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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 18TH NOVEMBER 2026, AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

SUPPLEMENTARY PAPERS 1

The attached papers were specified as "to follow" on the Agenda previously distributed relating to the above mentioned meeting.

10. **Quarter 2 Financial Monitoring Report 2026/27** (Pages 3 - 22)

11. **Medium Term Financial Plan Stage 1 2027/28 (Including Fees and Charges) - Prior to Consultation** (Pages 23 - 90)

13. **Update on Actions taken to meet the Planning Advisory Service Recommendations** (Pages 91 - 126)

J. Leach
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

16th November 2026

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BROMSGROVE DISTRICT COUNCIL

Cabinet **18th November 2026**

2026/27 Quarter 2 Financial Monitoring report

Relevant Portfolio Holder		Councillor Simon Nock
Portfolio Holder Consulted		Yes
Relevant Assistant Director		Debra Goodall
Report Authors	Director of Finance and s151 Officer james.walton@bromsgroveandredditch.gov.uk	
Wards Affected		All Wards
Ward Councillor(s) consulted		No
Relevant Strategic Purpose(s)		All
Key Decision		
If you have any questions about this report, please contact the report author in advance of the meeting.		

1. SUMMARY

1.1. The purpose of this report is to set out the Council's Revenue and Capital quarterly position for July – September of the financial year 2026-27. The quarterly financial monitoring report is a management report that informs members of the current financial forecasts for the year ending 31 March 2027.

2. RECOMMENDATIONS

Cabinet is asked to RESOLVE that:

2.1. The full year forecast revenue position for 2026/27 is an underspend of £0.093m which will be transferred to the General Fund Balance at year end if the position remains as an underspend.

2.2. The 2026/27 actual capital position at Q2 is £6.061m spend against a total approved programme of £11.377m.

2.3. The Ward Budget allocation for 2026/27 of £171,000 had approved allocations at £31,618 as at 30 September 2026.

2.4. The General Fund Opening Balance of £11.676m adjusted in year to £11.657m as a result of the underspend and transfer to reserves.

2.5. The balance of Earmarked Reserves projected to year end, as at 30 September 2026 is £10.216m.

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3. KEY ISSUES

Financial Implications

3.1 This report sets out the financial forecast revenue and capital performance of the Council for 2026/27 against budget.

3.2 The £15.887m full year revenue budget included in the table below is the budget approved by Council in February 2026 and remains the basis against which in-year financial performance is monitored. In parallel, the Financial Resilience Programme and development of the 2027/28 Medium Term Financial Plan are reviewing and validating the underlying budget baseline. Any changes requiring formal approval will be reported to Cabinet or Council as appropriate.

Revenue Position

3.3 The 2026/27 revenue forecast position as at 30 September shows a projected underspend of £0.093m by year end, as shown in Table 2 below. This estimated position suggests an improvement to the outturn for 2026/27 compared to initial projections at Quarter 1.

3.4 A salary capitalisation exercise (Table 1 below) has been completed to identify staffing costs that should be correctly charged to the capital programme. Based on an estimate of potential capitalisation, which has been built into projected spend as part of the quarterly monitoring, the Council will recharge a proportion of time spent (salary) against the capital projects undertaken during the year (reducing revenue spend and increasing charges to the capital programme). The treatment of salary capitalisation will continue to be reviewed alongside the wider Capital Programme Review to ensure that costs are appropriately attributed between revenue and capital and reflected consistently in the Council's financial baseline. Any consequential amendments to the 2026/27 monitoring position will be reported at Quarter 3. In Quarter 2, the following amounts will be capitalised:

Table 1 – Staff Capitalisation

BDC services	Q2 total
Business Transformation and Organisational Development	47,524.18
Community and Housing GF Services	25,162.43
Corporate Services	4,924.48
Environmental Services	99,757.28
Legal, Democratic and Election Services	33,904.18
Regeneration & Property Services	166,890.58
Grand Total	**378,163.10**

3.5 The subsequent Q2 forecast position is as per Table 2 below:

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Table 2 Overall 2026/27 Revenue forecast Position

Service Description	2026-27 Approved Budget	YTD to P6 Spend	YTD to P6 Variance	2026-27 Forecast Spend	Full Year Forecast Variance	Q1 Forecast	Q1 forecast variance	Change in variance
Bus Trans and Organisational Dev	2,249,553	1,041,349	(83,428)	2,182,482	(67,071)	2,070,850	(178,703)	111,632
Community and Housing GF Services	1,703,087	1,046,412	194,868	1,710,171	7,084	1,718,978	15,891	(8,807)
Corporate Services	785,852	319,798	(73,128)	861,953	76,102	838,872	53,020	23,082
Environmental Services	3,834,596	2,118,298	201,000	3,834,596	0	3,834,596	(0)	0
Financial and Customer Services	2,974,623	1,887,312	400,000	3,374,623	400,000	3,424,623	450,000	(50,000)
Legal, Democratic and Elections Services	1,237,839	504,518	(114,401)	1,177,763	(60,076)	1,211,376	(26,463)	(33,613)
Planning and Leisure Services	1,311,519	335,597	(320,162)	950,880	(360,640)	1,231,394	(80,125)	(280,514)
Regeneration & Property	1,110,444	377,259	(177,963)	967,403	(143,041)	897,335	(213,109)	70,068
Regulatory Client - Commissioning Role	679,646	380,823	41,000	734,646	55,000	679,646	0	55,000
Grand Total	**15,887,159**	**8,011,366**	**67,786**	**15,794,517**	**(92,642)**	**15,907,670**	**20,511**	**(113,153)**
Service Description	**2026-27 Approved Budget**	**YTD to P6 Spend**	**YTD to P6 Variance**	**2026-27 Forecast Spend**	**Full Year Forecast Variance**	**Q1 Forecast**	**Q1 forecast variance**	**Change in variance**
Corporate Financing	(15,887,159)	(7,943,580)	0	(15,887,159)	0	(15,887,159)	0	0
Grand Total	(15,887,159)	(7,943,580)	0	(15,887,159)	0	**(15,887,159)**	**0**	**0**
TOTALS	**0**	**67,786**	**67,786**	**(92,642)**	**(92,642)**	**20,511**	**20,511**	**(113,153)**

3.6 The overall variance of £0.093m is the net result of a series of under and overspending projections against several service areas. While suggesting an improvement from the £0.021m overspend projected at Quarter 1, this represents a change of only £0.113m against a budget of £15.887m, and a variance of only 0.59%. The Financial Resilience Programme will continue to test the robustness of service forecasts, recurring budget pressures, income assumptions and the treatment of risk. Addressing these could strengthen the Council's financial foundations while worsening the reported bottom line.

Alongside the in-year monitoring position set out in this report, the Medium Term Financial Plan being considered by Cabinet at the same meeting includes a more fundamental review and reconstruction of the Council's 2026/27 financial baseline. That work currently indicates an underlying surplus of £1.287m for 2026/27. This does not replace the Quarter 2 forecast position reported above, which continues to reflect the Council's forecast performance against the approved 2026/27 service budgets. In particular, Corporate Financing is currently reported at nil variance in Table 2 but has not yet been subject to the same detailed review of underlying assumptions now being undertaken through the Financial Resilience Programme. Further work in this area may identify adjustments that help reconcile the difference between the £0.093m Quarter 2 forecast underspend and the £1.287m position emerging from the MTFP rebuild. Equally, that review may identify additional pressures or corrections that reduce the £1.287m surplus currently assumed in the MTFP. The two positions will therefore be reconciled as the review progresses, with any implications for the current year reflected through Quarter 3 monitoring and the MTFP updated accordingly.

The following paragraphs set out the year end variances for each service area against the 2026/27 revenue budget:

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Business Transformation & Organisational Development – 2026/27 forecast position £0.067m underspend

Supplementary Table 3.6a

Key Variances	Variance (£'000)	Explanation
Capitalisation (Recharge for Q2 shown in Table 1)	-95	Staffing charged to the capital programme as part of £0.756m adjustment at year end.
HR	5	Allocations for apprenticeship levy
Proposed Efficiency Saving	13	Small efficiency measure will not be met in year.
Income	28	Street naming and numbering income is dependent upon timing and progression of developments. Forecast income is currently projected to be underachieved based on the first six months.
ICT	-18	A small underspend derived from switchboard costs that were lower than anticipated.
2026/27 forecast Position	**-67**	Small overspend offset by anticipated recharges to Capital

Community and Housing Services – 2026/27 forecast position £0.007m overspend

Supplementary Table 3.6b

Key Variances	Variance (£'000)	Explanation
Capitalisation (Recharge for Q2 shown in Table 1)	-50	Staffing charged to the capital programme as part of £0.756m adjustment at year end.
Homelessness	90	The costs associated with the Housing Agency agreement for supply of statutory services in relation to housing advice, homelessness and temporary accommodation exceed the available budget. This was flagged in Quarter 1 and is offset by underspends elsewhere where possible. A growth bid for 2027/28 will be reviewed as part of the MTFP.
Housing Enabling	-17	Increased income has been received from HMOs and mobile homes licences and helps offset overspends elsewhere in the service.
Climate change	-14	Climate change contract awarded

		below available budget as reported at Quarter 1 and helps offset overspends elsewhere in the service.
Other Variances	-2	Minor savings amounting to £2k
2026/27 forecast Position	**7**	Pressure in Homelessness offset by deliberate underspending elsewhere to deliver a projected minor variance.

Corporate Services – 2026/27 forecast position £0.076m overspend

Supplementary Table 3.6c

Key Variances	Variance (£'000)	Explanation
Capitalisation (Recharge for Q2 shown in Table 1)	-10	Staffing charged to the capital programme as part of £0.756m adjustment at year end.
SMT & S151 officer	23	SLT cover for interim S151 Officer showing in 2026/27 financial year.
Corporate Expenses	47	External Audit fees and approved fee variations exceed available budget for year.
Other Variances	16	Minor variances
2026/27 forecast Position	**76**	Overspend driven by one-off costs across several areas.

Environmental Services – 2026/27 forecast position £0.0m variance

Supplementary Table 3.6d

Key Variances	Variance (£'000)	Explanation
Capitalisation (Recharge for Q2 shown in Table 1)	-200	Staffing charged to the capital programme as part of £0.756m adjustment at year end.
Salary costs	200	Estimated salary costs split across the service, including agency spend to cover sickness or vacancies.
Business Rates	34	Small overspend relating to depot Business Rates charges above the current budget.
Advertising, Publicity & Promotion	-25	Environmental Publicity budget is expected to generate an underspend subject to recruitment of an Engagement Officer.

Other Minor Variances	-9	Other Minor Variances.
2026/27 forecast Position	**0**	No significant variances identified.

Financial & Customer Services - 2026/27 forecast position £0.400m overspend

Supplementary Table 3.6e

Key Variances	Variance (£'000)	Explanation
Other Variances	400	The service continues to report a structural pressure arising principally from agency staffing and the misalignment between the existing budget and current delivery requirements. A review of the staffing structure is nearing completion and is expected to reduce the pressure, although a residual recurring pressure may remain into 2027/28. The position will be subject to enhanced monitoring at Quarter 3 and reflected in the MTFP baseline where appropriate.
2026/27 forecast Position	**400**	Significant overspend driven by high levels of agency staff across the team.

