-
Total Income	(69,020)			-
Partnerships Net Expenditure	271,560	303,050	312,090	321,480

Community Wellbeing

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
6 Stadium				
Premises Related Expenditure	59,080	60,000	60,440	61,460
Supplies & Services	13,030	18,390	18,770	19,160
Total Expenditure	72,110	78,390	79,210	80,620
Stadium Net Expenditure	72,110	78,390	79,210	80,620
7 DFG Delivery				
Employee Expenses	150,910	141,740	148,660	154,230
Transport Related Expenditure	3,620	3,660	3,730	3,840
Supplies & Services	24,460	25,300	25,800	26,970
Total Expenditure	178,990	170,700	178,190	185,040
Income	(178,990)	(170,700)	(178,190)	(185,040)
Total Income	(178,990)	(170,700)	(178,190)	(185,040)
DFG Delivery Net Expenditure	-	-	-	-
8 Leisure, Planning and Marketing				
Employee Expenses	108,500	112,910	116,290	119,810
Transport Related Expenditure	2,950	1,570	1,600	1,650
Supplies & Services	8,560	2,990	3,050	3,140
Total Expenditure	120,010	117,470	120,940	124,600
Income	(34,390)	(34,150)	(8,800)	-
Total Income	(34,390)	(34,150)	(8,800)	-
Leisure, Planning and Marketing Net Expenditure	85,620	83,320	112,140	124,600
9 Leisure Contract Procurement				
Employee Expenses	24,780	89,000	.	-
Supplies & Services	119,840	.	.	-
Total Expenditure	144,620	89,000	.	-
Income	(144,620)	(89,000)	.	-
Total Income	(144,620)	(89,000)	.	-
Leisure Contract Procurement Net Expenditure	-	-	-	-
Community Wellbeing Net Expenditure	3,101,900	3,024,600	2,220,790	894,530

Community Wellbeing Portfolio**Variation Statement 2026/2027 to 2028/2029**

	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	2027/2028 Indicative	Real Terms / Efficiency Variations	2027/2028 Budget	Inflation	Real Terms / Efficiency Variations	2028/2029 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	1,362	795	2,157	1,385	566	1,951	58	8	2,017
Premises Related Costs	297	- 170	127	303	- 175	128	3	- 1	130
Transport Related Costs	6	-	6	7	-	7	-	-	7
Supplies and Services	1,265	163	1,428	1,289	235	1,524	35	91	1,650
Third Party	20	1,062	1,082	20	353	373	10	- 307	76
Total Expenditure	2,950	1,850	4,800	3,004	979	3,983	106	- 209	3,880
Income	- 870	- 905	- 1,775	- 881	- 881	- 1,762	- 35	- 1,188	- 2,985
Net Expenditure	2,080	945	3,025	2,123	98	2,221	71	- 1,397	895

Community Wellbeing Portfolio**Proposed Real Terms / Efficiency Variations****2026/27 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-41
Reduced HRA recharges reflecting superannuation changes		7
Homelessness		
Employees additional posts in base budget	302	
Employees agency	93	
Supplies and Services	- 45	
Strategic delivery temporary accommodation	50	
Reserve contribution	- 43	
Income	- 23	334
Homelessness Prevention and Rough Sleeping Grant		
Employees	87	
Supplies	300	
Third Party	25	
Income	- 410	2
Homelessness bed and breakfast		
Expenditure	653	
Income	- 530	123
Community safety		
Anti-social behaviour additional post	46	
Domestic homicide reviews	8	54
Capital project assistant		
Employees	34	
Reserve funding	- 34	-
Domestic violence co-located team rents (vacated offices)		- 14
CCTV		20
Housing strategy		30
Leisure agency support capital projects		
Employees	89	
Reserve funding	- 89	-
Removal of existing Leisure contract		-940
Wellbeing team in house		
Employees	199	
Supplies and Services	60	
Transfer of Cannock Chase Can budget from Environment	10	269
New Leisure contract		
Fit out and mobilisation	706	
Contract payment	352	1,058
Maintenance of Leisure buildings		50
Grounds recharge		-9
minor variations		2
		<u>945</u>

2027/28 Change

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-30
Reduced HRA recharges reflecting superannuation changes		7
Homelessness		
Employees additional posts in base budget	312	
Supplies and Services	- 45	
Reserve contribution	- 45	
Income	- 24	198
Homelessness Prevention and Rough Sleeping Grant		
Supplies	448	
Third Party	25	
Income	- 473	-
Homelessness bed and breakfast		
Expenditure	673	
Income	- 546	127
Community safety		
Anti-social behaviour additional post	47	
Domestic homicide reviews	8	55
Capital project assistant		
Employees	35	
Reserve funding	- 9	26
Domestic violence co-located team rents (vacated offices)	-	15
CCTV		21
Removal of existing Leisure contract		-959
Wellbeing team in house		
Employees	205	
Supplies and Services	60	
Transfer of Cannock Chase Can budget from Environment	10	275
New Leisure contract		348
Maintenance of Leisure buildings		50
Grounds recharge		-9
minor variations		4
		<u>98</u>

2027/28 to 2028/29 Change

	£'000	£'000
<u>Real Term Variations</u>		
Pay and pension costs		4
Homelessness Prevention and Rough Sleeping Grant		
Supplies	- 96	
Income	96	-
New Leisure contract (change in payment to receipt)	-	1,401
Grounds recharge	-	1
minor variations		1
		<u>- 1,397</u>

Environment and Climate Change

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
1 Waste & Recycling				
Employee Expenses	317,620	318,630	328,430	339,370
Premises Related Expenditure	3,110	3,140	3,200	3,290
Transport Related Expenditure	7,040	7,150	7,300	7,520
Supplies & Services	93,400	113,420	115,700	119,180
Third Party Payments	4,314,580	5,374,570	5,535,520	5,701,390
Total Expenditure	4,735,750	5,816,910	5,990,150	6,170,750
Income	(2,639,580)	(2,379,930)	(2,381,780)	(2,384,100)
Total Income	(2,639,580)	(2,379,930)	(2,381,780)	(2,384,100)
Waste & Recycling Net Expenditure	2,096,170	3,436,980	3,608,370	3,786,650
2 Regulatory Services				
Employee Expenses	392,380	540,470	557,100	574,360
Transport Related Expenditure	7,930	10,940	11,160	11,490
Supplies & Services	87,840	33,930	34,580	35,590
Third Party Payments	59,090	65,860	67,180	69,200
Total Expenditure	547,240	651,200	670,020	690,640
Income	(23,910)	(112,180)	(115,210)	(118,640)
Total Income	(23,910)	(112,180)	(115,210)	(118,640)
Regulatory Services Net Expenditure	523,330	539,020	554,810	572,000
3 Cleansing Services				
Premises Related Expenditure	3,280	6,170	6,290	6,480
Supplies & Services	17,370	3,370	3,440	3,540
Third Party Payments	488,640	466,540	480,910	496,450
Total Expenditure	509,290	476,080	490,640	506,470
Cleansing Services Net Expenditure	509,290	476,080	490,640	506,470
4 Drainage Services				
Premises Related Expenditure	9,060	9,240	9,430	9,710
Total Expenditure	9,060	9,240	9,430	9,710
Drainage Services Net Expenditure	9,060	9,240	9,430	9,710
5 Countryside Management				
Employee Expenses	258,940	271,490	280,210	293,680
Premises Related Expenditure	9,910	10,830	11,300	11,800
Transport Related Expenditure	13,710	13,990	14,270	14,710
Supplies & Services	39,930	36,740	37,360	38,470
Total Expenditure	322,490	333,050	343,140	358,660
Income	(84,670)	(84,730)	(84,820)	(85,550)
Total Income	(84,670)	(84,730)	(84,820)	(85,550)
Countryside Management Net Expenditure	237,820	248,320	258,320	273,110

Environment and Climate Change

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
6 Public Clocks				
Premises Related Expenditure	7,480	8,740	9,040	9,380
Total Expenditure	7,480	8,740	9,040	9,380
Public Clocks Net Expenditure	7,480	8,740	9,040	9,380
7 Off Street Parking				
Premises Related Expenditure	329,950	280,260	289,530	299,520
Transport Related Expenditure	210	210	210	220
Supplies & Services	116,130	119,840	126,400	130,390
Third Party Payments	33,820	32,300	33,290	34,370
Total Expenditure	480,110	432,610	449,430	464,500
Income	(841,450)	(831,870)	(803,920)	(765,670)
Total Income	(841,450)	(831,870)	(803,920)	(765,670)
Off Street Parking Net Expenditure	(361,340)	(399,260)	(354,490)	(301,170)
8 Bus Shelters				
Premises Related Expenditure	37,480	47,050	48,420	49,860
Total Expenditure	37,480	47,050	48,420	49,860
Income	(28,690)	(29,550)	(30,440)	(31,350)
Total Income	(28,690)	(29,550)	(30,440)	(31,350)
Bus Shelters Net Expenditure	8,790	17,500	17,980	18,510
9 Conservation Areas				
Employee Expenses	208,320	147,960	152,400	157,150
Transport Related Expenditure	3,050	3,080	3,140	3,230
Supplies & Services	2,640	2,660	2,720	2,810
Total Expenditure	214,010	153,700	158,260	163,190
Conservation Areas Net Expenditure	214,010	153,700	158,260	163,190
10 Food Safety				
Employee Expenses	316,250	358,390	369,430	380,890
Transport Related Expenditure	8,280	8,360	8,530	8,790
Supplies & Services	52,770	43,140	43,900	45,050
Total Expenditure	377,300	409,890	421,860	434,730
Income	(5,720)	(5,830)	(5,950)	(6,130)
Total Income	(5,720)	(5,830)	(5,950)	(6,130)
Food Safety Net Expenditure	371,580	404,060	415,910	428,600
11 Management & Administration				
Employee Expenses	124,240	102,120	104,420	107,690
Transport Related Expenditure	130	130	130	130
Supplies & Services	540	550	560	580
Total Expenditure	124,910	102,800	105,110	108,400
Management & Administration Net Expenditure	124,910	102,800	105,110	108,400