Legal, Democratic and Election Services – 2026/27 forecast position £0.060m underspend

Supplementary Table 3.6f

Key Variances	Variance (£'000)	Explanation
Capitalisation (Recharge for Q2 shown in Table 1)	-68	Staffing charged to the capital programme as part of £0.756m adjustment at year end.
Legal	31	The cost of agency cover for a vacant post (Litigation Lawyer) is exceeding available budget.
Charges	-16	Charges to other local authorities are forecast to exceed target helping offset agency costs elsewhere within the service
Various	-7	Other minor variances across the services

2026/27 forecast Position	**-60**	Small overspend offset by anticipated recharges to Capital

Planning and Leisure Services – 2026/27 forecast position £0.361m underspend

Supplementary Table 3.6g

Key Variances	Variance (£'000)	Explanation
Building control	54	Forecasted under achievement of Building Control income compared to target, a similar position to 2025/26 indicating that the underlying income target should be reviewed as part of the MTFP baseline review.
Development Management	231	Additional cost associated with professional fees and temporary agency staff to meet increased demand. This cost is offset by salary savings elsewhere and extra planning application income received.
Development Management	-568	Forecasted planning income above income target will help offset agency and professional fees associated with planning applications. Some income may be allocated to Reserves in Q3. The sustainability of the current income performance and its implications for the underlying budget will be considered through the MTFP baseline review.
Parks and Events	-30	Additional facility income associated with Sanders Park
Parks and Events	-10	Above target allotment income forecasted
Parks and Events	-8	BDC recreation ground additional fees and charges and activity income forecasted over the year
Leisure and Culture	-26	Shared service cost is lower than anticipated partly due to split of professional fees between Bromsgrove and Redditch compared to original budget. This could, however, change depending upon demand over the remainder of the year.

Local Planning development	-3	Small, one-off income relating to s106 planning monitoring fees received in year.
Emergency Planning	-1	Reduction of £1k on spend on other fees
2026/27 forecast Position	**-361**	Significant underspend driven by overachievement of planning income.

Regeneration and Property Services – 2026/27 forecast position £0.143m underspend

Supplementary Table 3.6h

Key Variances	Variance (£'000)	Explanation
Capitalisation (Recharge for Q2 shown in Table 1)	-333	Staffing charged to the capital programme as part of £0.756m adjustment.
Car parking	175	Car parking income is forecast to underachieve the current 2026/27 budget. The review has identified two factors that affect the underlying budget position and will therefore be addressed through the MTFP baseline review and 2027/28 budget-setting process: 1. Adjustments where transactions were being incorrectly omitted from VAT. 2. Budget not adjusted following introduction of limited free parking.
Minor works	6	Minor works maintenance costs – representing reduced overspend from Quarter 1
Multi storey	-9	Churchfields car park currently unoccupied reducing costs. Underspend reduced from anticipated position at Quarter 1
Penalty Charge Notices	-5	Additional PCN income received, lower than Quarter 1 projections but trend remains slightly over budgeted levels
Parkside	-13	Parkside overachievement of income received for room hire, reduced projection from Quarter 1.
Town centre	24	Overspend relating to Town Centre spend on maintenance and lights. Will be reviewed as part of the MTFP.
Other Variances	12	Other costs, split across services.

2026/27 forecast Position	**-143**	Significant overspend on car parking offset by anticipated recharges to Capital

Regulatory Client – 2026/27 forecast position £0.055m overspend

Supplementary Table 3.6i

Key Variances	Variance (£'000)	Explanation
Other Variances	55	Review of licensing income identified a loss at Quarter 2, resulting from lower than anticipated licensing volumes.
2026/27 forecast Position	**55**	Overspend driven by licensing income.

Corporate Financing – 2026/27 forecast position to budget

Supplementary Table 3.6j

Key Variances	Variance (£'000)	Explanation
Other Variances	0	No variance is currently reflected in the Quarter 2 forecast. Corporate Financing and the underlying assumptions are subject to further review through the Financial Resilience Programme and MTFP process, with any resulting adjustments to be reflected in subsequent monitoring.
2026/27 forecast Position	**0**	Position subject to further review as part of the Financial Resilience Programme.

Capital Position

3.7 A comprehensive review of the Capital Programme, its funding and delivery profile is under way as part of the wider Financial Resilience Programme. The review is intended to establish a reconciled and fully funded programme and identify the associated cashflow, borrowing, interest and Minimum Revenue Provision implications. The Medium Term Financial Plan being considered alongside this report provides an update on that work, including the emerging approach to prioritising future capital schemes and the potential revenue consequences of external borrowing. This monitoring report remains focused on delivery and expenditure against the approved 2026/27 programme. Any

changes to that programme or its financing requiring formal approval will be presented through the MTFP and Capital Strategy process.

3.8 Many of these schemes were already in partial delivery in the 2025/26 financial year. Net unspent budget was carried from 2025/26 to supplement the 2026/27 capital programme as shown in Table 3 below.

Table 3 Capital Programme 2025/26 to 2029/30

Year	Original Budget (£)	Carried Forward from previous year (£)	Revised Budget (£)
2025/26	17,351,727	4,524,714	21,876,441
2026/27	7,681,341	6,010,286	13,691,627
2027/28	2,469,459		
2028/29	2,310,531		
2029/30	2,373,749		

3.9 Included in this funding the Council have the following Grant Funded Schemes which are to be delivered in 2026/27:

The two Levelling Up schemes – Windsor Street (formerly project titled as 'Old Fire Station') and Nailers' Yard (formerly known as 'Market Hall) are funded via a combination of Levelling Up funding, UKSPF funding, Brownfield Land Release Fund, monies held in trust by Birmingham City Council on behalf of the former Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) and a contribution of up to £2.1m funded by the Council. Details are set out in Table 4 below. The final business case for GBS LEP funding was signed off by Birmingham City Council on 20th January 2026. The grant funding agreement for £2.425m is in place and a claim was submitted for 2026/27 funding in July 2026. The funds have been received by Bromsgrove District Council.

Table 4 Levelling Up Schemes - Funding

Funding Source	(£)
Levelling Up Fund	14,500,000
BDC contribution	2,100,000
UKSPF	308,365
BLRF	722,748
Levelling Up Fund additional	62,500

GBSLEP funding	2,425,000
Total Funding	**20,118,613**

Table 5 Levelling Up Schemes – Budget Allocation

Levelling Up Scheme	(£)
Windsor Street	3,569,000
Public Realm (completed)	1,305,665
Nailers Yard	15,243,948
Total Budget	**20,118,613**

Nailers' Yard Scheme

- Construction is progressing on site. The revised completion date for both buildings is end of October 2026 due to culvert works and delays relating to S278 external works. The cost of the scheme has increased as a result of this.

- A hole has been discovered adjacent to the site on George Street that is preventing completion of some of the public realm work. The hole will need to be remediated before all public realm works can be completed although this will not delay the handover of the completed buildings to the Council. The first phase of these works will involve an investigation followed by a detailed design. The second phase will involve remediation and completion of the outstanding public realm works.

- GJS Dillon have received several enquiries for the commercial building. The Council is about to sign a lease for 1.5 floors of office space. The lease is expected to be signed in November 2026 when the buildings are handed over. Bruton Knowles are instructed as property management agents for the commercial building. The operator of the Pavilion building will be Rubicon Leisure Ltd.

- During 2026/27, whilst the units are being marketed and occupancy levels established, the Council is expected to incur holding and operating costs. The financial performance of the development will continue to be monitored, and any budget implications will be considered through the Council's normal budget monitoring and reporting processes.

Windsor Street Scheme

- Following soft market testing with five Registered Social Landlords actively seeking to develop residential schemes in Bromsgrove, a report was presented to Cabinet including their feedback with recommendations on 17th June 2026. Following Cabinet approval, the next steps will be to progress an outline planning application for the Windsor Street site. The Project Manager is currently undertaking a procurement exercise to instruct a planning consultant to support the preparation, coordination and submission of the application

alongside the commissioning of any necessary surveys and technical reports. The consultant is due to be appointed in December 2026. Progressing the application will help to establish the principle and scale of development, reduce planning risk and support the timely disposal of the site in line with the Cabinet resolution. A budget of up to £150,000 was approved by Cabinet to meet the costs of progressing the outline planning application

3.10 The 2026/27 spend on capital as at 30 September 2026 was £6.061m against a revised capital budget of £11.377m. Details of spend and variances are provided in **Appendix A**. The Capital Programme Review will continue to reconcile expenditure, funding and delivery assumptions for the current programme and determine the associated borrowing and revenue consequences. Any resulting changes to the approved 2026/27 programme will be incorporated into subsequent monitoring and reported for approval where required.

Earmarked Reserves

3.11 The level of earmarked reserves held at 01 April 2026 was £14.162m as shown in Appendix B. As part of the development of the Medium Term Financial Plan and Budget for 2027/28 all reserves will be reviewed. Projections at 30 September 2026 suggest the Council is expected to hold £10.216m in earmarked reserves by the end of the financial year due to likely spending across several areas including EPR Funding Allocation and Local Plan reserves. As would be expected, the level of earmarked reserves will reduce over the coming years as commitments are met. The separate reserves review being undertaken through the Financial Resilience Programme is testing the purpose, commitments and future requirement for each reserve and therefore presents a modelled assessment rather than the Quarter 2 monitoring forecast shown here. That work remains in progress and any changes affecting the 2026/27 forecast will be reconciled through subsequent financial monitoring before the final reserves position is presented as part of the February 2027 budget.

General Fund Balance

3.12 The General Fund Balance brought forward as at 1 April 2026 was £11.676m and as at 30 September 2026 is projected to be £11.657m to accommodate the reported underspend of £0.093m and movement of Building Levy New Burdens Grant funding that was aggregated into General Fund Balance to a separate Building Levy Reserve. The appropriate ongoing level of the General Fund Balance is being considered separately through a risk-based assessment as part of the Financial Resilience Programme and final MTFP. That assessment will consider the Council's financial and delivery risks and will inform the Section 151 Officer's assessment of the adequacy of reserves in February 2027.

Table 6 General Fund Balance

GENERAL FUND	£m

Opening Balance	**11.676**
Movement in Year	
Building Levy	(0.112)
Year End 2026/27 forecast	0.093
Closing Balance	**11.657**

Financial Performance

3.13 Council Tax collection at 30 September 2026 was 56.16%, 0.47 percentage points below the profiled target of 56.63%. Collection activity will continue throughout the year. Current modelling indicates a Collection Fund deficit of approximately £1m across all precepting authorities, with Bromsgrove District Council bearing its proportionate share. The forecast will continue to be reviewed and the Council's share will be incorporated into the 2027/28 MTFP as the position is validated.

Nationally, Council Tax collection rates have fallen compared to 2024/25 and since their post pandemic high in 2022/23. Average Collection rates nationally were 95.6% and for Shire Districts were 97%.

Figure 1 Council Tax Collection Rate (April to September 2026)

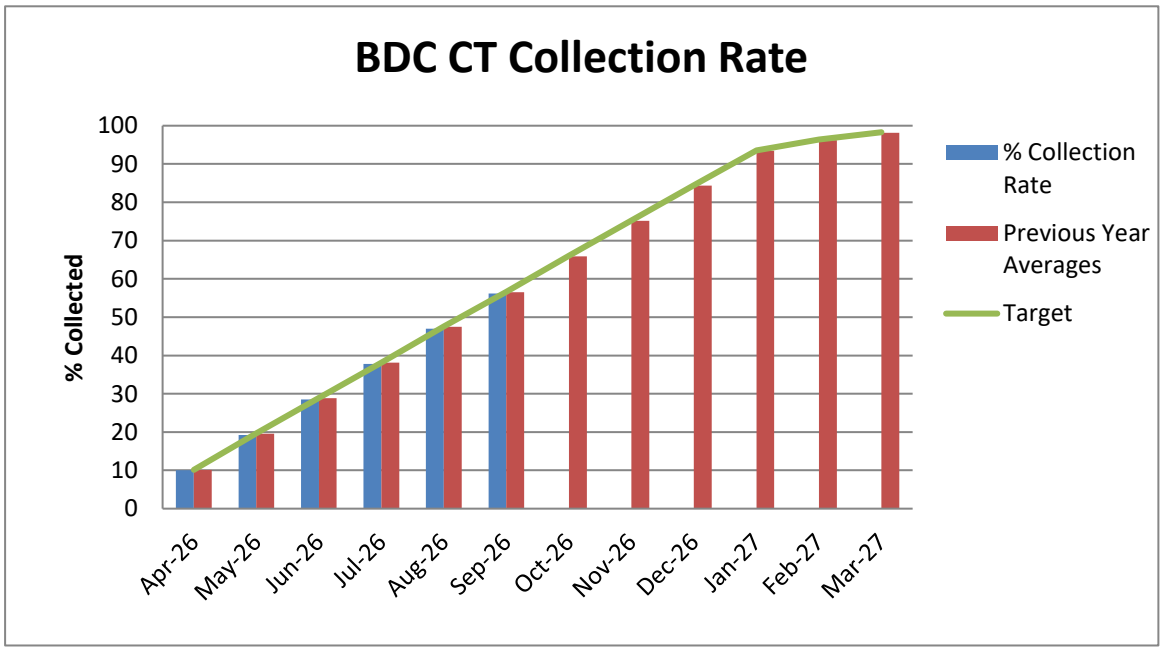
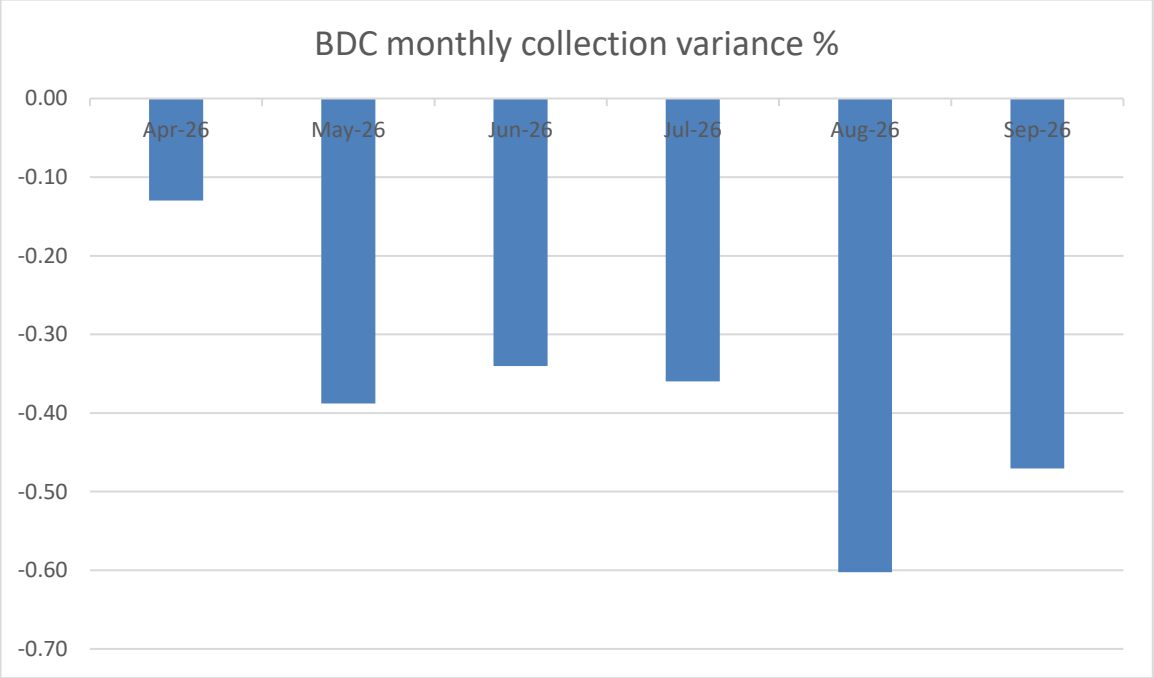


Figure 2 Monthly Council Tax Variance to target (April to September 2026)

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3.14 The National Non-Domestic Rates collection rate data for the financial year 2026/27 is set out in the following tables. Overall, collection to date is 0.65% below target.

Figure 3 Non-Domestic Rates Collection Rate (April to September 2026)

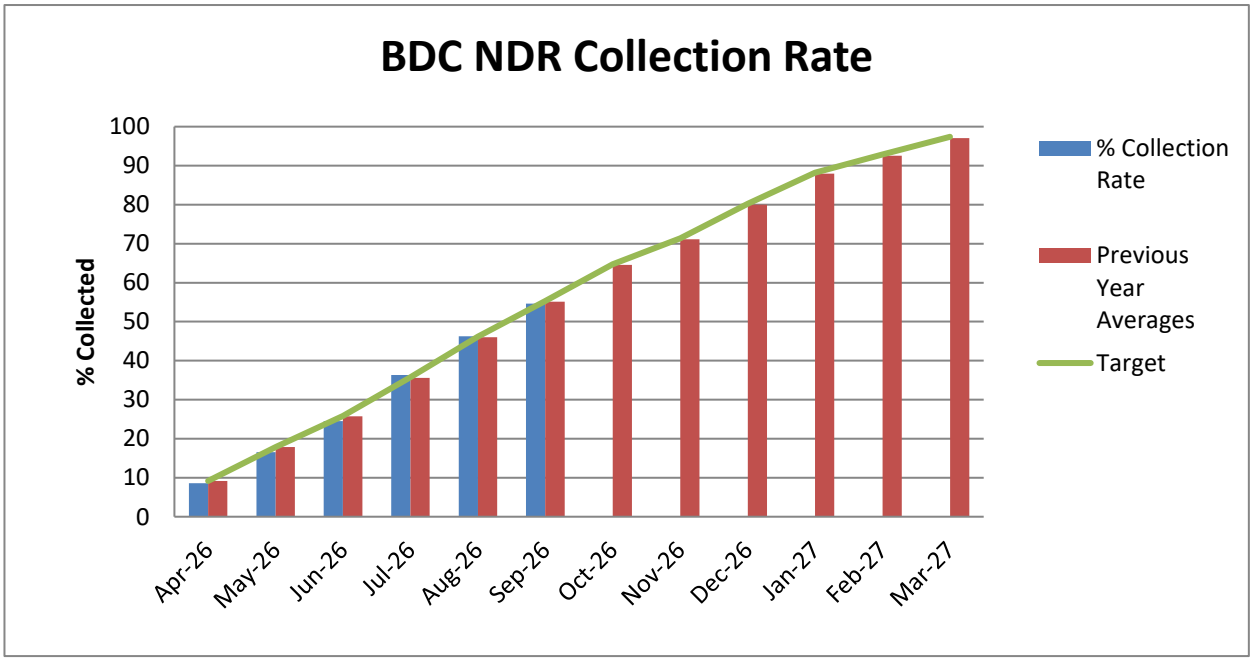
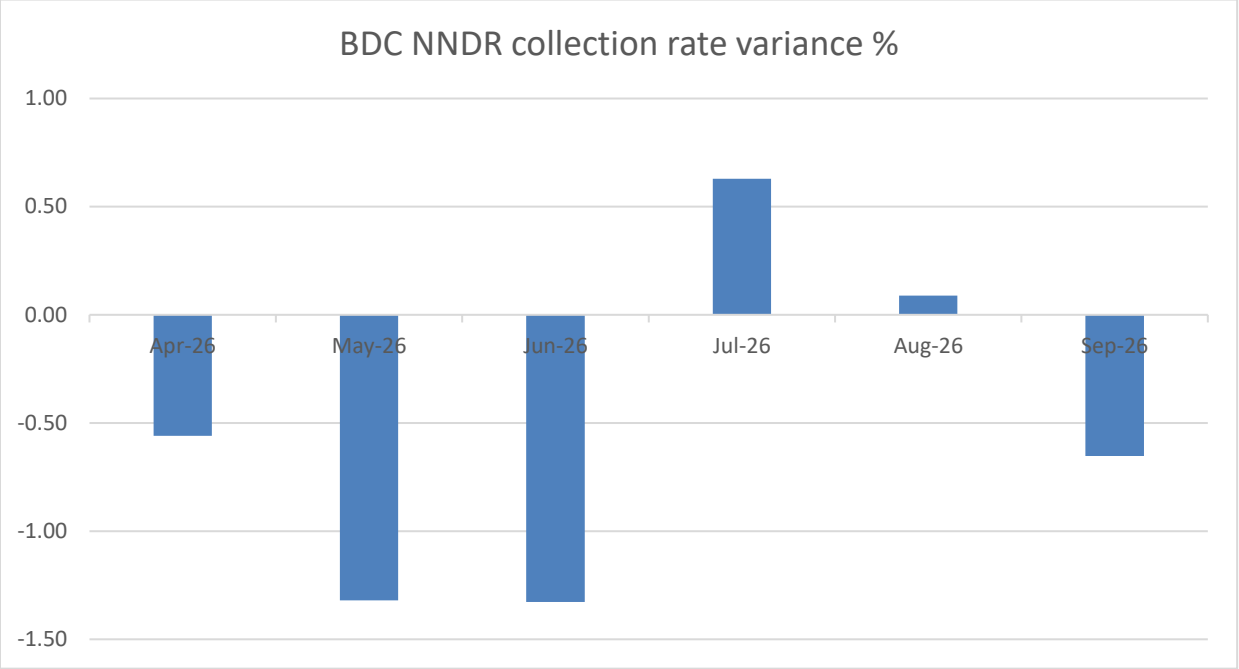


Figure 4 Monthly Non-Domestic Rates Variance to target (April to September 2026)

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4. Legal Implications

4.1 No Legal implications have been identified.

5. Strategic Purpose Implications

Relevant Strategic Purpose

5.1 The Strategic purposes are included in the Council's corporate plan and guide the Council's approach to budget making ensuring we focus on the issues that are most important for the borough and our communities. Our Financial monitoring and strategies are integrated within all of our Strategic Purposes.

Climate Change Implications

5.2 The green thread runs through the Council plan. The Financial monitoring report has implications on climate change, and these will be addressed and reviewed when relevant by climate change officers to ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

Local Government Reorganisation

5.3 The level of debt and investments the Council holds will transfer over to the new unitary on vesting day.

6. Other Implications

Customer / Equalities and Diversity Implications

6.1 None as a direct result of this report.

Operational Implications

6.2 Managers meet with finance officers to consider the current financial position and to ensure actions are in place to mitigate any overspends.

7. RISK MANAGEMENT

7.1 Items identified in the Financial 2026/27 forecast report for 2026/27 link to several Corporate Risks as listed below. Many of the Council's Corporate Risks have an indirect link to the council's financial position. The mitigations to these risks are set out in the Risk Report, of which the Quarter 4 Report was reported to Audit, Standards and Governance Committee on 8 June 2026:

- COR002 - Financial Resilience of the Council and ability to manage financial shocks
- COR026 - Risk of Cash Flow Strain

7.2 In future monitoring reports, financial risk will be reviewed with regular reporting against direct and indirect financial risk drivers.

7.3 There remains a risk that further detailed review of areas including Corporate Financing, the Capital Programme and its financing, reserves, income assumptions and other underlying budget assumptions identifies adjustments which could materially improve or worsen the forecast 2026/27 financial position. Any such changes will be reflected through subsequent financial monitoring and, where relevant, the MTFP.