Environment and Climate Change

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
12 Mortuary				
Employee Expenses	5,460	4,300	4,420	4,540
Premises Related Expenditure	4,980	14,830	15,300	15,810
Supplies & Services	1,400	1,410	1,440	1,480
Total Expenditure	11,840	20,540	21,160	21,830
Mortuary Net Expenditure	11,840	20,540	21,160	21,830
13 Licensing				
Employee Expenses	178,440	203,090	209,420	215,970
Transport Related Expenditure	2,350	2,370	2,420	2,490
Supplies & Services	28,960	29,250	29,840	30,740
Total Expenditure	209,750	234,710	241,680	249,200
Income	(210,900)	(212,090)	(212,090)	(212,090)
Total Income	(210,900)	(212,090)	(212,090)	(212,090)
Licensing Net Expenditure	(1,150)	22,620	29,590	37,110
14 Resilience				
Employee Expenses	13,600	16,020	16,370	16,850
Supplies & Services	58,040	64,480	65,770	67,740
Total Expenditure	71,640	80,500	82,140	84,590
Income	(52,250)	(52,150)	(53,470)	(55,030)
Total Income	(52,250)	(52,150)	(53,470)	(55,030)
Resilience Net Expenditure	19,390	28,350	28,670	29,560
15 Hawks Green Depot				
Employee Expenses	5,540	5,650	5,760	5,930
Premises Related Expenditure	109,700	109,580	114,200	118,440
Supplies & Services	14,430	12,690	12,940	13,320
Total Expenditure	129,670	127,920	132,900	137,690
Income	(186,180)	(189,910)	(193,720)	(199,530)
Total Income	(186,180)	(189,910)	(193,720)	(199,530)
Hawks Green Depot Net Expenditure	(56,510)	(61,990)	(60,820)	(61,840)
Environment and Climate Change Net Expenditure	3,714,670	5,006,700	5,291,980	5,601,510

Environment & Climate Change Portfolio**Variation Statement 2026/2027 to 2028/2029**

	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	2027/2028 Indicative	Real Terms / Efficiency Variations	2027/2028 Budget	Inflation	Real Terms / Efficiency Variations	2028/2029 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	1,984	- 16	1,968	2,026	2	2,028	56	13	2,097
Premises Related Costs	575	- 85	490	592	- 85	507	18	- 1	524
Transport Related Costs	46	-	46	47	-	47	1	1	49
Supplies and Services	545	- 83	462	555	- 81	474	14	1	489
Third Party Payments	5,128	811	5,939	5,231	886	6,117	183	1	6,301
Total Expenditure	8,278	627	8,905	8,451	722	9,173	272	15	9,460
Income	- 3,086	- 812	- 3,898	- 3,103	- 778	- 3,881	- 13	36	- 3,858
Net Expenditure	5,192	- 185	5,007	5,348	- 56	5,292	259	51	5,602

Environment & Climate Change Portfolio**Proposed Real Terms / Efficiency Variations****2026/27 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-94
Reduced utility costs		-39
Reduced Business rates revaluation changes		-51
Business rates reflecting Regeneration scheme		-11
Climate change reflect agreed staffing as lead authority		
Employees	113	
Supplies	-57	
Income	-58	-2
Waste contract		
Contract	-4	
Dry recycling gate fees reflect tonnages and prices	13	
Food waste	814	
Extended producer responsibility payments (net)	-652	
Income from recycling	-40	
Chargeable garden waste	-21	110
Transfer Tree Officers to Parks portfolio		-56
Environmental Health Restructure		
Employees	13	
Income	-22	-9
Additional parking income		-28
Bus Shelter maintenance		10
Reduced licensing income		10
Parking contract		-20
Transfer of Cannock Chase Can budget to Wellbeing Team		-10
Streetcleansing recharge		-12
Grounds recharge		5
minor variations		12
		<u>-185</u>

2027/28 Change

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-79
Reduced utility costs		-40
Reduced Business rates revaluation changes		-50
Business rates reflecting Regeneration scheme		-11
Climate change reflect agreed staffing as lead authority		
Employees	117	
Supplies	-57	
Income	-60	0
Waste contract		
Contract	37	
Dry recycling gate fees reflect tonnages and prices	18	
Food waste	838	
Extended producer responsibility payments (net)	-647	
Income from recycling	-40	
Chargeable garden waste	-3	203
Transfer Tree Officers to Parks portfolio		-58
Environmental Health Restructure		
Employees	14	
Income	-23	-9
Additional parking income		-14
Bus Shelter maintenance		10
Reduced licensing income		10
Parking contract		-17
Transfer of Cannock Chase Can budget to Wellbeing Team		-10
Streetcleansing recharge		-7
Grounds recharge		5
minor variations		11
		<u>-56</u>

2027/28 to 2028/29 Change

	£'000	£'000
<u>Real Term Variations</u>		
Pay and pension changes		13
Food waste		
Parking lease income		38
Streetcleansing recharge		1
minor variations		-1
		<u>51</u>

Housing

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
1 Caretakers and Cleaners				
Employee Expenses	340,600	360,760	372,540	384,420
Premises Related Expenditure	13,410	13,540	13,810	14,220
Transport Related Expenditure	2,210	2,250	2,300	2,380
Supplies & Services	2,140	2,160	2,210	2,280
Total Expenditure	358,360	378,710	390,860	403,300
Caretakers and Cleaners Net Expenditure	358,360	378,710	390,860	403,300
2 Circular 8/95				
Supplies & Services	50,200	51,710	53,260	54,860
Total Expenditure	50,200	51,710	53,260	54,860
Circular 8/95 Net Expenditure	50,200	51,710	53,260	54,860
3 Civic Ballroom				
Premises Related Expenditure	670	680	690	710
Total Expenditure	670	680	690	710
Income	(6,960)	(8,000)	(8,000)	(8,000)
Total Income	(6,960)	(8,000)	(8,000)	(8,000)
Civic Ballroom Net Expenditure	(6,290)	(7,320)	(7,310)	(7,290)
4 Miscellaneous Properties				
Employee Expenses	11,220	-	-	-
Premises Related Expenditure	230,520	141,660	64,180	58,490
Supplies & Services	9,100	8,000	8,000	8,000
Total Expenditure	250,840	149,660	72,180	66,490
Income	(133,510)	(94,120)	(75,320)	(68,070)
Total Income	(133,510)	(94,120)	(75,320)	(68,070)
Miscellaneous Properties Net Expenditure	117,330	55,540	(3,140)	(1,580)
5 Private Sector Housing				
Employee Expenses	220,600	253,380	261,370	269,660
Transport Related Expenditure	5,100	5,150	5,250	5,410
Supplies & Services	2,820	2,860	2,900	3,000
Total Expenditure	228,520	261,390	269,520	278,070
Income	(4,200)	(10,000)	(10,000)	(10,000)
Total Income	(4,200)	(10,000)	(10,000)	(10,000)
Private Sector Housing Net Expenditure	224,320	251,390	259,520	268,070

Housing

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
6 Public Buildings				
Employee Expenses	329,670	307,930	317,380	327,840
Premises Related Expenditure	703,550	660,430	681,840	706,810
Transport Related Expenditure	4,440	4,480	4,570	4,710
Supplies & Services	164,990	61,510	62,410	63,700
Total Expenditure	1,202,650	1,034,350	1,066,200	1,103,060
Income	(452,580)	(399,050)	(391,190)	(367,330)
Total Income	(452,580)	(399,050)	(391,190)	(367,330)
Public Buildings Net Expenditure	750,070	635,300	675,010	735,730
Housing Net Expenditure	1,493,990	1,365,330	1,368,200	1,453,090

Housing Portfolio**Variation Statement 2026/2027 to 2028/2029**

	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	2027/2028 Indicative	Real Terms / Efficiency Variations	2027/2028 Budget	Inflation	Real Terms / Efficiency Variations	2028/2029 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	944	- 22	922	965	- 14	951	28	3	982
Premises Related Costs	736	80	816	760	1	761	26	- 7	780
Transport Related Costs	12	-	12	12	-	12	-	1	13
Supplies and Services	86	40	126	87	42	129	3	-	132
Total Expenditure	<u>1,778</u>	<u>98</u>	<u>1,876</u>	<u>1,824</u>	<u>29</u>	<u>1,853</u>	<u>57</u>	<u>- 3</u>	<u>1,907</u>
Income	- 415	- 96	- 511	- 418	- 67	- 485	- 9	40	- 454
Net Expenditure	<u><u>1,363</u></u>	<u><u>2</u></u>	<u><u>1,365</u></u>	<u><u>1,406</u></u>	<u><u>- 38</u></u>	<u><u>1,368</u></u>	<u><u>48</u></u>	<u><u>37</u></u>	<u><u>1,453</u></u>

Housing Portfolio**Proposed Real Terms / Efficiency Variations****2026/27 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-32
Reduced HRA recharges reflecting superannuation changes		5
Reduced Utilities		-76
Environmental Health Restructure (reduction on Environment)		9
Reduced Business rates revaluation changes		-3
Forum Business rates		61
Cabot shops		
Premises	72	
Supplies and Services	8	
Income	-80	0
Circular 8/95		16
Mobile home licence fee income		-10
Facilities management		
Building condition survey works	20	
Professional fees	5	
Insurance valuations	10	35
Property rental income		-7
Grounds recharge		4
minor variations		0
		<u>2</u>

2027/28 Change

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-24
Reduced HRA recharges reflecting superannuation changes		6
Reduced Utilities		-80
Environmental Health Restructure (reduction on Environment)		9
Reduced Business rates revaluation changes		-1
Cabot shops		
Premises	55	
Supplies and Services	8	
Income	-63	0
Circular 8/95		18
Mobile home licence fee income		-10
Facilities management		
Building condition survey works	20	
Professional fees	5	
Insurance valuations	10	35
Property rental income		6
Grounds recharge		4
minor variations		-1
		<u>-38</u>

2027/28 to 2028/29 Change

	£'000	£'000
<u>Real Term Variations</u>		
Increase in pay and pension costs		3
Property rental income		34
Cabot shops		
Premises	-6	
Income	6	0
		<u>37</u>