8. APPENDICES

Appendix A – Capital Spend 2026/27
Appendix B – Reserves Position
Appendix C – Ward Budgets

AUTHOR OF REPORT

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Appendix A – 2026/27 Capital*

Description	2026/27 Total (Original) £	2026/27 Total (Incl C/F's) £	26/27 Spend £
Large Schemes			
Levelling Up Fund			
- Nailers Yard	0	1,513,349	70,735
- Windsor Street	0	0	725,119
UK Shared Prosperity Fund			
CCTV Digital Upgrade (UKSPF)	0	33,668	
UKSPF Funding BDC 2025/26	0	884,395	
Other Schemes			
Corporate			
Salary Capitalisation	750,000	750,000	378,163
Environmental			
Battery Charging & Storage Unit	12,000	12,000	
Battery Equipment	15,000	15,000	
Bereavement Services Bins	3,000	3,000	
Bereavement Services Signage	7,000	7,000	
Fleet Replacement cost	0	24,400	
Fleet Replacemnet new line	820,000	1,715,013	2,879,677
Food Waste Collection - fund for Vechicles and containers	120,000	819,229	383,811
Housing			
Disabled Facilities Grant	800,000	1,227,840	1,203,369
Discretionary Home Repairs	50,000	265,602	
Energy Efficiency Installation	100,000	306,065	
ICT			
Cisco Network Update	50,000	84,877	14,001
Cyber Security Updates	25,000	25,000	
Laptop Refresh	30,000	45,986	6,607
Laptops for new Starters	25,000	50,000	
New Finance Enterprise system	20,000	60,000	
New ongoing Cyber securty budget	25,000	75,000	
Server Replacement	60,000	108,773	1,768
Parks and Play Areas			
Allotments	125,000	125,000	
Café Design Options	50,000	50,000	
Café Improvements	120,000	120,000	
Car Park Improvements	30,000	30,000	
Enhancements to Skate Park	250,000	250,000	
Footpaths	75,000	31,209	75,000
Initial Play Audit Requirements		451,000	182,931
Pathway Improvements	150,000	150,000	
Planting of Reed Beds - Water Voles	15,000	15,000	
Play Area, POS and Sport improvements at Lickey End Recreation Ground i		30,582	
Play Areas	305,000	305,000	
Skate Park Improvements and Play Area MUGA	250,000	250,000	
Sports Improvements	30,000	30,000	
Updated Play Audit Requirements	159,841	326,083	
Wild Flower Machinery		62,000	
Wildlife Survey and Management Regime	5,000	5,000	
Regeneration			
Artrix - Landlord Obligations	20,000	42,414	7,402
Buildings	100,000	359,481	
Bus Shelters	18,000	52,345	
Parkside - Requirement for a firewall		9,750	
Parkside Roof Replacement	80,000	80,000	
Audio Visual Equipment	161,000	161,000	
Replacement Parking Machines	100,000	189,134	132,805
Sweetpool Lane	225,500	225,500	
GRAND TOTALS	**5,181,341.00**	**11,376,695.60**	**6,061,388.00**

* The Council are currently undertaking a review of the Capital Programme, budgets and financing and will bring a revised, fully funded capital programme to Council for approval later in the year.

Appendix B - Earmarked Reserves

AD		Balance at 31/3/26	Transfers in 2026/27	Transfers out 2026/27	Balance at 31/3/27	Transfers in 2027/28	Transfers out 2027/28	Balance at 31/3/28	Transfers in 2028/29	Transfers out 2028/29	Balance at 31/3/29
	General Fund Reserve	**11,676**		(19)	**11,657**			**11,657**			**11,657**
	General Fund Earmarked Reserves:										
R Egan	Artrix Holding Trust	**39**			**39**			**39**			**39**
R Bamforth	Building Control Partnerships	**82**		(25)	**57**		(10)	**47**		(15)	**32**
R Bamforth	Building Levy	**0**	112		**112**		(35)	**77**		(10)	**67**
R Egan	Community Investment Fund	**1,250**		(137)	**1,113**			**1,113**			**1,113**
	Community Services - CAB	**124**			**124**			**124**			**124**
	Community Services - Climate Change	**196**			**196**			**196**			**196**
D Goodall	Council Tax Hardship Fund	**158**		(79)	**79**		(79)	**0**			**0**
	DCLG Homeless Grant	**267**			**267**			**267**			**267**
	Disabled Facilities Grant	**30**			**30**			**30**			**30**
D Goodall	DWP Grant (Benefits)	**128**			**128**			**128**			**128**
R Egan	Economic Growth Development	**911**		(325)	**586**		(355)	**231**		(231)	**0**
C Felton	Election Services	**85**		(20)	**65**		(25)	**40**		(20)	**20**
	ELF funding	**138**			**138**			**138**			**138**
	Environmental Vehicles	**27**			**27**			**27**			**27**
S Parry	EPR Funding Allocation	**2,577**		(2,183)	**394**		(394)	**0**			**0**
D Goodall	ERP Systems	**116**			**116**			**116**			**116**
D Goodall	Finance Contingency	**339**		(199)	**140**		(140)	**0**			**0**
D Goodall	Financial Services - Business Rate Retention	**1,000**			**1,000**			**1,000**			**1,000**
J Willis	Housing Welfare Reform	**112**		(60)	**52**		(52)	**0**			**0**
R Elmes	ICT Refresh Reserve	**81**		(77)	**4**			**4**			**4**
	Innovation	**60**			**60**			**60**			**60**
J Willis	Leisure/Community Safety	**115**		(30)	**85**		(42)	**43**		(43)	**0**
J Walton	LGR Reserve	**1,000**			**1,000**			**1,000**			**1,000**
R Bamforth	Local Plan Enquiry	**570**		(458)	**112**		(67)	**45**			**45**
D Goodall	Localising Council Tax	**107**			**107**			**107**			**107**
WRS	Particulate Monitoring	**102**		(102)	**0**			**0**			**0**
D Goodall	Pension Reserve	**200**			**200**			**200**			**200**
R Egan	Regeneration	**535**		(64)	**471**			**471**			**471**
R Egan	Regeneration & Property	**124**			**124**			**124**			**124**
J Walton	Regulatory Services (Partner Share)	**90**			**90**			**90**			**90**
J Walton	Risk and Resilence Reserve	**2,500**			**2,500**			**2,500**			**2,500**
R Egan	Rubery Local Fund	**100**			**100**		(120)	**(20)**			**(20)**
J Willis	Shopmobility Donations	**1**		(1)	**0**			**0**			**0**
J Willis	Social Prescribing	**57**			**57**		(57)	**0**			**0**
J Willis	Ukrainian Support	**785**		(220)	**565**		(220)	**345**		(220)	**125**
j Walton	Ward Budget Initiative	**156**		(78)	**78**		(78)	**0**			**0**
	Total General Fund	**14,162**	**112**	**(4,058)**	**10,216**	**0**	**(1,674)**	**8,542**	**0**	**(539)**	**8,003**

Appendix C – Ward Budgets

Activity	Spend	Balance £5,000
Cllr Alan Bailes	0.00	5,000.00
Cllr Ruth Lambert	0.00	5,000.00
Cllr Sam Ammar	3,000.00	2,000.00
Cllr Ester Gray	0.00	5,000.00
Cllr Peter McDonald	1,000.00	4,000.00
Cllr Harrison Warren-Clarke	2,000.00	3,000.00
Cllr Anita Dale	0.00	5,000.00
Cllr Webb	2,400.00	2,600.00
Cllr Hunter	0.00	5,000.00
Cllr Rachel Bailes	3,500.00	1,500.00
Cllr Sue Baxter	5,000.00	0.00
Cllr J Clarke	0.00	5,000.00
Cllr Stephen Colella	0.00	5,000.00
Cllr J Elledge	375.00	4,625.00
Cllr Derek Forsythe	5,000.00	0.00
Cllr D Hopkins	0.00	5,000.00
Cllr Charlie Hotham	0.00	5,000.00
Cllr Helen Jones	0.00	5,000.00
Cllr B Kumar	1,500.00	3,500.00
Cllr M Marshall	1,600.00	3,400.00
Cllr Karen May	0.00	5,000.00
Cllr Bernard McEldowney	800.00	4,200.00
Cllr D Nicholl	1,000.00	4,000.00
Cllr Simon Nock	0.00	5,000.00
Cllr S Peters	500.00	4,500.00
Cllr J Robinson	0.00	5,000.00
Cllr S Robinson	0.00	5,000.00
Cllr J Stanley	0.00	5,000.00
Cllr Kit Taylor	419.99	4,580.01
Cllr Peter Whittaker	0.00	5,000.00
Cllr S Evans	3,523.47	1,476.53
TOTALS	**31,618.46**	**123,381.54**

The Wards budget was approved by Council for three years from 2026/27 (£2,000 per ward (£62,000) in total) plus £16,000 per annum administration costs = £78,000 per year and therefore £234,000 to 2027/28). The Reserve available at 1 April 2026 is £156,000 (£78,000 for 2026/27 and the same for 2027/28).
For 2026/27 only, an additional allocation of £93,000 has been made available, funded from the Community Investment Fund Reserve, providing an overall budget for 2026/27 of £171,000.

Total costs charged to the Wards Reserve for 2026/27 are assumed to be the full allocation for 2026/27 of £156,000, and similarly to the Community Investment Fund the full allocation of £93,000. Any underspend at year end will be incorporated within the General Fund Balance.

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BROMSGROVE DISTRICT COUNCIL

Cabinet

Wednesday 18 November 2026

Medium Term Financial Plan Stage 1 2027/28 (Including Fees and Charges) - Prior to Consultation

Relevant Portfolio Holder		Councillor Nock
Portfolio Holder Consulted		Yes
Relevant Assistant Director		Executive Director of Finance and Section 151 Officer
Report Authors: Debra Goodall and James Walton	Job Title: Assistant Director Finance and Customer Services, Executive Director of Finance and Section 151 Officer Contact email: debra.goodall@bromsgroveandredditch.gov.uk james.walton@bromsgroveandredditch.gov.uk Tel: 01527 64252 Ext 3070	
Wards Affected		(All Wards)
Ward Councillor(s) consulted		n/a
Relevant Council Priority		Financial Stability
Key Decision		
If you have any questions about this report, please contact the report author in advance of the meeting.		

1. RECOMMENDATIONS

Cabinet is asked to RESOLVE that:-

1) **Progress made in developing the 2027/28 budget and Medium Term Financial Plan (MTFP), including the Spending Review and wider Finance Resilience Programme, be noted**
2) **The updated financial position and the current forecast funding gap for 2027/28 of £0.955m, and later years as set out in this report, be noted**
3) **The approach to developing, validating and prioritising savings, income and transformation proposals through the Spending Review, be endorsed**
4) **The Council Tax assumptions for 2027/28 as the basis for public consultation, be noted**
5) **The modelled Fees and Charges schedule for 2027/28, be noted**
6) **The Spending Review workstream summaries and emerging approaches set out at Appendices 3 and 4 be approved as the basis for public consultation, subject to any amendments agreed by Cabinet.**
7) **Authority be delegated to the Executive Director of Finance and Section 151 Officer, following consultation with the Portfolio Holder for Finance, to make minor factual, presentational and financial updates before consultation material is published**

8) **The position on the Capital Programme Review, including the potential requirement for external borrowing and the consequential impact on interest costs, Minimum Revenue Provision and the revenue funding gap, be noted**
9) **The continued development of the MTFP, Capital Strategy, Treasury Management Strategy, Reserves assessment and Savings delivery plans, all for final consideration and/or approval by Council in February 2027, be noted**
10) **The consultation approach for the proposed 2027/28 budget be approved, subject to any amendments agreed by Cabinet and any minor factual, presentational or financial updates made under the delegation above.**

Executive Summary

1.1 Members have been aware for the past four to five years that significant improvement could be made in transparency, the supporting audit trails and the documentation of changes to key financial assumptions. Although annual budgets have largely been set and services delivered, it has not always been possible to demonstrate clearly how the underlying position was constructed or how recurring pressures and savings flowed through the Medium Term Financial Plan. This has been compounded by considerable turnover within the Finance service, including key leadership positions such as the Section 151 Officer, which has affected capacity, continuity and organisational knowledge, alongside a need to strengthen financial ownership across the organisation.

1.2 The Council is also operating in a volatile environment, with global economic conditions affecting inflation, interest rates, contracts and other costs locally. This is compounded by uncertainty over Government funding, continuing pressures to develop services to meet ever increasing customer expectations and new statutory requirements, new burdens, and the financial consequences of the Capital Programme. Against this backdrop, the Council's underlying financial challenge has therefore not yet been finally established. Current work indicates a potential underlying gap of approximately £2.193m for 2027/28 before mitigating action is taken. The opportunities around savings and income measures identified to date are expected to reduce this to a provisional residual gap of approximately £0.955m. These figures remain subject to further validation and may change as funding, expenditure, capital, borrowing, reserve and savings assumptions are confirmed.