Leader

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
1 Members				
Employee Expenses	26,190	30,720	31,610	32,540
Transport Related Expenditure	420	420	430	440
Supplies & Services	323,930	360,930	361,160	361,530
Total Expenditure	350,540	392,070	393,200	394,510
Members Net Expenditure	350,540	392,070	393,200	394,510
2 Executive Management & Support				
Employee Expenses	796,720	769,480	790,140	811,350
Transport Related Expenditure	30	30	30	30
Supplies & Services	82,520	91,000	92,380	94,940
Third Party Payments	159,370	168,660	173,500	178,510
Total Expenditure	1,038,640	1,029,170	1,056,050	1,084,830
Executive Management & Support Net Expenditure	1,038,640	1,029,170	1,056,050	1,084,830
Leader Net Expenditure	1,389,180	1,421,240	1,449,250	1,479,340

Leader of the Council PortfolioVariation Statement 2026/2027 to 2028/2029

	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	2027/2028 Indicative	Real Terms / Efficiency Variations	2027/2028 Budget	Inflation	Real Terms / Efficiency Variations	2028/2029 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	811	- 11	800	828	- 6	822	21	1	844
Supplies and Services	471	- 19	452	480	- 26	454	13	- 11	456
Third Party Payments	163	6	169	166	7	173	5	-	179
Total Expenditure	1,445	- 24	1,421	1,474	- 25	1,449	39	- 10	1,479
Income	-	-		-	-			-	
Net Expenditure	1,445	- 24	1,421	1,474	- 25	1,449	39	- 10	1,479

Leader of the Council Portfolio**Proposed Real Terms / Efficiency Variations****2026/27 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-18
Shared services		6
Members		
Allowances frozen (Council 12/2/25)	-25	
National insurance	7	-18
minor variations		6
		<u>-24</u>

2027/28 Change

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-11
Shared services		8
Members		
Allowances frozen (Council 12/2/25)	-33	
National insurance	6	-27
minor variations		5
		<u>-25</u>

2027/28 to 2028/29 Change

	£'000	£'000
<u>Real Term Variations</u>		
Members Allowances frozen (Council 12/2/25)		-11
minor variations		1
		<u>-10</u>

Parks, Culture & HeritageAppendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
1 Grounds Maintenance				
Employee Expenses	945,510	937,380	965,980	996,560
Premises Related Expenditure	43,340	43,960	45,110	45,640
Transport Related Expenditure	74,840	76,290	77,820	80,160
Supplies & Services	222,740	157,350	160,500	165,320
Total Expenditure	1,286,430	1,214,980	1,249,410	1,287,680
Income	(1,286,430)	(1,214,980)	(1,249,410)	(1,287,680)
Total Income	(1,286,430)	(1,214,980)	(1,249,410)	(1,287,680)
Grounds Maintenance Net Expenditure	-	-	-	-
2 Parks & Open Spaces				
Employee Expenses	688,230	842,780	869,250	899,620
Premises Related Expenditure	772,800	801,200	829,520	859,800
Transport Related Expenditure	21,740	22,080	22,520	23,200
Supplies & Services	192,120	236,980	179,440	184,160
Third Party Payments	211,080	201,540	207,730	214,440
Total Expenditure	1,885,970	2,104,580	2,108,460	2,181,220
Income	(84,970)	(82,060)	(83,040)	(84,210)
Total Income	(84,970)	(82,060)	(83,040)	(84,210)
Parks & Open Spaces Net Expenditure	1,801,000	2,022,520	2,025,420	2,097,010
3 Cemeteries				
Employee Expenses	211,260	203,860	203,870	210,550
Premises Related Expenditure	(23,020)	148,050	80,680	83,580
Transport Related Expenditure	9,390	9,580	9,780	10,070
Supplies & Services	129,830	52,330	53,090	54,530
Total Expenditure	327,460	413,820	347,420	358,730
Income	(217,410)	(285,650)	(221,970)	(228,470)
Total Income	(217,410)	(285,650)	(221,970)	(228,470)
Cemeteries Net Expenditure	110,050	128,170	125,450	130,260
4 Allotments				
Premises Related Expenditure	4,460	4,610	4,510	4,620
Total Expenditure	4,460	4,610	4,510	4,620
Income	(4,640)	(4,640)	(4,640)	(4,640)
Total Income	(4,640)	(4,640)	(4,640)	(4,640)
Allotments Net Expenditure	(180)	(30)	(130)	(20)

Parks, Culture & HeritageAppendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
5 Street Cleansing				
Employee Expenses	617,980	573,510	592,060	611,350
Premises Related Expenditure	3,080	3,260	3,330	3,400
Transport Related Expenditure	141,200	144,730	148,350	152,800
Supplies & Services	30,010	33,190	33,740	34,590
Total Expenditure	792,270	754,690	777,480	802,140
Income	(792,270)	(754,690)	(777,480)	(802,140)
Total Income	(792,270)	(754,690)	(777,480)	(802,140)
Street Cleansing Net Expenditure	-	-	-	-
6 Vehicles				
Employee Expenses	196,000	193,970	199,740	205,170
Premises Related Expenditure	1,120	1,140	1,160	1,200
Transport Related Expenditure	59,350	60,530	61,730	63,580
Supplies & Services	9,680	9,780	9,970	10,270
Total Expenditure	266,150	265,420	272,600	280,220
Income	(279,360)	(284,600)	(289,930)	(298,090)
Total Income	(279,360)	(284,600)	(289,930)	(298,090)
Vehicles Net Expenditure	(13,210)	(19,180)	(17,330)	(17,870)
7 Heritage and Arts				
Premises Related Expenditure	33,320	29,110	30,640	32,260
Supplies & Services	353,910	45,000	45,000	45,000
Total Expenditure	387,230	74,110	75,640	77,260
Income	(246,910)	.	.	-
Total Income	(246,910)	.	.	-
Heritage and Arts Net Expenditure	140,320	74,110	75,640	77,260
8 Tourism				
Supplies & Services	6,050	6,110	6,230	6,430
Total Expenditure	6,050	6,110	6,230	6,430
Tourism Net Expenditure	6,050	6,110	6,230	6,430
9 Contract Monitoring				
Employee Expenses	193,560	179,790	185,400	191,220
Premises Related Expenditure	14,360	16,630	16,960	17,470
Transport Related Expenditure	5,690	7,940	8,100	8,360
Supplies & Services	3,810	1,320	1,340	1,390
Total Expenditure	217,420	205,680	211,800	218,440
Income	(60,810)	(59,680)	(60,870)	(62,700)
Total Income	(60,810)	(59,680)	(60,870)	(62,700)
Contract Monitoring Net Expenditure	156,610	146,000	150,930	155,740
Parks, Culture & Heritage Net Expenditure	2,200,640	2,357,700	2,366,210	2,448,810

Parks, Culture and Heritage Portfolio**Variation Statement 2026/2027 to 2028/2029**

	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	2027/2028 Indicative	Real Terms / Efficiency Variations	2027/2028 Budget	Inflation	Real Terms / Efficiency Variations	2028/2029 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	2,921	10	2,931	2,986	30	3,016	87	11	3,114
Premises Related Costs	839	209	1,048	865	147	1,012	31	5	1,048
Transport Related Costs	315	6	321	321	7	328	7	3	338
Supplies and Services	489	53	542	498	- 9	489	12	1	502
Third Party	206	- 4	202	210	- 2	208	6	1	215
Total Expenditure	4,770	274	5,044	4,880	173	5,053	143	21	5,217
Income	- 2,724	38	- 2,686	- 2,782	95	- 2,687	- 74	- 7	- 2,768
Net Expenditure	2,046	312	2,358	2,098	268	2,366	69	14	2,449

Parks, Culture & Heritage Portfolio**Proposed Real Terms / Efficiency Variations****2026/27 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-92
Staffing variations		13
Reduced HRA recharges reflecting superannuation changes		14
Reduced Business rates revaluation changes		-1
Reduced Cemetery rates following appeal		-31
Reduced cemeteries income		4
Reduced parks income		51
Cemetery drainage works funded by rates refund in 25/26 contributed to reserves		
Expenditure	70	
Income	-70	0
Museum Outreach		45
Tree maintenance		
Employees (transfer and additional post)	90	
System costs	19	
Post safety inspection works	60	169
Cannock golf course grounds maintenance no longer provided by Council		187
Removal of existing Leisure Contract		-60
Streetcleansing recharge		12
Grounds recharge		-1
minor variations		2
		<u>312</u>

2027/28 Change

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-69
Staffing variations		7
Reduced HRA recharges reflecting superannuation changes		14
Reduced Business rates revaluation changes		-1
Reduced Cemetery rates following appeal		-32
Reduced cemeteries income		2
Reduced parks income		51
Museum Outreach		45
Tree maintenance		
Employees (transfer and additional post)	93	
System costs	19	112
Cannock golf course grounds maintenance no longer provided by Council		190
Removal of existing Leisure Contract		-61
Streetcleansing recharge		7
Grounds recharge		-1
minor variations		4
		<u>268</u>

2027/28 to 2028/29 Change

	£'000	£'000
<u>Real Term Variations</u>		
Pay and pension changes		11
Streetcleansing recharge		-1
Grounds recharge		1
minor variations		3
		<u>14</u>

Regeneration and High Streets

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
1 Building Control				
Employee Expenses	772,110	926,490	831,530	863,430
Transport Related Expenditure	15,510	15,670	15,980	16,460
Supplies & Services	99,730	122,220	119,180	120,280
Total Expenditure	887,350	1,064,380	966,690	1,000,170
Income	(628,240)	(793,180)	(681,400)	(697,680)
Total Income	(628,240)	(793,180)	(681,400)	(697,680)
Building Control Net Expenditure	259,110	271,200	285,290	302,490
2 Development Control				
Employee Expenses	465,530	532,100	424,050	437,620
Transport Related Expenditure	6,060	6,120	6,240	6,430
Supplies & Services	289,550	196,350	93,610	94,780
Total Expenditure	761,140	734,570	523,900	538,830
Income	(483,450)	(461,890)	(235,860)	(235,860)
Total Income	(483,450)	(461,890)	(235,860)	(235,860)
Development Control Net Expenditure	277,690	272,680	288,040	302,970
3 Economic Development				
Employee Expenses	214,860	230,050	233,160	240,440
Premises Related Expenditure	40,920	16,960		-
Transport Related Expenditure	1,130	1,140	1,160	1,200
Supplies & Services	212,950	17,410	17,600	17,890
Total Expenditure	469,860	265,560	251,920	259,530
Income	(76,630)			-
Total Income	(76,630)			-
Economic Development Net Expenditure	393,230	265,560	251,920	259,530
4 Industrial Sites				
Premises Related Expenditure	12,270	13,580	14,000	14,470
Capital Financing Costs	1,610			-
Total Expenditure	13,880	13,580	14,000	14,470
Income	(124,200)	(133,460)	(133,460)	(133,460)
Total Income	(124,200)	(133,460)	(133,460)	(133,460)
Industrial Sites Net Expenditure	(110,320)	(119,880)	(119,460)	(118,990)
5 Land Charges				
Employee Expenses	51,520	47,630	49,050	50,540
Supplies & Services	28,700	37,460	38,330	39,480
Total Expenditure	80,220	85,090	87,380	90,020
Income	(72,180)	(64,590)	(66,520)	(68,520)
Total Income	(72,180)	(64,590)	(66,520)	(68,520)
Land Charges Net Expenditure	8,040	20,500	20,860	21,500