1.3 The Finance Resilience Programme and Spending Review are intended to put this position right by rebuilding the financial baseline, strengthening transparency and ownership, and examining the Council's full expenditure, income, capital and reserves position. The Council is deliberately

examining a full range of options, not because every option will necessarily be required or implemented, but so that Members have credible choices available once the scale and nature of any problem are confirmed. This report is therefore an important stage in a wider journey rather than its conclusion. The underlying weaknesses have not yet been fully resolved, but the work now underway provides a structured route towards a transparent, balanced and sustainable budget.

2. BACKGROUND

2.1 This report is the next stage in the Council's 2027/28 budget process. It follows the MTFP Scene Setting report considered in July 2026 and the subsequent financial review update considered by the Finance and Budget Working Group on 9 October 2026. The work undertaken since July has been deliberately very detailed for this update of the Medium Term Financial Plan. It is intended to demonstrate developments in the visibility, transparency and ownership of the Council's financial position that Members have been aware of over the previous four to five years and to establish a clear audit trail between the underlying budgets, the assumptions and changes made to them, and the decisions ultimately taken by Members. This is necessary to provide Members with greater confidence in the financial information on which future decisions are based.

2.2 Effective financial management is a Council-wide responsibility. Financial ownership needs to be sufficiently embedded at all levels of the organisation and addressing this requires more than action by Financial Services alone. Resourcing gaps in the Finance Team and the lack of a permanent section 151 officer has also been a significant factor in the challenges that we now face. Members, senior management and budget holders all have a role in understanding the Council's financial position, challenging assumptions, managing within agreed budgets and identifying sustainable solutions where pressures arise but it is also vital that reliance can be placed on the financial position reported. Recognising that this has been a challenge for the Council for several years, the current work underway is intended to ensure ownership and provide a stronger basis for the Council to determine its priorities within the resources available.

2.3 This work is not yet complete, and this report should be read in that context. Previous Council decisions have identified areas of investment and spend that are now built into the budget position, alongside changes in the available funding to resource this. These decisions have resulted in £1.038m of pressures, as identified to Members in the July Scene Setting report, and have now been subject to a more detailed review of the underlying budget. That work currently indicates a working funding gap of

approximately £2.193m in 2027/28 before mitigating action is taken. While higher than the position reported in July, it has been derived through a substantially more detailed review which is appropriate at this time and ensures Member decisions are supported by a clear audit trail. It therefore addresses less robust and historic decisions that have been allocated funding through the previous budget setting process and represents a more robust assessment of the Council's underlying position at this stage. Further validation remains necessary and the figure may change as work continues, Government funding is confirmed and the final budget is developed for February 2027.

2.4 Importantly, the Council has not waited for that work to be completed before taking action. The Spending Review was commenced in parallel with the reconstruction of the financial baseline, and the Capital Programme has also been reviewed in advance of the final funding gap being confirmed. This has allowed potential savings, additional income and other measures to be identified and challenged while the underlying position has continued to be refined. Based on the work completed to date, these measures are expected to reduce the indicative 2027/28 funding gap from approximately £2.193m to £0.955m. This remains a provisional position rather than a final balanced budget and further work will continue through to February.

2.5 Accordingly, no individual savings or service changes are presented in this report for final approval or implementation at this stage. The report provides a reset position enabling Cabinet to consider the emerging financial position and the options developed to date and determine whether they provide an appropriate basis for public consultation. Consultation will provide further evidence to inform the choices still to be made before Cabinet recommends, and Council ultimately determines, the 2027/28 budget and Medium Term Financial Plan in February 2027. The wider Finance Resilience Programme, including the capital, treasury, reserves and other reviews, will continue alongside that process and may result in further changes to both the financial position and the measures required to achieve a sustainable budget.

2.6 As part of this process the Cabinet, along with officers, will ensure that all aspects of the Council’s budget are considered in line with the Council’s priorities. This, in turn, will help ensure that a rebased position represents value for money for our residents and is sufficiently robust to provide financial resilience moving forward. It is fair to say that dealing with, and where necessary correcting, historic issues may present a challenge. As such the Cabinet has made it clear that all reasonable options should be examined in pursuing a financially sustainable position.

2.7 The final budget report in February 2027 will provide the fuller strategy, including resources, expenditure, savings, reserves, capital and treasury

implications, risk assessment, consultation outcomes and the Section 151 Officer's conclusions on robustness and sustainability.

3. OPERATIONAL DETAILS

Section A - Approach to Date

3.1. On 22 July 2026 Cabinet considered the MTFP Scene Setting report for 2027/28 to 2030/31. That report established the budget timetable, initial assumptions and principal risks. It also identified £1.038m of pressures requiring consideration, comprising the impact of the 2026/27 pay award, undelivered base-budget efficiencies and savings, and the cost of Members being eligible to join the Local Government Pension Scheme.

3.2. The scene-setting work was informed by service-level budget reviews. Those reviews identified the need for a clearer and more consistent baseline, stronger budget ownership, improved alignment between budgets and service activity, more robust income assumptions, better use of financial systems and earlier action where structural issues arise.

3.3. Since July, the Council has progressed a wider Finance Resilience Programme. The programme is designed to strengthen financial integrity, transparency, governance and sustainability while also supporting the immediate requirement to prepare a balanced budget for 2027/28 and a credible MTFP for future years.

3.4. The sequence of work in developing a medium term financial plan is to establish the financial baseline, identify and validate pressures, update resource and funding assumptions, assess the revenue consequences of capital and treasury decisions, develop and challenge savings proposals, consult on material choices, and ultimately recommend a balanced, deliverable and risk-assessed budget to Council. A summary timetable of events is set out in Table 1 below.

Table 1: Summary Timetable

Stage	Purpose	Output
Scene setting - July 2026	Establish timetable, assumptions, known pressures and risks	Agreed framework for the 2027/28 process
Financial review and Spending Review - autumn 2026	Rebuild the baseline, assess the gap and develop options	Evidence-led proposals and an updated financial position
Stage 1 - November 2026	Present emerging position and consult on choices identified	Cabinet direction and public consultation

Refinement - December 2026 to January 2027	Reflect settlement, consultation, monitoring and business-case work	Final proposals, updated risks and assurance
Final MTFP - February 2027	Set a balanced budget for 2027/28 and medium-term strategy	Council approval and delivery framework

Section B - Governance and Alignment with Annual Governance Statement

3.5. The 2025/26 Annual Governance Statement (AGS) Action Plan identifies financial planning as a specific governance issue. Its milestones require quarterly reporting through the MTFP process, a review of growth, inflation, demand and funding, commencement of a savings programme with public consultation, consideration of consultation responses, approval of a balanced 2027/28 budget and sustainable MTFP, enhanced Section 25 reporting and continuing scrutiny by the Finance and Budget Working Group.

3.6. The work described in this report directly supports those milestones. The Spending Review has commenced, Member scrutiny is taking place, the revenue baseline and medium-term assumptions are being tested, and this report is intended to support transparent consultation before final decisions are made.

3.7. Alignment with the AGS requires more than closing the numerical gap. The process must produce a traceable and controlled budget, supported by transparent assumptions, clear ownership, realistic delivery plans, appropriate consultation and an assessment of risks, reserves and implementation capacity. The quality of the process for 2027/28 is intended to provide the foundation for stronger financial planning in future years.

Section C - Financial Resilience Programme

3.8. The Budget Review and Spending Review sit within a wider programme of eight financial resilience workstreams. This report remains focused on the Budget and Spending Review, while recognising that findings from the other reviews may change the financial baseline, financing costs, reserves, controls or capacity assumptions before Council approval in February 2027. The scope of the Financial Resilience Programme is set out in Table 2 below.

Table 2: Financial Resilience Programme

Workstream	Relevance to the MTFP
Capital Programme Review	Validates schemes, expenditure, funding, delivery profiles and revenue consequences.

Treasury Management Review	Confirms cashflow, borrowing, investment, interest and prudential implications.
Budget Review and Spending Review	Establishes the revenue baseline, funding gap and proposals to balance the budget.
Closedown Process Review	Improves assurance over balances, working papers and the reliability of financial information.
Financial Systems Review	Strengthens system controls, reconciliations, traceability and management information for ongoing monitoring.
Workforce Resilience Review	Addresses capacity, capability, recruitment, knowledge transfer and delivery resilience.
VAT Review	Reduces tax risk and identifies any financial implications for services and capital schemes.
Risk and Assurance Review	Provides a consistent framework for evaluating financial and delivery risks and opportunities.

3.9. Early Budget Review findings highlighted limited assurance over budget setting, based in decisions made by Council over the last five years, and difficulty confirming the Council's underlying financial position with confidence. The capital and treasury reviews also identified a risk of new or widening revenue funding gaps. In response, the Spending Review began in July 2026 to identify proposals that would help the Council to balance its budget if these risks materialised.

Section D - Spending Review Approach

3.10. The Spending Review is the principal mechanism for developing options to close a funding gap. It is comprehensive in scope and is intended to test the full expenditure and income base while recognising statutory duties, service outcomes, Council priorities and the needs of residents and communities. An early risk assessment of the Council's underlying financial position suggested it was prudent to begin a spending review and identify potential opportunities for savings proposals ahead of the identification of any actual funding gap.

3.11. An initial long list of opportunities is being compiled and is being maintained as an underlying Spending Review register. Appendices 3 and 4 summarise those opportunities by workstream rather than presenting individual proposals. As the financial position becomes clearer, proposals can be allocated to the relevant years to address emerging funding gaps. The extent to which individual proposals will be required, and the years in which they may need to be implemented, will depend on the validated funding position set out in Section E. Where the identified measures are insufficient to address the residual gap, further

options may need to be developed through this established Spending Review process.

3.12. The spending review has been undertaken against six themes as set out in Table 3 below.

Table 3: Thematic Workstreams

Theme	Scope
Service Review, Workforce and Organisational Design	Operating models, structures, spans of control, vacancies, agency use, workforce planning, shared arrangements and service redesign.
Contracts and Procurement	Contract need and utilisation, specifications, supplier performance, renewals, subscriptions, consultancy and joint commissioning.
Assets, Property, Fleet and Infrastructure	Asset performance, utilisation, maintenance, lifecycle planning, fleet, accommodation, commercial return and alternative use.
Digital Technology and Modernisation	Systems rationalisation, licences, automation, customer access, data quality and removal of duplication.
Prioritisation and Demand Management	Statutory and discretionary activity, standards, eligibility, frequency, prevention and alternative ways of achieving outcomes.
Income Generation and Cost Recovery	Fees and charges, commercial income, grant optimisation, collection and recovery, demand and price sensitivity.

3.13. Proposals are at differing stages of development. Before any proposal is incorporated as a deliverable budget saving, it will require appropriate financial validation, confirmation of its recurrent impact, an identified owner and delivery route, and assessment of service, workforce, legal, equality and other relevant implications. Inclusion of an area or type of saving within the summary workstreams in this report or subsequent consultation material does not, by itself, constitute a final implementation decision.

Section E - Financial Outlook

3.14. The MTFP is being developed for the period 2027/28 to 2029/30. The starting point is based on a review of the current 2026/27 Financial Year and this is used to confirm the position over the MTFP period. The financial model brings together the recurring revenue baseline, pay and price assumptions and inflation, demand and service pressures, income, Council Tax, business rates, Government funding, reserves, capital financing and savings proposals.

3.15. The Council must distinguish between recurring structural pressures and one-off or timing differences. This will help ensure that any funding gap emerging is based on sound financial principles. To meet this, only recurring, cashable and deliverable measures should be relied upon to close an ongoing budget gap. Cost avoidance, one-off resources and temporary mitigations are separately identified so that the underlying position remains transparent.

3.16. National funding and the relationship between global economic volatility and local inflation, contract, interest-rate, income and demand assumptions remain a material source of uncertainty. Assumptions will be updated when further Government information becomes available in December and will be presented as planning assumptions until confirmed.

3.17. The following sections work through a rebuild of the current budget as agreed by Council in February 2026. This follows **three steps** resulting in a transparent exemplification of the Council's budget position:

- Step 1 - Evaluating the robustness of the approved February 2026 budget and MTFP - the formal starting point.
- Step 2 - A restated baseline - the approved position adjusted for confirmed corrections, recurring matters and validated assumptions.
- Step 3 - Residual Funding Gap following Budget Review and Spending Review - the restated baseline projected forward and updated for new proposals and pressures.

3.18. This approach ensures Cabinet can build confidence in the underlying financial position and use this as a sound basis for Council to make decisions on funding, expenditure and spending review proposals. To begin with, an assessment is made of the Council's Resources - Council Tax, Business Rates and Revenue Support Grant - which together define the Council's Net Budget (against which the Council's Net Expenditure is measured). To the Resources Net Budget, other Specific Grants, Fees and Charges and Other Income are added to define the Council's Gross Income Budget. For the Council to have a balanced budget, budgeted Gross Expenditure must not exceed the available Gross Income Budget.

3.19. The review undertaken to date indicates that, before taking account of new opportunities for savings and income proposals developed through the Spending Review, the underlying (working) funding gap for 2027/28 is approximately £2.193m. This compares with pressures of £1.038m identified in the July Scene Setting report. This update to the figures reflects the outcomes of the recent review of the budget undertaken to reconstruct and validate the financial baseline and provide a more robust, traceable assessment of the Council's position, rather than simply representing an increase in previously identified pressures. The position remains work in progress and will continue to change as assumptions are

validated and further information becomes available before the budget is set in February 2027. Importantly, the Council has not waited for that process to conclude before acting. The Spending Review and Capital Programme Review have progressed in parallel, and the tables below demonstrate how the underlying position has been rebuilt and how the measures identified to date are expected to reduce the 2027/28 funding gap to approximately £0.955m at this point.

Step 1 - Budget from MTFP February 2026

3.20. The starting point is to assess the budget approved by Council in February 2026 and develop clearer audit trails for the budget build process going forwards. A reconciliation of the overarching net budget position to the General Ledger has been undertaken, where possible, to establish a starting point in preparation for the next budget.

Step 2 (a) - Gross Income Budget from MTFP February 2026

3.21. The following assumptions were made in the build up of the 2026/27 MTFP for resources and income:

- Council Tax income of £10.642m in 2026/27 with an assumed 1% increase in Council Tax taxbase and a Council tax increase of 2.99% per annum.
- Business rates of £17.761m in 2026/27 against which a tariff of £14.729m is levied. This is projected forward on a similar basis in future years.
- Revenue Support Grant of £3.615m in 2026/27 which is projected to fall in future years as part of the Local Government Settlement.
- Together with the estimated collection fund surplus/deficit, the above three elements define the net funding available to the Council and is therefore the financial envelope against which the Council's Net Budget is set.
- Non-Core Specific Grants of £12.252m were budgeted for 2026/27 and any movement in these grants is mirrored in expenditure assumptions in future years (e.g. an increase in grant enables an equivalent increase in expenditure).
- Fees and charges were estimated at £4.336m in 2026/27 with an assumed increase in 2027/28 of £0.252m and future years.
- Other Grants and Income were estimated at £4.953m across the MTFP period.
- Internal recharges of £9.480m from 2026/27 represent recharge income for internal service costs charged through the shared service arrangements.
- Together, all of the above makes up total Gross Income of £48.562m in 2026/27, increasing slightly to £48.917m in 2027/28 before the application of any Spending Review Proposals relating to income generation.

Step 2 (b) - Gross Expenditure Budget from MTFP February 2026

3.22. The following assumptions were made in the build up of the 2026/27 MTFP for expenditure:

- Gross Expenditure was estimated at £47.336m. To this, expenditure assumptions to the base budget were added and the year end total rolled forward to represent the opening position for 2027/28.
- An allowance of 3% was initially built in to cover pay inflation for 2026/27.
- Growth predominantly relating to directorate pressures and interest on borrowing was added, amounting to £0.815m.
- Other reductions in the budget were identified relating to utilities budgets and pensions changes, totalling £0.638m.
- Directorate Savings for 2026/27 were identified of £0.622m and have been progressed.
- Together this represented gross expenditure of £47.533m for the 2026/27 Financial year.
- This figure is compared to the available resources for 2026/27 to identify any funding gap or surplus and is used as the starting point for the budget build-up for 2027/28.

3.23. The Initial Funding Gap represents the difference between total expenditure and total income as shown in Table 4 below, derived from paragraphs 3.21 and 3.22 above with an adjustment for any use of one-off funds. One-off funds are approved use of reserves to cover some elements of expenditure within assumed spending. The initial rebuild of the 2026/27 budget suggests a funding surplus of some £1.287m in that year. This position will be reviewed and considered in quarterly monitoring reports from Q3.

Table 4: Initial MTFP Summary Position

Summary	2026/27 (£'000)
Total Resources	(48,562)
Total Expenditure	47,533
One Off Funding Applied	(258)
Initial Funding Gap / (surplus)	(1,287)

3.24. Against the budget for 2026/27 further assumptions are applied to build up the position for 2027/28 and later years in the MTFP. At this stage a

review of 2027/28 and a partial review of 2028/29 and 2029/30 have been completed and include:

- Outcomes from the Spending Review in relation to Income
- A review of the Council's Expenditure Budget
- Additional Bids from Directorates for growth pressures
- Outcomes from the Spending Review in relation to expenditure
- Outcomes for the Capital Review in relation to potential borrowing costs

Step 3 (a) - Gross Income Budget following Budget Review 2026

3.25. Gross income has been estimated across the MTFP period, and this is shown in Table 5 below. Further details are set out in Section F later in this report. The table below shows:

- Projected Council Tax income to 2029/30
- Projected Business Rates income to 2029/30
- Revenue Support Grant (RSG) from central government (expected to fall)
- Local income - a combination of fees and charges (Appendix 2), grants and internal recharges (only partially projected for 2029/30).
- Spending Review proposals for income generation (Section F and Appendix 3)
- Together, these identify the Total Revised Resources over the MTFP Period

Table 5: Revised MTFP Resources

Summary	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)
Projected Council Tax Income	10,642	**11,066**	11,507	11,966
Projected Net Business Rates income	3,032	**3,222**	3,316	3,412
Projected RSG	3,615	**2,913**	2,185	2,185
Local Income	31,273	**31,447**	31,485	20,914
Other Income Generation and Cost Recovery Opportunities		**269**	0	0
Total Revised Resources	48,562	**48,917**	48,493	38,477

Step 3 (b) - Gross Expenditure Budget following Budget Review 2026

3.26. Gross expenditure has been estimated across the MTFP period, and this is shown in Table 6 below. Further details are set out in Section G later in the report. The table below shows:

- Initial Expenditure Budget brought forward from 2026/27
- Pay award inflation
- Prices inflation
- Reversal of unachieved savings targets (replaced by Spending Review Opportunities below)
- Directorate pressures and bids
- Movement in non-core government grants
- Spending Review Expenditure Proposals (Section G and Appendix 4)
- Capital financing changes ref Section H, Appendices 5, 6, 7
- Together, these identify the Total Revised Expenditure over the MTFP Period

Table 6: Revised MTFP Expenditure

Summary	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)
Initial Total Expenditure	47,336	**47,533**	50,345	51,811
Pay Inflation	642	**679**	703	727
Prices Inflation	0	**283**	291	300
Reversal of Former Unachieved Savings Proposals	0	**1,051**	0	0
Growth – Directorate Bids	815	**1,391**	-328	39
Net Movement in Non-Core Government Grants	0	**174**	38	0
Spending Review Expenditure Reductions		**(969)**	0	0
Capital Financing Implications	0	**258**	795	993
Total Revised Expenditure	47,533	**50,345**	51,811	53,871

Step 3 - Budget Funding Gap following Budget Review 2026

3.27. Table 7 below reconciles the above review of resources and expenditure and identifies the residual funding gap as at November 2026. For modelling purposes, the currently quantified recurring opportunities have been reflected in the provisional financial position. Their inclusion does not indicate that individual measures have been validated, approved or assigned a final delivery profile.

Table 7: Revised MTFP Summary

Summary	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30* (£'000)
Total Revised Resources (Table 5)	(48,562)	**(48,917)**	(48,493)	(38,477)
Total Revised Expenditure (Table 6)	47,533	**50,345**	51,811	53,871
One-Off Funding Applied	(258)	**(473)**	0	0
Residual gap / (surplus)	(1,287)	**955**	3,318	15,393

*The 2029/30 position is not yet a complete forecast. In particular, elements of local income have only been partially projected into that year. The reported £15.393m gap should therefore not be interpreted as a validated estimate of the Council's underlying deficit for 2029/30 and will be updated as the later years of the MTFP are completed.

3.28. This shows a residual gap of £0.955m for 2027/28 at this stage of the review. A funding gap over the MTFP period is not unusual but is something to be addressed if a sustainable financial position is to be achieved moving forwards. The detailed build up of the budget and residual funding gap is included in Appendix 1

3.29. Further steps to be completed before a balanced budget can be assessed and set for 2027/28 include:

- capital-programme prioritisation
- management of borrowing and MRP
- reserves and balances
- further proposal development
- consultation and final decision-making by Members

3.30. The following sections explain the principal changes incorporated within Tables 5 and 6, including updated resources and income, expenditure pressures and saving opportunities, and the revenue consequences of the Capital Programme.

Section F – Resources and Spending Review Income Proposals

3.31. The following elements were taken into account in the review undertaken this year:

- Changes to Non-Core Grants, Other Grants and Local Income
- Council Tax Proposal assumptions
- Fees and Charges proposals (Appendix 2)
- Spending Review Income Generation and Cost Recovery saving opportunities, summarised by workstream (Appendix 3)
- Other one-off income proposals (identified as cost avoidance measures) have not been included within the budget build up.

3.32. A short review of non-core grants and other income has been completed, and no changes have been made to previous assumptions.

3.33. Any recommendation on Council Tax will be made through the final budget process, taking account of Government referendum principles, the Council tax base, collection performance, the Collection Fund position, consultation and the overall balance between taxation, income, savings and service choices. At this stage, an **increase in Council Tax of 2.99%** has been assumed, alongside a 1% increase in the Council Tax Taxbase, year on year.

3.34. Fees and charges and other income assumptions form part of the overall MTFP rather than stand-alone solutions. The Spending Review tests whether charges remain aligned to policy, cost recovery, market conditions, demand and affordability, and whether collection and recovery arrangements can be strengthened.

3.35. Like households and businesses, local authorities face inflationary increases in the cost of providing services, and the Council is no different. Council Tax income of £11.066m represents approximately 23% of the £48.917m gross budget. A 2.99% increase in Council Tax would therefore offset less than a quarter of the inflationary pressure if costs across the gross budget increased at the same rate, before taking account of changes in other funding or the Council Tax base. Fees and charges generate around £4.5m, representing less than a tenth of the gross budget. Making up the remaining inflationary shortfall through fees and charges alone, without additional funding or savings elsewhere, would consequently require increases significantly above inflation. The 2027/28 review has nevertheless balanced these pressures against statutory requirements, market conditions, affordability and the need for reasonable and proportionate charges. The general approach has been to apply an **increase of around 3%** where appropriate, with charges normally rounded to practical amounts, recognising that this will not, in itself, meet the Council's wider inflationary pressures.