Regeneration and High Streets

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
6 Management & Support				
Employee Expenses	428,250	450,400	464,120	478,530
Transport Related Expenditure	1,640	1,650	1,680	1,730
Supplies & Services	139,500	129,200	309,690	294,340
Total Expenditure	569,390	581,250	775,490	774,600
Income	(112,250)	(54,960)	(40,060)	-
Total Income	(112,250)	(54,960)	(40,060)	-
Management & Support Net Expenditure	457,140	526,290	735,430	774,600
7 Town Centre Management				
Premises Related Expenditure	252,430	253,140	254,000	261,700
Supplies & Services	210	210	210	220
Total Expenditure	252,640	253,350	254,210	261,920
Income	(100,250)	(97,450)	(81,030)	(77,450)
Total Income	(100,250)	(97,450)	(81,030)	(77,450)
Town Centre Management Net Expenditure	152,390	155,900	173,180	184,470
8 Markets				
Employee Expenses	22,210	17,430	17,920	18,420
Premises Related Expenditure	138,870	94,040	100,340	104,460
Transport Related Expenditure	1,320			-
Supplies & Services	2,680	7,030	1,450	1,490
Total Expenditure	165,080	118,500	119,710	124,370
Income	(44,920)	(35,500)	(35,500)	(35,500)
Total Income	(44,920)	(35,500)	(35,500)	(35,500)
Markets Net Expenditure	120,160	83,000	84,210	88,870
Regeneration and High Streets Net Expenditure	1,557,440	1,475,250	1,719,470	1,815,440

Regeneration and High Streets Portfolio**Variation Statement 2026/2027 to 2028/2029**

	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	2027/2028 Indicative	Real Terms / Efficiency Variations	2027/2028 Budget	Inflation	Real Terms / Efficiency Variations	2028/2029 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	1,951	253	2,204	1,994	26	2,020	58	11	2,089
Premises Related Costs	451	- 73	378	460	- 92	368	12	1	381
Transport Related Costs	26	- 2	24	26	- 1	25	1	-	26
Supplies and Services	329	181	510	335	245	580	7	- 19	568
Capital Financing Costs	2	- 2	-	2	- 2	-	-	-	-
Total Expenditure	2,759	357	3,116	2,817	176	2,993	78	- 7	3,064
Income	- 1,301	- 340	- 1,641	- 1,310	36	- 1,274	- 10	35	- 1,249
Net Expenditure	1,458	17	1,475	1,507	212	1,719	68	28	1,815

Regeneration and High Streets Portfolio**Proposed Real Terms / Efficiency Variations****2026/27 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-74
Street naming / Land Charges		
Employees (including post transferred from Resources)	77	
Income	-28	49
Remove of reserve funding for post		46
Reduced utilities		-16
Reduced Business rates revaluation changes		-7
Prince of Wales market not operational		
Premises	-4	
Supplies and Services	-8	
Income	22	10
Rugeley market hall externally rented		
Premises	-4	
Supplies and Services	13	9
Development Control additional costs		
Staffing	122	
Supplies and Services	104	
Use of planning reserve	-226	0
Attendance at Ukreiff		6
Economic Development staffing		5
Building Control additional costs		
Staffing	120	
Supplies and Services	20	
Use of building control reserve	-140	0
New Local plan		
Supplies and Services	55	
Reserve funding	-55	0
Cannock market hall rates		-30
Cannock market shop rates		-29
Cannock shopping centre rates		17
Industrial sites rent income		-3
Town centre management rent income		33
Land charges		
Supplies and Services	-6	
Income	-4	-10
Shared service income		13
minor variations		-2
		17

2027/28 Change

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-58
Street naming / Land Charges		
Employees (including post transferred from Resources)	80	
Income	-29	51
Remove of reserve funding for post		46
Reduced utilities		-15
Reduced Business rates revaluation changes		-9
Prince of Wales market not operational		
Premises	-4	
Supplies and Services	-13	
Income	22	5
Rugeley market hall externally rented		
Premises	-4	
Supplies and Services	13	9
Attendance at Ukreiff		6
Building Control additional costs		
Supplies and Services	15	
Use of building control reserve	-15	0
New Local plan		
Supplies and Services	234	
Reserve funding	-40	194
Cannock market hall rates		-31
Cannock market shop rates		-29
Industrial sites rent income		-3
Town centre management rent income		50
Land charges		
Supplies and Services	-6	
Income	-6	-12
Shared service income		10
minor variations		-2
		<u>212</u>

2027/28 to 2028/29 Change

	£'000	£'000
<u>Real Term Variations</u>		
Increase in pay and pension costs		10
Town centre management rent income		4
New Local plan		
Supplies and Services	-18	
Reserve funding	40	22
Building Control additional costs		
Supplies and Services	-1	
Use of building control reserve	1	0
Shared service income		-8
minor variations		0
		<u>28</u>

Resources and Transformation

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
1 Legal Services				
Supplies & Services		20,000	20,000	20,000
Third Party Payments	316,290	311,670	322,040	331,990
Total Expenditure	316,290	331,670	342,040	351,990
Income	(220,580)	(216,460)	(220,790)	(227,420)
Total Income	(220,580)	(216,460)	(220,790)	(227,420)
Legal Services Net Expenditure	95,710	115,210	121,250	124,570
2 Technology				
Supplies & Services	144,080	223,400	227,850	232,430
Third Party Payments	874,790	871,640	898,090	923,870
Total Expenditure	1,018,870	1,095,040	1,125,940	1,156,300
Income	(256,360)	(251,630)	(256,670)	(264,370)
Total Income	(256,360)	(251,630)	(256,670)	(264,370)
Technology Net Expenditure	762,510	843,410	869,270	891,930
3 Governance				
Employee Expenses	13,710	10,750	11,050	11,370
Supplies & Services	30,310	35,000	35,000	35,000
Total Expenditure	44,020	45,750	46,050	46,370
Income	(19,650)	(19,610)	(20,110)	(20,700)
Total Income	(19,650)	(19,610)	(20,110)	(20,700)
Governance Net Expenditure	24,370	26,140	25,940	25,670
4 Human Resources				
Third Party Payments	291,800	287,140	296,710	305,910
Total Expenditure	291,800	287,140	296,710	305,910
Income	(187,250)	(183,750)	(187,430)	(193,050)
Total Income	(187,250)	(183,750)	(187,430)	(193,050)
Human Resources Net Expenditure	104,550	103,390	109,280	112,860
5 Customer Services				
Employee Expenses	354,340	355,230	366,540	378,220
Supplies & Services	90,230	90,960	93,020	95,800
Third Party Payments	7,570	21,400	22,040	22,700
Total Expenditure	452,140	467,590	481,600	496,720
Income	(130,700)	(128,260)	(130,820)	(134,740)
Total Income	(130,700)	(128,260)	(130,820)	(134,740)
Customer Services Net Expenditure	321,440	339,330	350,780	361,980

Resources and TransformationAppendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
6 Corporate Services				
Employee Expenses	110,460	114,400	118,130	121,970
Supplies & Services	125,860	150,770	171,960	196,400
Total Expenditure	236,320	265,170	290,090	318,370
Income	(40,610)	(38,490)	(39,260)	(40,440)
Total Income	(40,610)	(38,490)	(39,260)	(40,440)
Corporate Services Net Expenditure	195,710	226,680	250,830	277,930
7 Communications				
Employee Expenses	319,490	310,530	321,100	331,620
Transport Related Expenditure	750	760	780	800
Supplies & Services	36,010	45,470	46,350	47,750
Total Expenditure	356,250	356,760	368,230	380,170
Income	(33,950)	(27,080)	(27,620)	(28,450)
Total Income	(33,950)	(27,080)	(27,620)	(28,450)
Communications Net Expenditure	322,300	329,680	340,610	351,720
8 Policy & Performance				
Employee Expenses	32,660	25,630	26,350	27,100
Supplies & Services	3,620	3,660	3,730	3,840
Total Expenditure	36,280	29,290	30,080	30,940
Policy & Performance Net Expenditure	36,280	29,290	30,080	30,940
9 Audit				
Employee Expenses	267,070	260,100	268,090	278,540
Transport Related Expenditure	60	60	60	60
Supplies & Services	36,020	43,710	44,680	45,980
Total Expenditure	303,150	303,870	312,830	324,580
Income	(133,170)	(132,590)	(135,820)	(139,790)
Total Income	(133,170)	(132,590)	(135,820)	(139,790)
Audit Net Expenditure	169,980	171,280	177,010	184,790
10 Risk				
Employee Expenses	197,910	196,710	202,780	209,020
Transport Related Expenditure	2,050	2,070	2,110	2,170
Supplies & Services	966,590	1,034,910	1,091,920	1,153,160
Total Expenditure	1,166,550	1,233,690	1,296,810	1,364,350
Income	(1,006,190)	(1,041,420)	(1,093,040)	(1,153,930)
Total Income	(1,006,190)	(1,041,420)	(1,093,040)	(1,153,930)
Risk Net Expenditure	160,360	192,270	203,770	210,420

Resources and Transformation

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
11 Customer Serv Mgmt (incl Social Alarms)				
Employee Expenses	36,360	28,530	29,340	30,170
Supplies & Services	10,200	10,510	10,830	11,160
Third Party Payments	14,560	15,140	15,590	16,060
Total Expenditure	61,120	54,180	55,760	57,390
Income	(30,970)	(30,850)	(31,470)	(32,410)
Total Income	(30,970)	(30,850)	(31,470)	(32,410)
Customer Serv Mgmt (incl Social Alarms) Net Expenditure	30,150	23,330	24,290	24,980
12 Taxation				
Employee Expenses	3,530,560	3,131,260	3,242,290	3,351,570
Transport Related Expenditure	10,400	10,500	10,710	11,030
Supplies & Services	593,350	646,980	624,200	628,000
Third Party Payments	15,600	42,790	44,080	45,400
Total Expenditure	4,149,910	3,831,530	3,921,280	4,036,000
Income	(2,852,420)	(2,499,620)	(2,540,780)	(2,593,630)
Total Income	(2,852,420)	(2,499,620)	(2,540,780)	(2,593,630)
Taxation Net Expenditure	1,297,490	1,331,910	1,380,500	1,442,370
13 Finance				
Employee Expenses	1,513,860	1,489,550	1,530,380	1,582,140
Transport Related Expenditure	2,040	2,050	2,090	2,150
Supplies & Services	148,250	216,360	214,360	220,890
Total Expenditure	1,664,150	1,707,960	1,746,830	1,805,180
Income	(1,197,750)	(1,215,030)	(1,241,960)	(1,282,580)
Total Income	(1,197,750)	(1,215,030)	(1,241,960)	(1,282,580)
Finance Net Expenditure	466,400	492,930	504,870	522,600
14 Corporate Management				
Supplies & Services	312,140	353,960	372,200	392,860
Total Expenditure	312,140	353,960	372,200	392,860
Income	(59,670)	(58,720)	(59,730)	(61,520)
Total Income	(59,670)	(58,720)	(59,730)	(61,520)
Corporate Management Net Expenditure	252,470	295,240	312,470	331,340
15 Non Distributed Costs				
Employee Expenses	317,550	320,000	326,660	336,460
Total Expenditure	317,550	320,000	326,660	336,460
Income	(44,170)	(45,050)	(45,950)	(47,330)
Total Income	(44,170)	(45,050)	(45,950)	(47,330)
Non Distributed Costs Net Expenditure	273,380	274,950	280,710	289,130

Resources and Transformation

Appendix 1

	Outturn 2025-2026 £	Budget 2026-2027 £	Budget 2027-2028 £	Budget 2028-2029 £
16 Excluded Items				
Employee Expenses	17,140	(16,300)	(15,230)	(14,130)
Supplies & Services	(49,980)	(100,000)	(100,000)	(100,000)
Total Expenditure	(32,840)	(116,300)	(115,230)	(114,130)
Income	(967,660)	(949,600)	(968,590)	(997,650)
Total Income	(967,660)	(949,600)	(968,590)	(997,650)
Excluded Items Net Expenditure	(1,000,500)	(1,065,900)	(1,083,820)	(1,111,780)
17 Democratic Services				
Employee Expenses	171,080	199,000	206,740	213,250
Supplies & Services	1,060	37,090	1,120	1,160
Total Expenditure	172,140	236,090	207,860	214,410
Democratic Services Net Expenditure	172,140	236,090	207,860	214,410
18 Elections				
Employee Expenses	169,330	213,890	219,920	226,700
Premises Related Expenditure	520	4,590	4,680	4,820
Transport Related Expenditure	150	250	250	260
Supplies & Services	73,090	110,990	113,400	116,820
Total Expenditure	243,090	329,720	338,250	348,600
Income	(1,290)	(1,320)	(1,350)	(1,390)
Total Income	(1,290)	(1,320)	(1,350)	(1,390)
Elections Net Expenditure	241,800	328,400	336,900	347,210
19 Benefit Payments				
Transfer Payments	16,103,490	16,592,590	17,096,370	17,615,260
Total Expenditure	16,103,490	16,592,590	17,096,370	17,615,260
Income	(15,815,430)	(16,289,890)	(16,778,590)	(17,281,940)
Total Income	(15,815,430)	(16,289,890)	(16,778,590)	(17,281,940)
Benefit Payments Net Expenditure	288,060	302,700	317,780	333,320
Resources and Transformation Net Expenditure	4,214,600	4,596,330	4,760,380	4,966,390

Resources and Transformation Portfolio**Variation Statement 2026/2027 to 2028/2029**

	2026/2027 Indicative	Real Terms / Efficiency Variations	2026/2027 Budget	2027/2028 Indicative	Real Terms / Efficiency Variations	2027/2028 Budget	Inflation	Real Terms / Efficiency Variations	2028/2029 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	7,022	- 383	6,639	7,182	- 328	6,854	194	36	7,084
Premises Related Costs	5	- 1	4	5	-	5	-	-	5
Transport Related Costs	19	- 3	16	20	- 4	16	-	-	16
Supplies and Services	2,488	436	2,924	2,569	402	2,971	77	53	3,101
Third Party Payments	1,558	- 8	1,550	1,592	6	1,598	48	-	1,646
Transfer Payments	16,532	60	16,592	16,867	229	17,096	519	-	17,615
Total Expenditure	<u>27,624</u>	<u>101</u>	<u>27,725</u>	<u>28,235</u>	<u>305</u>	<u>28,540</u>	<u>838</u>	<u>89</u>	<u>29,467</u>
Income	- 23,385	256	- 23,129	- 23,881	101	- 23,780	- 692	- 29	- 24,501
Net Expenditure	<u>4,239</u>	<u>357</u>	<u>4,596</u>	<u>4,354</u>	<u>406</u>	<u>4,760</u>	<u>146</u>	<u>60</u>	<u>4,966</u>

Resources and Transformation Portfolio**Proposed Real Terms / Efficiency Variations****2026/27 Change**

	£'000	£'000
Superannuation contribution changes		-256
Reduced HRA recharges reflecting superannuation changes		86
Transfer of post to Regeneration and High Streets portfolio		-56
Staffing variations		27
Housing benefits review of spend		
Expenditure	358	
Income	- 185	173
Rent rebates - review of spend		
Expenditure	-297	
Income	297	-
Shared services		
Expenditure	-49	
Income	91	42
Budget balances		
Staffing	-69	
General reduced spend	-100	
Shared service saving remove	200	31
Insurance premiums		
Expenditure	29	
Income	2	31
Shared service Netcall costs		41
Audit fees		3
Bank charges		11
Legal contract staff		20
Community governance review		36
Technology		
Telephone reduced cost	-32	
Supplies and services	-9	
Cyber security	25	
Device refresh	50	34
Finance additional system costs		
Expenditure	71	
Income	-37	34
Reduced pension recharges		-13
Reduced Archiving budgets		-15
Taxation review of budgets		
Expenditure	39	
Income	-3	36
Valuation of Councils assets		24
Postages		61
minor variations		7
		357

2027/28 Change

	£'000	£'000
<u>Real Term Variations</u>		
Superannuation contribution changes		-200
Reduced HRA recharges reflecting superannuation changes		88
Transfer of post to Regeneration and High Streets portfolio		-57
Staffing variations		28
Housing benefits review of spend		
Expenditure	456	
Income	- 275	181
Rent rebates - review of spend		
Expenditure	-227	
Income	227	-
Shared services		
Expenditure	-36	
Income	79	43
Budget balances		
Staffing	-69	
General reduced spend	-100	
Shared service saving remove	200	31
Insurance premiums		
Expenditure	38	
Income	2	40
Shared service Netcall costs		42
Audit fees		5
Bank charges		21
Legal contract staff		20
Technology		
Telephone reduced cost	-33	
Supplies and services	-8	
Cyber security	25	
Device refresh	50	34
Finance additional system costs		
Expenditure	66	
Income	-35	31
Reduced pension recharges		-13
Reduced Archiving budgets		-16
Taxation review of budgets		
Expenditure	5	
Income	11	16
Valuation of Councils assets		24
Postages		80
minor variations		8
		406

2027/28 to 2028/29 Change

	£'000	£'000
<u>Real Term Variations</u>		
Pay and pension charges		37
Shared services		
Expenditure	-1	
Income	<u>-1</u>	-2
Insurance premiums		
Expenditure	30	
Income	<u>-28</u>	2
Bank charges		9
Postages		19
minor variations		-5
		<u>60</u>

General Fund and Section 106 Capital Budgets 2025-26 to 2028-29

		2025/26	2026/27	2027/28	2028/29	Approved
		Revised				
		£'000	£'000	£'000	£'000	£'000
RESOURCES & TRANSFORMATION						
	Revenues and Benefits Computer Systems	-	40	-	-	-
Total Resources & Transformation		-	40	-	-	-
ENVIRONMENT & CLIMATE CHANGE						
	Wheelie Bin Replacement	77	80	80	80	-
	Food Waste	1,035	-	-	-	-
	Countryside Vehicles	-	128	-	-	-
Total Environment & Climate Change		1,112	208	80	80	-
COMMUNITY WELLBEING						
	Disabled Facilities Grants	1,300	2,306	1,146	1,146	-
	RLC Solar Panels	1	-	-	-	-
	CCLC Solar Panels	145	-	-	-	-
	RLC investment	-	418	-	-	-
	Cannock Park Golf Course	-	400	-	-	-
	CCLC Investment	-	1,488	-	-	-
	CCLC Fit Out	-	403	-	-	-
	RLC Fit Out	-	174	-	-	-
	CCLC Bid Investment	-	413	-	-	102
	RLC Bid Investment	-	349	-	-	52
	Cannock Park Golf Bid Investment	-	18	-	-	-
	Fives Pavillion Bid Investment	-	22	-	-	-
Total Community Wellbeing		1,446	5,991	1,146	1,146	154
PARKS, CULTURE & HERITAGE						
	Additional Cemetery Provision	16	-	-	-	-
	Stile Cop Cemetery Modular build	78	-	-	-	-
	Hednesford Park Improvements (part s106 funding)	-	-	-	-	174
	Stadium Development (Phase 2)	19	-	-	-	-
	Relocation Arthur Street Play Area (s106)	-	-	-	-	3
	Laburnum Avenue MUGA Phase 1	65	-	-	-	-
	Heath Hayes Park/Pitch Refurbishment	183	480	-	-	-
	Cannock East (CIL)	-	-	-	-	122
	Replacement Vehicles Parks and Open Spaces	26	-	-	-	-
	Cannock Park Phase 1	449	-	-	-	-
	Tree System	41	-	-	-	-
	Grounds machinery	113	-	-	-	-
	Streetcleansing Vehicles	-	535	-	-	-
	Grounds Vehicles	-	164	-	-	-
	Parks Vehicles	-	171	-	-	-
	Cemeteries Vehicles	-	32	-	-	-
	Tree Vehicles	-	65	-	-	-
Total Parks, Culture & Heritage		990	1,447	-	-	299