3.36. The detailed schedules included at Appendix 2 show that most discretionary charges are proposed to increase broadly in line with this general assumption. There are, however, targeted variations across individual services. In some areas, increases of around 4% or 5% are proposed to reflect service-specific cost pressures, disposal costs, commercial considerations or prevailing market rates. Conversely, several charges are proposed to remain unchanged, while some statutory or externally determined charges cannot be set directly by the Council.

3.37. The review has therefore not applied a uniform increase to every charge. Instead, proposals have been considered on a service-by-service basis, taking account of affordability, demand, competitiveness, cost recovery and the policy objectives of the relevant service. The resulting schedules provide the proposed basis for charging from 1 April 2027 and the associated income assumptions, once calculated, will be reflected within the 2027/28 budget.

3.38. A correction has been made to the published fees and charges schedule in respect of the non-resident interment fee for children aged 1 to 17. The schedule approved by Council incorrectly showed charges of £817.40 for 2025/26 and £833.70 for 2026/27, which related to the adult interment charge. The correct 2026/27 fee of £217.70 has been applied in practice and no customers have therefore been overcharged. The schedule has been corrected as part of the 2027/28 review, with a proposed fee of £224.00 for 2027/28.

3.39. At this stage it is not possible to confirm the overall financial benefit of the proposed increases to fees and charges for the Council. Work will be undertaken to complete this assessment ahead of Council approval in February 2027.

3.40. The Spending Review has identified a range of opportunities within the Income Generation and Cost Recovery workstream. The current gross full-year value of quantified opportunities is approximately £0.693m, comprising £0.269m of potential recurring savings and additional income and £0.423m of potential cost avoidance. Further opportunities remain under development and have not yet been quantified. Appendix 3 summarises the scope of the workstream, areas being reviewed, types of saving opportunities being considered and potential public impacts. All values remain indicative and subject to further validation, development, consultation where appropriate, and assessment of implementation costs and deliverability.

Table 8: Spending Review Income Generation and Cost Recovery Workstream

Workstream	Savings value (£)	Cost avoidance value (£)	Total quantified value (£)
Total Income Generation Saving Opportunities	269,327	423,200	692,527

Section G – Expenditure and Spending Review Expenditure Proposals

3.41. The following elements were taken into account in the review undertaken this year:

- Inflation for Pay Awards at 3.5% per annum
- Contract inflation based on various rates across contract spend
- Growth bids relating to directorate pressures and other identified growth items
- A reversal of unachieved savings assumed in 2026/27 which are now replaced by proposals identified within the Spending Review
- Adjustments for non-core government grants to mirror increases and reductions shown within gross income.
- Spending Review expenditure saving opportunities, summarised by workstream (Appendix 4)
- Capital financing changes as set out in Section H, Appendices 5, 6, 7
- Other one-off expenditure reduction proposals (identified as cost avoidance measures) have not been included within the budget build up.

3.42. Savings opportunities identified through the Spending Review are not proposed for agreement or implementation at this stage, and no decisions have been taken to date on these savings opportunities. Appendices 3 and 4 instead provide a workstream-level summary of the areas under review and the types of savings that could be considered, together with indicative values and potential public impacts. The underlying position will continue to be developed and assessed on the following basis:

- only validated, recurring and cashable measures will ultimately be relied upon to close the recurring funding gap
- cost avoidance is identified separately and is not assumed to reduce the recurring budget requirement
- opportunities that have not yet been quantified are excluded from the funding-gap calculation
- gross full-year values may differ from the sum achievable within a particular financial year
- individual measures will require appropriate assessment and approval before implementation.

3.43. Across the expenditure workstreams, quantified opportunities identified to date comprise both potential recurring savings and cost avoidance. The values represent gross full-year opportunities and remain subject to validation, development, consultation where appropriate, implementation costs and assessment of deliverability. Appendix 4 provides a summary of each workstream, including its overall approach, areas for review, potential types of saving, public impacts and an aggregate delivery RAG assessment.

3.44. A summary of the saving opportunities identified under each workstream (excluding Income Generation in Section F above) is included in Table 9 below. Details are provided in Appendix 4

Table 9: Spending Review Expenditure Workstreams

Workstream	Savings value (£)	Cost avoidance value (£)	Total quantified value (£)
Assets, Property, Fleet & Infrastructure	142,250	35,000	177,250
Contracts & Procurement	89,700	10,000	99,700
Digital Technology & Modernisation	87,500	20,000	107,500
Prioritisation & Demand Management	336,100	60,000	396,100
Service Review, Workforce & Organisational Design	313,000	171,700	484,700
Total Expenditure Saving Opportunities	968,550	296,700	1,265,250

3.45. Each approved saving, before delivery is initiated, requires a named owner, baseline, delivery milestones, financial profile, risks, dependencies and monitoring arrangements. Progress throughout 2027/28 will be reported through financial monitoring and a dedicated savings tracker. Where a measure is delayed or no longer deliverable, corrective action or an alternative proposal of equivalent value may be required.

3.46. The Spending Review will continue to assess all proposals and values will be identified and included within workstreams as appropriate. Further work to assess delivery timescales will enable the in-year and full-year effect to be established. For budgeting purposes, at the conclusion of this exercise a delivery profile will be reflected against the Council's General

Fund Balance risk assessment and valuation, to ensure a balanced budget can be achieved.

3.47. Further opportunities will continue to be identified and reviewed across several workstreams. The Spending Review will assess these opportunities as they are identified and incorporate them within the relevant workstream where appropriate. Further work on deliverability and implementation timescales will also establish the in-year and full-year financial effect of measures ultimately taken forward.

Section H - Capital Programme Review and Capital Strategy

3.48. The Capital Programme Review forms part of the Financial Resilience Programme, so starts from a lower base than some other sections in this report but, nevertheless, an estimate must be incorporated into the financial position shown in Section G. The review is being undertaken from source information. The Council recognises that there need to be improvements to record keeping, the audit trail and updates to information. The immediate priority was to establish a reliable and reconciled position for the existing programme, its funding sources, delivery profile and revenue consequences. Alongside this a consideration of future schemes was undertaken to help inform a future Capital Strategy.

3.49. The current working assumption is that fully funding the capital programme is likely to require external borrowing. This is not unexpected and has been known for several years, given the scale of the programme followed and the likelihood of borrowing flagged in previous Treasury Management Reports. This is, however, not simply a capital or treasury issue as new borrowing will create revenue costs through interest and, where applicable, Minimum Revenue Provision. Those costs must be incorporated into the MTFP and increase the funding gap unless offset by additional income, reprioritisation, scheme changes or savings elsewhere.

3.50. The amount and timing of borrowing will depend on the validated programme, available capital receipts and grants, cashflow, slippage and the Council's treasury position. This report presents an estimate based only on the information available at this time.

3.51. To provide a stronger framework, this year all capital projects have been analysed by officers into three distinct categories as shown in Table 10 below.

Table 10: Capital Scheme Categories

Category	Details

Essential	Capital Programme schemes: Fully developed projects that will be funded, approved and included in the capital programme for both existing schemes and new capital bids
Priority	Capital Strategy schemes: Projects that are sufficiently developed but not yet fully funded, but would move into the Capital Programme during 2027/28 or beyond, as resources and conditions permit
Aspirational	Capital Strategy schemes: Longer-term ambitions which have not yet been fully developed or funded but provide a strategic indication of future investment requirement and priorities

3.52. The Capital Programme for 2026/27 as reported in the Medium-Term Financial Plan 2026/27 (including previous years' slippage) was taken as the starting point. As part of the budget setting process, in September 2026, Officers were asked to submit new capital bids for 2027/28 onwards and categorise them as shown in the table above. The 2026/27 Capital Programme and capital bids for 2027/28 were presented to the Senior Leadership Team (SLT) on 12 October 2026 for their first review. Early indications identified a potential funding gap for the Capital Programme and SLT asked that Officers review the programme and bids again

3.53. The Section 151 Officer also paused much of the capital programme, apart from some essential schemes, to ensure clarity around funding which is being addressed in the Capital Review Programme. All capital bids have been reviewed a second time and consequently some schemes have been identified as no longer required.

3.54. For the purposes of this report, only schemes classified as essential are proposed for inclusion in the prospective funded Capital Programme. Priority and Aspirational schemes will remain within the Capital Strategy and will be developed for Council in February 2027. These will not be assumed as funded commitments unless and until affordability, financing and the necessary approval have been demonstrated.

3.55. The review has identified a draft list of capital schemes deemed to be essential to progress and be funded, alongside further lists of priority and aspirational schemes. This position is summarised in Table 11 below.

Table 11: Proposed Capital Spend by Category

Financial Year	Essential Schemes in the	Priority Schemes in the	Aspirational Schemes in

	Capital Programme (£)	Capital Strategy (£)	the Capital Strategy (£)
2027/28	10,795,337	1,316,000	15,000
2028/29	3,662,086	0	0
2029/30	3,228,749	0	0
Total	**17,686,172**	**1,316,000**	**15,000**

3.56. Essential Schemes totalling £17,686,172 over three years are proposed to be taken forward into the 2027/28 MTFP for consultation and financing. These schemes are listed in Appendix 5 to be delivered over the 2027/28 to 2029/30 period. The list includes new capital bids for 2027/28.

3.57. Schemes deemed to no longer be essential have been moved into the Priority and Aspirational schemes categories and are captured within the Capital Strategy rather than forming part of the Capital Programme for delivery in 2027/28. These schemes are listed in Appendices 6 and 7 respectively. It is anticipated that these categories will be expanded through the creation of a longer term Capital Strategy for February 2027. Movements between these categories can be made at any time based upon financial availability and affordability, with Cabinet or Council approval as necessary.

3.58. The financing of the Capital Programme, based on essential schemes only, has been estimated as shown in Tables 12 and 13 below. Until the Capital Review is complete, the assumption is that all Council Funding, unless otherwise identified, would be met by external borrowing. This borrowing requirement is provisional, and interest and MRP impacts will feed into the revenue funding gap. The schedule of essential schemes in the capital programme and the financing schedule will be updated simultaneously, not independently.

3.59. For interest considerations, the latest official Public Works Loan Board (PWLB) rates published by the UK Debt Management Office for 30 October 2026 show standard new loan rates are around the 6%+ level across longer maturities, the precise rate depending on loan type and term (although from a Treasury Management point of view, capital expenditure does not necessarily mean taking out a long term PWLB loan immediately).

3.60. Not all essential capital expenditure requires Council borrowing, reflecting the availability of grants, contributions and other funding sources. The estimated borrowing supported element of the essential programme is therefore £13.0m, as shown in Table 12.

Table 12: Financing Calculation for Essential Schemes

Financial Year for Spend	Capital expenditure (£'000)	Full-year interest at 6% (£'000)	First-year MRP	First MRP year
2027/28	8,600	516	207	2028/29
2028/29	2,400	144	58	2029/30
2029/30	2,000	120	48	2030/31
Total	**13,000**	**780**	**313**	Phased

3.61. The existing MRP policy states that MRP starts in the year after the asset becomes operational although interest follows the actual funding requirement. Assuming spending takes place progressively during 2027/28 and there is a need to borrow to finance it, there would potentially be an interest/financing cost during 2027/28 itself and MRP from 2028/29. With increased spend on capital over the life of the MTFP, the total estimated debt charge would need to be incorporated into the Revenue Budget as shown in Table 13 below.

Table 13: Financing Requirement for Essential Schemes

Financial year	Capital expenditure (£'000)	Cumulative expenditure at year-end (£'000)	Estimated interest (£'000)	Estimated MRP (£'000)	Total estimated debt charge (£'000)
2027/28	8,600	8,600	258	0	**258**
2028/29	2,400	11,000	588	207	**795**
2029/30	2,000	13,000	720	273	**993**

3.62. Given the level of work required, a status review is incorporated into this report, and for February, as set out in Table 14 below.