Appendix 2 continued

General Fund and Section 106 Capital Budgets 2025-26 to 2028-29

		2025/26	2026/27	2027/28	2028/29	Approved
		Revised				
		£'000	£'000	£'000	£'000	£'000
REGENERATION & HIGH STREETS						
	Levelling Up Fund	3,600	10,328	-	-	6,615
	UK Shared Prosperity Fund	214	-	-	-	-
	Lets Grow Grants	29	-	-	-	-
	Anglesey Bridge & Rawnsley Woods Bridge	-	-	-	-	42
	Chadsmoor Infant & Nurs Modular build (CIL)	-	-	-	-	127
	Five Ways Primary Modular build (CIL)	160	-	-	-	-
	Etching Hill CE Primary Modular build (CIL)	175	-	-	-	-
	John Bamford Primary Modular build (CIL)	-	-	-	-	173
	Rugeley Train Station Access (CIL)	-	-	-	-	162
Total Regeneration & High Streets		4,178	10,328	-	-	7,119
TOTAL CAPITAL PROGRAMME		7,726	18,014	1,226	1,226	7,572

Other General Fund Earmarked Reserves

	31/03/2026	31/03/2027	31/03/2028	31/03/2029
Revenue	£'000	£'000	£'000	£'000
Building Maintenance Reserve	852	852	852	826
Bond	281	281	281	281
Budget Support	1,020	1,115	1,225	1,375
Contingency	190	190	190	190
Corporate	261	505	346	187
Partner	93	93	93	93
Ring fenced	141	141	141	141
Service Grant	42	42	42	42
Shared Services	666	526	511	497
Other	3,596	3,244	3,277	3,281
Donations	6	6	6	6
Local Government Reorganisation	200	200	200	200
Town Council	100	100	100	100
Grants	2,171	2,072	1,984	1,801
Trading	367	367	367	329
Section 106	2,045	1,994	1,969	1,937
Sub Total	12,031	11,728	11,584	11,286
Capital				
Capital	786	786	735	735
CIL	1,994	1,514	1,514	930
RCCO	5,876	1,096	1,096	942
Earmarked	1,226	1,242	1,257	1,273
Sub Total	9,882	4,638	4,602	3,880
Grand Total	21,913	16,366	16,186	15,166

Band Equivalents

Parish	Tax Base Post LCTS 2026-27
Brereton and Ravenhill	1,950.71
Bridgtown	628.75
Brindley Heath	252.73
Cannock Wood	394.84
Heath Hayes and Wimblebury	3,970.98
Hednesford	5,909.58
Norton Canes	2,663.37
Rugeley	5,257.37
Unparished	8,832.93
Subtotal	29,861.26
MOD Class O	1.70
Total	29,862.96

Report of the Chief Finance Officer on the Robustness of the Budget Estimates and the Adequacy of the Council's Reserves

Introduction

Section 25 of the Local Government Act 2003 places a duty on the Chief Financial Officer (or Section 151 Officer, the Head of Finance) to make a report to the Council on the robustness of budget estimates and the adequacy of the Council's reserves. The Council must have regard to this report when making its decisions about budgets and council tax for the forthcoming year. This is because the Council is setting the council tax before the commencement of the year and cannot increase it during the year. An understanding of the risks of increased expenditure during the year in terms of likelihood and impact is therefore important.

Robustness of Budget Estimates

The Council's budget estimates for 2026-27, including the forecast outturn for 2025-26, have been prepared by appropriately qualified and experienced staff in consultation with Leadership Team. Budgets have been discussed and fully managed by the Leadership Team.

The budget for 2026-27 has been constructed based upon the maintenance of existing level of service, adjusted for known changes in 2025-26. It is considered to accurately reflect likely expenditure in 2026-27, being based on historic information, experience of expenditure in previous years and latest projections where appropriate.

The indicative budgets for 2027-28 and 2028-29 are similarly based upon the best information available at this moment in time.

The full risk assessment of the Council's Budget 2026-27 has been carried out and is included in **APPENDIX 6**.

The impact of the National Living Wage has been incorporated into the budget. Allowance has also been made for staff incremental progression. Sufficient provision has been built in for current employer pension contributions, in line with the 2026 actuarial valuation.

Inflation on contractor costs has been allowed based on the projected retail/ consumer prices index increases and on energy budgets based on anticipated tariffs as well as specific reviews of particularly high value contracts such as the Waste contract. Any differential inflationary uplift as required by contracts has been reflected.

Some fees and charges are budgeted to increase in 2026. Given the demand-led nature of some of the more significant income budgets such as development control and land charges, prudent but realistic assumptions have been made about estimated income. Major sources of income will continue to be closely monitored throughout the year with a view to protecting overall income to the Council as far as possible.

Investment income of £1.579m has been included within 2026-27 budgets. This has been based on current projections of bank rate and cash balances. Prudent assumptions about cash flow have been made and the advice of the Council's treasury management consultants has been taken into account in determining the average rate of return.

No specific contingency budget is provided in 2026-27 as it is considered that the Council's overall revenue balances are sufficient to act as an overall contingency (see below). However, robust budget monitoring arrangements, including Business Rates monitoring, are in place and will continue throughout the year.

Significant expenditure and income budgets will be monitored closely during the year. Any projected variances will be addressed in a timely manner.

The Council has a Risk Management Strategy and has identified its key strategic risks. Significant financial risks will be managed appropriately. In addition, some financial risks will be mitigated by the Council's insurance arrangements.

I can therefore confirm that the budget estimates as presented are robust.

Adequacy of the Council's Reserves

The Chartered Institute of Public Finance and Accountancy (CIPFA) has issued guidance on local authority reserves and balances. It sets out three main purposes for which reserves are held:

- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.
- A contingency to cushion the impact of unexpected events or emergencies.
- A means of building up funds to meet known or predicted liabilities, known as earmarked reserves.

The Council is projected to hold total General Fund reserves of £16.366m at 31 March 2027, £16.186m at 31 March 2028 and 15.166m at 31 March 2029. This includes S106 amounts of £1.994m at 31 March 2027, £1.969m at 31 March 2028 and £1.937m at 31 March 2029.

The Council also has a planned four-year capital programme which is financially sustainable based on current capital resources and a prudent assessment of future capital resources. The financial strategy includes the use of unallocated reserves to supplement capital resources and mitigate any borrowing requirement; nevertheless, Prudential Borrowing to finance the Council's capital programme will be used where there is a robust business case.

The Council has set a policy of a minimum level of general reserves of £1 million. The Budget for 2026-27 has been constructed on the basis that there will be a level of general reserves in excess of £1 million.

I can therefore confirm that the Council's reserves are adequate.

Chris Forrester Deputy Chief Executive (Resources) and S151 Officer

Working Balance - Financial Risks Facing the Authority

Risk	Level of risk	Explanation of risk / justification for cover
Inflation	Medium	Inflation has been included in the Financial Plan in accordance with Government policy.
Investment interest	Medium	The amount earned depends on the prevailing interest rates and the level of cash balances held. Prudent assumptions have been made.
Major income sources:		
Planning fees	Medium	Dependent on economic conditions.
Land charges fees	Low	Dependent on the housing market / basis of determining recoverable expenses/ proposed transfer to Land Registry.
Car parking	Medium	Certain amount of volatility based on demand.
Licensing services	Low	Licensing income dependent on renewals.
Bereavement services	Low	Some risk as it is a source of income.
• Spending pressures:		
Waste and recycling	Medium	There is uncertainty with regards to waste and recycling moving forwards. The introduction of food waste collection has a significant potential impact on council budgets which is unclear at present.
Levelling Up	High	The LUF scheme represents a major investment over a number of years with substantial Council contributions. It therefore represents a major financial risk.
• Funding Sources:		
Volatility in Business Rates	High	<p>The Council will be exposed to volatility or reduction in its business rates due to the failure or temporary closure of a key businesses and successful backdated appeals against Rateable Values.</p> <p>Greater control of Business Rates gives councils greater freedoms and removes dependency on central funding, but it passes on a greater risk to core funding if Business Rates income falls.</p>

Risk	Level of risk	Explanation of risk / justification for cover
<ul style="list-style-type: none"> Local Government Reorganisation: 		
Recruitment	High	<p>The plans by central government to effectively end the current local government structures and replace them with new much larger councils will have major impacts on the sector.</p> <p>The council was already experiencing difficulties with recruitment and retention but this move will create even more difficulty in the sector as people are less likely to be willing to join organisations which are planned to be wound up.</p> <p>This is in turn likely to result in higher use of consultants/agency staff to fill vacancies and increase costs.</p> <p>It may also harm the retention of staff as they look to move to roles with greater long term certainty in other organisations or sectors.</p>
Enacting the changes	High	The move to new local government structures will require large amounts of investment, both staffing time and financial investment.

Approved Heads of Service budget requests

Authority Area	Request for	Justification	Total Amount requested	26/27	27/28	28/29	29/30
			£000	£000	£000	£000	£000
Housing	Housing strategy		30.00	30.00			
Community Safety	ASB post	Duty to perform function but no capacity grade F	129.00	43.00	43.00	43.00	
Strategic housing	2 Housing options officers		279.00	93.00	93.00	93.00	
Strategic housing	2 Tenancy sustainment officers	Currently funded by grant	279.00	93.00	93.00	93.00	
Strategic housing	Strategic delivery temporary accommodation		50.00	50.00			
Community Safety	Cost of domestic homicide reviews		22.50	7.50	7.50	7.50	
Leisure	Agency support capital projects	agency support 31 weeks at £2,875 per week	89.00	89.00			
Culture	Museum outreach		135.00	45.00	45.00	45.00	

Authority Area	Request for	Justification	Total Amount requested	26/27	27/28	28/29	29/30
			£000	£000	£000	£000	£000
Economic Dev	Agency programme manager to complete returns post UKSPF ending	UKSPF grant cannot be spent past 31/03/26 but final returns are not capable of being completed until early May 2026	5.40	5.40			
Economic Dev	Ukreiff	Attendance already indicated for UKREiiF 2026 event.	18.00	6.00	6.00	6.00	
Planning	Retain Terraquest for Validation support	External support to validate planning applications. Potential headroom in budget to accommodate some of this - TBC	24.00	24.00			
Planning	Principal Planner (Agency)	To service PPA and pre-apps. Anticipate that this would be funded from additional income secured through PPA Agreements and income from large scale major applications. Currently servicing 3 PPA's with 2 more in the pipeline. Outline applications will be followed by reserved matters applications requiring continued support.	122.00	122.00			
Planning	Planning Enforcement	Contingency in case vacant post cannot be recruited to.	55.00	55.00			

Authority Area	Request for	Justification	Total Amount requested	26/27	27/28	28/29	29/30
			£000	£000	£000	£000	£000
Planning	Direct Action	To deal with problem enforcement cases where legal action has not secured the required improvement. Funding would allow the Council to pursue action through Section 215 of the T&CP Act and commission contractors to secure improvement and potentially recover costs through a land charge.	25.00	25.00			
Planning Policy	Local Plan		555.19	-	193.86	216.33	145.00
Legal	Contracts locum agency	Increase in contract volumes reduced waiting times	60.00	20.00	20.00	20.00	
Democratic	community governance review - Chadsmoor		36.00	36.00			
Technology	Cyber security		75.00	25.00	25.00	25.00	
Technology	Device refresh		150.00	50.00	50.00	50.00	

Authority Area	Request for	Justification	Total Amount requested	26/27	27/28	28/29	29/30
			£000	£000	£000	£000	£000
Tree maintenance	Additional post safety inspection works		60.00	60.00			
Cemetery	Drainage Cannock Chase		70.00	70.00			
Bus shelters	Bus Shelter maintenance	councillors raising issues with regard to state of Bus Shelters	30.00	10.00	10.00	10.00	
Corporate Assets	Essential Planned Works for Corporate Buildings	Building Condition Surveys - works identified to be prioritised.	60.00	20.00	20.00	20.00	
Corporate Assets	Insurance valuations	Required for Insurance Purposes	30.00	10.00	10.00	10.00	
Building Control	Principal & Senior BCS posts	cover staff vacancies and backlog	120.00	120.00			
Building Control	Software Improvement	Increased efficiency and remote working integration	49.00	20.00	15.00	14.00	
Streetscene	Vehicles		870.00	870.00			
Natural environment	Vehicles		225.00	225.00			
			3,653.09	2,223.90	631.36	652.83	145.00

Housing Revenue Account Budgets 2025/26 to 2028/29

Committee:	Cabinet
Date of Meeting:	29 January 2026
Joint Report of:	Deputy Chief Executive-Resources (S151) Head of Housing & Corporate Assets
Portfolio:	Housing and Corporate Assets

1 Purpose of Report

- 1.1 To review the 2025-26 Housing Revenue Account (HRA) Budget.
- 1.2 To propose an HRA Budget for 2026-27 and Indicative Budgets for 2027-28 and 2028-29.
- 1.3 To determine the proposed three-year Housing Revenue Account Budget for consideration by Council on 11 February 2026.

2 Recommendations

- 2.1 That the revised position with regard to estimated income and expenditure for the 2025-26 HRA and budgets for the period 2026-27 to 2028-29 as summarised in **APPENDIX 1** be noted.
- 2.2 That Council on 11 February 2026 be recommended to:-
 - (i) Determine a minimum level of working balances of £2.620 million for 31 March 2027 and indicative working balances of £2.802 million and £3.015 million for 31 March 2028 and 2029 respectively.
 - (ii) Approve the HRA Revenue Budgets for 2026-27, 2027-28 and 2028-29 (and note the forecast outturn for 2025-26) as summarised in **APPENDIX 1** of the report.

Reasons for Recommendations

- 2.3 Cabinet is required to propose a budget in relation to the HRA for submission to Council on the 11 February 2026.

3 Key Issues

- 3.1 This report considers the proposed three-year HRA budgets for 2026-27 to 2028-29.
- 3.2 Projected levels of income and expenditure for 2026-29 are summarised in Table 1 below:

Table 1: HRA Summary Budget 2026-27 to 2028-29

	2026/27	2027/28	2028/29
	£000's	£000's	£000's
Income	- 25,647	-26,571	-27,252
Expenditure	22,080	22,365	22,964
Revenue Contribution to Capital Outlay	3,523	4,024	4,075
Working Balances Change	- 44	- 182	- 213

- 3.3 A separate report will be included on the 29 January Cabinet agenda in relation to the rent increase for 2026-27, with the budget assuming a rent increase of 4.8% in line with September 2025 CPI 3.8% plus 1% (4.8%).
- 3.4 When reviewing the HRA Revenue position, consideration needs to be given to the HRA Capital Programme and the level of Working Balances, including the Revenue Contribution to Capital Outlay (RCCO) and Depreciation Charge. Any change in the latter being compensated by an increase or decrease in RCCO. In accordance with the Approved Historic Business Plan, the RCCO also represents the net surplus on the Revenue Account after determining the level of Working Balances. The RCCO does not include the impact of the item 8 credit determination, as this would cause a feedback loop between the General Fund and the HRA which would not be possible to close.
- 3.5 In view of the risks associated with the management of the HRA under self-financing, minimum working balances of 10% of net operating expenditure have been assumed throughout the three-year budget period.

4 Relationship to Corporate Priorities

- 4.1 The proposed HRA budgets will contribute to the delivery of new social housing and the maintenance of housing standards, as reflected in the Council's Corporate Plan.

5 Report Detail

- 5.1 At present the HRA is delivering its improvement plan. This is intended to improve service delivery and address issues which were raised by the external auditors.
- 5.2 The proposed revenue budgets are therefore in accordance with the prevailing HRA Business Plan but reflect the ongoing effects of the anticipated outturn in respect of 2025-26 (which is reviewed as part of this report) and other changes in income and expenditure which are projected as a result of the detailed budget formulation work.

The Housing Revenue Account Budget 2026-27

- 5.3 A review of the 2026-27 Budget is included in **APPENDIX 1**.
- 5.4 The key overarching assumptions on which the revenue budgets are based are set out in Table 2 below:

Table 2: Key assumptions

	2026/27	2027/28	2028/29
Pay award	3%	3%	3%
Dwelling rent increase	4.8%	3.7%	3%
Anticipated RTBs	19	19	18

- 5.5 The forecast reflects the latest stock numbers and average rents for both social and affordable properties with changes made to Dwellings Rent, Garage Rents and Repairs Budgets.
- 5.6 The forecast figures include the settlement of the 2025-26 pay award which has been settled at 3.2%.
- 5.7 Estimated expenditure for 2026-27 is now forecast to be £25.603 million (including RCCO contribution) and Income £25.647 million with a forecast transfer to working balances of £0.44 million.

Housing Revenue Account Budgets 2026-27 to 2028-29

- 5.8 The budgets reflect a continuation of current policies and the maintenance of existing service provision throughout the budget period. The historic approved 30 year HRA Business Plan has therefore been used as the basis for preparing the HRA budgets for the period 2026-27 to 2028-29 which are attached as **APPENDIX 1**.
- 5.9 Expenditure budgets reflect anticipated pay awards for 2026-27 to 2028-29.
- 5.10 The budget has been refreshed to reflect the latest stock numbers with changes made to Dwellings Rent, Garage Rents and Repairs Budgets.
- 5.11 Capital Financing Charges have been amended to reflect the revised Depreciation requirement. However, this has no change in relation to the overall level of resources with a compensating adjustment made to the Revenue Contribution to Capital Outlay.

- 5.12 Major changes in the budgets are set out in Table 3 below for the period 2026/27 to 2028/29:

Table 3: Major changes in budgets

	2025/26	2026/27	2027/28
	£000	£000	£000
Opening working balance transfer (Feb report)	-262	-301	-324
Pay changes	-77	122	169
Reduced Superannuation charges	0	-165	-168
Recharge General Fund to HRA	0	-112	-114
Recharge HRA to General Fund	-13	-13	-14
HRA Shop repairs	50	50	0
Disrepair settlements	81	30	30
Damp and Mould Tenancy support	30	20	20
Consultant support	95	0	0
Stock condition survey	110	0	0
Dwelling rents (reflecting increased inflation and sales)	34	-335	-486
Repairs sub contractors	300	0	0
Repairs backlog funding	600	150	0
Revenue Contribution to Capital Outlay (RCCO)	41	1383	1622
Technical financing changes	-760	-759	-767
Other	-134	-114	-150
Closing working balance in year transfer	95	-44	-182

- 5.13 The proposed budget for 2028/29 is a continuation of the 2027/28 budget with the key changes in relation to:

- Inflation
- Pay changes
- Dwelling rents
- RCCO
- Technical financing changes

- 5.14 Proposed Housing Revenue Account Budgets for the period 2026-27 to 2028-29 are attached in **APPENDIX 1**.

Effect on Working Balances

- 5.15 The effect of the proposed budgets on the estimated level of working balances is shown as part of **APPENDIX 1**. As previously stated, a minimum working balance of 10% of net operating expenditure has been assumed throughout the three-year budget period excluding the item 8 credit.

6 Implications

6.1 Financial

The financial implications have been referred to throughout the report.

6.2 Legal

None

6.3 Human Resources

None.

6.4 Risk Management

The risks relate to income as well as expenditure and any change in Government policy will impact upon the balances available to support the Capital Programme.

A number of actions are undertaken to mitigate risks associated with the management of the HRA which include:-

- (i) The adoption of a prudent approach to budgeting, particularly rent income
- (ii) The maintenance of an adequate level of working balances, comprising a minimum of 10% of net operating expenditure.
- (iii) The adoption of a realistic approach in assessing staff turnover in determining employee budgets.
- (iv) Housing Revenue Account Business Plan projections together with associated sensitivity analysis.
- (v) Firm budgetary control through regular monitoring of actual and forecast income and expenditure.
- (vi) The implementation of an annual Internal Audit Plan and scrutiny from the External Auditor.

The implementation of an annual Internal Audit Plan and scrutiny from the External Auditor. A risk register for HRA is attached at **APPENDIX 2**.

6.5 Equalities and Diversity

None.

6.6 Health

None

6.7 Climate Change

None

7 Appendices

Appendix 1: HRA Budgets 2025-26 to 2028-29

Appendix 2: HRA working balance risk register

8 Previous Consideration

None

9 Background Papers

None

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Telephone Number: 01543 464 334 / 464 210

Report Track: Cabinet: 29/01/2026
Responsible Council Scrutiny Committee: 28/01/2026
Council: 11/02/2026

Key Decision: No

HRA Budgets 2025-26 to 2028-29

	Original Budget 2025-26	Revised Budget 2025-26	Variance 2025-26	Budget 2026-27	Budget 2027-28	Budget 2028-29
Income	£	£	£	£	£	£
Dwelling Rent	(23,956,000)	(23,922,000)	34,000	(25,034,000)	(25,951,000)	(26,626,000)
Non Dwelling Rent	(376,000)	(379,000)	(3,000)	(393,000)	(400,000)	(405,000)
Interest	(311,040)	(257,000)	54,040	(155,000)	(153,340)	(153,040)
Other	(12,610)	(12,610)	-	(12,730)	(12,990)	(13,380)
General Fund Contribution	(37,690)	(50,200)	(12,510)	(51,710)	(53,260)	(54,860)
Total Income	(24,693,340)	(24,620,810)	72,530	(25,646,440)	(26,570,590)	(27,252,280)
Expenditure						
Repairs and Maintenance	7,887,850	9,008,840	1,120,990	7,892,880	7,886,470	8,122,490
Provision for bad debts	100,000	100,000	-	100,000	100,000	100,000
Supervision and Management						
General	5,305,110	5,282,230	(22,880)	5,436,700	5,547,320	5,713,000
Special	1,222,970	1,182,280	(40,690)	1,026,540	1,047,960	1,082,620
Total Management	6,528,080	6,464,510	(63,570)	6,463,240	6,595,280	6,795,620
Capital Financing	8,433,030	7,619,370	(813,660)	7,623,180	7,783,290	7,946,040
RCCO	1,482,670	1,523,170	40,500	3,523,480	4,023,640	4,075,170
Total Expenditure	24,431,630	24,745,890	284,260	25,602,780	26,388,680	27,039,320
Working Balance transfer	261,710	(95,080)	(356,790)	43,660	181,910	212,960
Working Balance						
B/fwd	(2,786,230)	(2,671,350)	114,880	(2,576,270)	(2,619,930)	(2,801,840)
In year	(261,710)	95,080	386,790	(43,660)	(181,910)	(212,960)
C/fwd	(3,047,940)	(2,576,270)	471,670	(2,619,930)	(2,801,840)	(3,014,800)
Minimum excluding interest	3,047,940	2,576,270		2,619,930	2,801,840	3,014,800

Working Balance - Financial Risks facing the HRA

Risk	Level of risk	Explanation of risk
• Inflation	Medium	Inflation has been included in the Financial Plan in accordance with Government policy.
• Interest income	Medium	The amount earned depends on the prevailing interest rates and the level of cash balances held. Prudent assumptions have been made.
• Failure to deliver improvement plan	Medium	This is a challenging programme to deliver whilst maintaining service delivery.
Major income sources:		
• Rents	Medium	Dependent on successful collection of rents and keeping void levels/turnaround times of changes in tenants low.
• Non dwelling rents	Low	Dependent on maintaining low vacancy rate of garages and shop units as well as maintaining the standard of the assets.
• 1-4-1 receipts	Medium	The sale of council houses results in the council receiving a portion of the sale proceeds to invest in future additions to the stock held.
• Spending pressures:		
• Investment in HRA	High	The HRA has had a number of issues identified around systems, processes and governance which require significant investment to understand and then correct.
• Stock condition survey	Medium	The HRA does not have a complete stock condition survey at present. A significant proportion of the properties have been surveyed with the remainder intended to be surveyed (3050 out of 4500 (69%)) surveyed. The outcome of the survey may also require investment in the stock should any issues be found with the stock.
• 1-4-1 receipts	Medium	Whilst this is an income stream (above) the requirements around these receipts are that only a proportion of any new stock added to the HRA can be funded from them. The balance must be met from the HRA's own resources. Should the monies not be spent by the deadline set out in the guidance then the receipts become repayable in full with a penalty interest amount as well.

Housing Revenue Account Capital Programmes 2025/26 to 2028/29

Committee:	Cabinet
Date of Meeting:	29 January 2026
Joint Report of:	Deputy Chief Executive-Resources & S151 Officer Head of Housing and Corporate Assets
Portfolio:	Housing and Corporate Assets

1 Purpose of Report

- 1.1 To review the 2025-26 HRA Capital Programme.
- 1.2 To refresh the Housing Revenue Account Capital Programme budgets for the period 2026-27 to 2028-29.
- 1.3 To present an updated four-year Housing Revenue Account Capital Programme for consideration by Council on 11 February 2026.

2 Recommendations

- 2.1 That the estimated availability of Housing Revenue Account capital resources for the period 2025-26 to 2028-29 (as set out in Appendix 1) be noted.
- 2.2 That Council on 11 February 2026 is recommended to approve the Housing Revenue Account Capital Programme for the period 2025-26 to 2028-29 (as set out in Appendix 2).

Reasons for Recommendations

- 2.3 Cabinet is required to propose a budget in relation to the HRA for submission to Council on the 11 February 2026.

3 Key Issues

- 3.1 This report considers the refreshed HRA Capital Programme for the period 2026-27 to 2028-29, together with the forecast outturn for 2025-26, compiled within the financial framework provided by the Approved Historic HRA Business Plan.
- 3.2 Details of the estimated availability of HRA capital resources during the four-year period are set out in Appendix 1, whilst the HRA Capital Programme is set out in Appendix 2.

4 Relationship to Corporate Priorities

- 4.1 The proposed HRA budgets will contribute to the delivery of new social housing, the maintenance of housing standards, as reflected in the Council's Corporate Plan.

5 Report Detail

- 5.1 The current capital programme is based upon the previously approved 30-year Business Plan, with a new 30-year Business Plan being developed.
- 5.2 The current Capital Programme therefore reflects the existing 30-year Business Plan requirements pending an evaluation of the outcome of the Stock Condition Survey and recommendations for the potential to improve aspects of the 4 Sheltered Housing Schemes.

HRA Capital Programme 2025-26 to 2028-29

- 5.3 A proposed HRA Capital Programme for 2026-27 to 2028-29, together with the forecast outturn for 2025-26 is set out in Appendix 2.

Estimated Availability of HRA Capital Resources

- 5.4 Details of the estimated availability of HRA capital resources for the period 2025-26 to 2028-29 are set out in Appendix 1. These are in accordance with the assumptions in the Business Plan with subsequent adjustments to reflect:
 - (i) The anticipated outturn in respect of the 2025-26 HRA Capital Programme;
 - (ii) Amendments to the net revenue contribution to capital outlay following the detailed budget formulation work in respect of the Housing Revenue Account.
- 5.5 Unallocated resources at the end of capital programme amount to £0.377 million. These funds will be utilised to invest in the stock as appropriate.

6 Implications

6.1 Financial

The financial implications have been referred to throughout the report.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Risk Management

There are a number of potential risks associated with the management of the HRA Capital Programme. These are mitigated as far as possible by monitoring of budgets and identification of variations to budget so they can be addressed.

6.5 Equalities and Diversity

None

6.6 Health

None.

6.7 Climate Change

None

7 Appendices

Appendix 1: Estimated Housing Revenue Capital Resources 2025-26 to 2028-29

Appendix 2: Housing Revenue Account Capital Programme 2025-26 to 2028-29

8 Previous Consideration

None.

9 Background Papers

None.

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Report Track: Cabinet: 29/01/26

Responsible Council Scrutiny Committee: 28/01/2026

Council: 11/02/26

Key Decision: No

Appendix 1

**Estimated Availability of Housing Revenue Account Capital Resources
2025-26 to 2028-29**

	2025-26	2026-27	2027-28	2028-29	Unallocated
Resource	£000	£000	£000	£000	£000
Brought forward	23,921	20,698	12,713	8,905	5,052
Borrowing	0	0	0	0	
Right to Buy receipts	420	285	285	270	
WMCA Grant	818	0	0	0	0
Other capital receipts	11	0	0	0	
Revenue Contributions to Capital	1,523	3,523	4,024	4,075	
Major Repairs Allowance	4,504	4,607	4,767	4,930	
1 for 1 receipts	881	598	598	566	
Reserves	17				
Affordable housing receipts	642	436	436	413	
Total new resources	8,816	9,449	10,110	10,254	0
Total Capital resources (b/f + new)	32,737	30,147	22,823	19,159	5,052
Proposed capital expenditure	-12,039	-17,434	-13,918	-14,107	-4,675
Carried forward	20,698	12,713	8,905	5,052	377

Housing Revenue Account Capital Programme 2025-26 to 2028-29

	2025-26	2026-27	2027-28	2028-29	Unallocated
Description	£000	£000	£000	£000	£000
Demolition of Garages	-	80	-	-	-
Disabled Facilities Works	1,362	832	879	904	-
Right to Compensation	10	25	25	25	-
Replacement of Kitchens	2,512	3,440	3,204	3,206	-
Replacement of Bathrooms	1,543	4,123	2,108	2,109	-
Replacement of Central Heating	1,001	1,294	1,424	1,498	-
External and Envelope Works	51	3,090	4,134	4,136	-
Replacement of Social Alarms	85	-	-	-	-
Upgrading of Electrical Systems	830	1,399	1,395	1,475	-
Electrical Inspection Condition Reports	166	114	119	124	-
Hardstandings	-	500	500	500	-
Replacement of Housing Service Vehicles	469	-	-	-	-
Contingency for unforeseen works	-	127	130	130	-
Sheltered Scheme Works	15	-	-	-	-
Replacement of Fire Alarms	-	217	-	-	-
Aelfgar Site	2,359	2,000	-	-	-
Investment fund (£12m)	-	-	-	-	3,778
Unallocated 1-4-1- receipts	-	-	-	-	897
Sheltered Scheme Door Entry	-	40	-	-	-
Social Alarms hardwiring systems IL	-	153	-	-	-
Decarbonisation Project	1,636	-	-	-	-
Totals	12,039	17,434	13,918	14,107	4,675