Table 14: Capital Programme Status

Capital financing factor	Position for November	Required for February
Validated capital programme	Best available reconciled programme and delivery profile	Final programme and approved additions
Funding sources	Confirmed grants, contributions, receipts and reserves	Final financing schedule for current and b/f programme

Borrowing requirement	Initial estimate and timing range	Final prudential borrowing requirement
Interest cost	MTFP estimate based on stated assumptions	Updated treasury assumptions and indicators
Minimum Revenue Provision	Initial revenue impact and commencement profile	Final MRP calculation and policy implications
Affordability and prioritisation	Identify material pressure and options	Integrated Capital Strategy and affordability assessment

Section I - Reserves, Balances and Financial Stability

3.63. Reserves are an important part of financial resilience but cannot provide a permanent solution to a recurring funding gap. The Council will complete a risk-based review of the General Fund Balance and earmarked reserves as part of the final MTFP.

3.64. A review of earmarked reserves has been undertaken and at this stage reserves have been placed in three categories:

- Committed – reserves that have been clearly identified and earmarked for specific purposes
- Required – reserves that are subject to further assessment, alongside the review of the General Fund Balance, to establish a final agreed value
- Uncommitted – reserves that are not required for a specific purpose and will be considered, alongside the General Fund Balance review, but may be available for wider consideration.

3.65. A breakdown of the earmarked reserves, on this basis, is attached at Appendix 8. A summary position is shown in Table 15 below.

Table 15: Draft Earmarked Reserves Analysis

Reserve Category	01/04/26 (£'000)	31/03/27 (£'000)	31/03/28 (£'000)	31/03/29 (£'000)	31/03/30 (£'000)
Committed	8,016	2,997	1,123	550	370
Required	3,745	3,614	3,552	3,552	3,552
Uncommitted	2,401	1,924	1,924	1,924	1,924
Total	14,162	8,535	6,599	6,026	5,846

3.66. The review will be completed for consideration by Council in February 2027. The above table and Appendix 8 represent work in progress. To date this has identified:

- Twenty reserves that are committed over the life of the MTFP and this is demonstrated by the steady reduction in values in Table 15 from £8.016m as at 1 April 2026 to £0.370m by 2029/30
- Eight reserves are identified as 'required' and total £3.614m by year end with minimal defined commitments yet identified in future years. This category includes five existing reserves (one of which is increased) and three new reserves:
  - A new Planning Reserve (£0.250m) funded from a redistribution of the Risk and Resilience Reserve to cover additional enforcement and capacity
  - A new Major Projects Reserve (£0.750m) funded from a redistribution of the Risk and Resilience Reserve
  - A new BDC Transition Reserve (£0.750m) funded from a redistribution from the Risk and Resilience Reserve. This is to fund LGR requirements at Bromsgrove that are not eligible for funding from the LGR Reserve mentioned above.
  - An increase to the Local Government Reorganisation Reserve (£0.500m) funded from a redistribution of the Risk and Resilience Reserve. The LGR Reserve was held at £1.0m at the beginning of the year and commitments have been made for each district authority in Worcestershire to contribute £1.5m in total to the LGR Reserve.

- Fifteen reserves appear to be uncommitted and not required at this stage, totalling £1.924m by year end and remaining so over the life of the MTFP period. These reserves may be important in profiling the delivery of savings to deliver a balanced budget and/or funding essential capital expenditure.

3.67. In addition to Earmarked Reserves the Council holds a General Fund Balance. As at 1 April 2026 this stood at £11.676m. A risk assessment is due to be completed before Council in February 2027 to assess a recommended value following the completion of the Financial Resilience Review and Spending Review Processes.

3.68. The value of the General Fund Balance is important in assessing the financial sustainability and resilience of the Council. The risk assessment will identify if the current balance needs to be supplemented, or whether sums may be available for one off purposes such as providing funding to smooth the delivery profile of savings proposals. Importantly, reserves cannot be used to close a recurring gap. The findings of the reserves review will inform the Section 151 Officer's assessment of the Council Robustness of Estimates and Adequacy of Reserves for the February 2027 Council report.

Section J - Public and Member Engagement

3.69. Early Member engagement has taken place with Cabinet to agree the basis for public consultation. Existing processes will support informed challenge and scrutiny through the Finance and Budget Working Group and Overview and Scrutiny Committee. This supports informed challenge while preserving the formal roles of Cabinet and Council in proposing and setting the budget.

3.70. It is important for public consultation to explain the scale and causes of the financial challenge, the choices available, the proposed measures, the effect on residents and services, and the consequences of not closing the gap. Consultation will inform decisions but will not replace the Council's responsibility to set a lawful and balanced budget. The approach is shown in Appendix 10.

3.71. Proposals requiring separate statutory, workforce or service-specific consultation will follow the appropriate process before implementation. Equality and other impact assessments will be developed alongside the proposals and updated as the evidence and design mature.

Conclusion and Next Steps

3.72. This report is a gateway in the budget process. It provides information for Cabinet to understand the emerging position, direct further work and approve consultation, while making clear which matters remain provisional and what must be completed before final approval. The key milestones in this process are set out in Table 16 below.

Table 16: Timetable

Stage	Key activity	Expected output
November 2026	Cabinet considers Stage 1 MTFP and Spending Review update	Direction on proposals and public consultation
December 2026	Public consultation, proposal development, settlement and monitoring updates	Updated evidence and financial model
January 2027	Consultation responses collated and MTFP updated	Refined package to deliver a balanced budget
February 2027	Cabinet and Council consider final MTFP and budget	Balanced budget for 2027/28, savings plan and supporting strategies
2027/28	Implementation and monitoring of savings and budget.	Delivery assurance and corrective action where required

3.73. The Council has an approved MTFP but identified weaknesses and uncertainties in information over several financial years required further validation. Budgets have largely continued to be set and delivered, but weaknesses in supporting evidence and audit trails mean the Council cannot yet demonstrate the underlying position with the required levels of assurance. The Finance Resilience Programme and Spending Review were established in response, to create transparency around the issues and ultimately resolve them. The underlying budget has been rebuilt where possible and the initial funding position identified. Updated resource assumptions, expenditure pressures, potential saving opportunities and capital-financing implications have then been applied to establish the residual gap. This report sets out the options available, explains the wider implications for capital and reserves, and seeks approval to consult before the position is finalised in February.

4. FINANCIAL IMPLICATIONS

4.1 The report sets out a provisional funding gap of £0.955 million for 2027/28, rising in later years, based on the financial information and assumptions currently available. The position remains subject to further validation, including confirmation of Government funding, refinement of expenditure and income assumptions, completion of the Capital Programme and reserves reviews, and further assessment of Spending Review proposals. The potential requirement for external borrowing would create additional revenue costs through interest and Minimum Revenue Provision, which have been incorporated on a prudent estimated basis but will require further refinement. Only recurring, cashable and deliverable savings can provide a sustainable solution to a recurring funding gap. Cost avoidance, reserves and other one-off resources may support implementation or manage timing differences but cannot permanently balance the budget. Further work will therefore continue before Cabinet and Council consider a balanced and deliverable budget for 2027/28 in February 2027.

5. LEGAL IMPLICATIONS

5.1 The Council is required to set a lawful and balanced budget for 2027/28 and, in doing so, must have regard to the advice of the Director of Finance and Section 151 Officer on the robustness of the estimates and the adequacy of the Council's reserves. The consultation proposed through this report will contribute to the evidence available to Cabinet and Council when making final budget decisions, but approval to consult does not constitute approval to implement every proposal. Individual measures may require further legal assessment, equality analysis and separate statutory, workforce or service-specific consultation before a final implementation

decision is taken. Any subsequent decisions must be made by the appropriate body or officer in accordance with the Council's Constitution and relevant statutory requirements.

6. OTHER - IMPLICATIONS

Local Government Reorganisation

6.1 The Council must continue to set a robust, balanced and deliverable budget for its remaining period of operation, notwithstanding the anticipated changes arising from Local Government Reorganisation. Costs, resource requirements and organisational capacity pressures attributable to reorganisation will be identified and assessed separately as information becomes available. No unverified savings, efficiencies or other financial benefits arising from future reorganisation have been, or will be, assumed as a means of balancing the MTFP. The reserves review includes provision for reorganisation and transition requirements, but the appropriate level and use of these resources will be considered further as part of the final budget and reserves assessment.

Relevant Council Priority

6.2 Financial resilience and good governance underpin the Council's ability to deliver all of its priorities. Establishing a reliable financial baseline, setting a balanced and sustainable budget, maintaining appropriate reserves and ensuring that savings proposals are properly assessed and monitored will support the continued delivery of priority services and informed decision-making about the allocation of limited resources.

Climate Change Implications

6.3 This report does not itself approve the implementation of individual service or capital proposals and therefore has no single direct climate change impact. Several areas being considered through the Spending Review and Capital Strategy could have environmental implications, including those relating to fleet and assets, maintenance standards, service delivery models and digital delivery. These implications will need to be assessed as the relevant proposals are developed and before any final implementation decisions are made, so that potential environmental benefits, adverse impacts and alignment with the Council's climate objectives can be properly considered.

Community Impact

6.4 The report presents a range of Spending Review workstreams and emerging approaches for consultation, some of which could ultimately result in changes affecting residents, businesses, service users and local communities through charges, eligibility, service standards, access arrangements or methods of delivery. The nature and scale of any impact will vary between proposals and, at this stage, inclusion within the Spending Review does not constitute approval for implementation. Public consultation, further proposal development and appropriate impact assessments will help the Council understand the likely effects, including any cumulative impacts across communities, and will inform the final budget decisions to be considered in February 2027 and any subsequent service-specific decisions.

Equalities and Diversity Implications

6.5 Public consultation will form part of the evidence base used to inform the final budget proposals. Equality implications will be considered at proposal level as options are developed, with proportionate assessments undertaken and updated to reflect the emerging design, available evidence and consultation responses. These assessments will inform the decisions taken as part of the final budget process and, where further detail or separate approval is required, any subsequent implementation decision. Consideration will be given to whether proposals could have differential or cumulative effects on people with protected characteristics or those who may experience barriers to accessing Council services.

7. RISK MANAGEMENT

7.1 The principal risks associated with the MTFP include the following:

- Accuracy and completeness of the underlying financial baseline
- Uncertainty over the Local Government Finance Settlement and other funding
- The deliverability, timing and recurrent value of savings proposals
- The affordability and revenue consequences of the Capital Programme
- Reliability of income, inflation and demand assumptions
- The adequacy of Council reserves
- The Council's organisational capacity to implement and oversee a significant programme of change.

7.2 There is also a risk that the cumulative effect of multiple proposals may be greater than the impact of each proposal considered separately. These risks will be managed through continued validation of the financial model, structured assessment and clear ownership and delivery planning. The final MTFP will include an updated assessment of these risks to support

the Section 151 Officer's conclusions on the robustness of estimates and adequacy of reserves.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 – Financial Position
Appendix 2 – Fees and Charges Schedule
Appendix 3 – Spending Review Proposals (Income Generation)
Appendix 4 – Spending Review Proposals (Expenditure Reductions)
Appendix 5 – Capital Programme – Essential Schemes
Appendix 6 – Capital Strategy – Priority Schemes
Appendix 7 – Capital strategy – Aspirational Proposals
Appendix 8 – Earmarked Reserves Review
Appendix 9 – General Fund Balance Review
Appendix 10 – Public Consultation Approach

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Appendix 01

Financial Position

Resources:

Resources	2026/27 Gvt funding £'000	2026/27 Actual £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Council Tax	-10,142		-10,642	-11,066	-11,507
Additional Council Tax (@ 2.99%)	-97		-318	-331	-344
Increase in Council Tax Growth	-13		-106	-110	-115
Total Council Tax	**-10,252**	**-10,642**	**-11,066**	**-11,507**	**-11,966**
Business Rates					
Business Rates Collected	-1,909	-17,761	-18,294	-18,843	-19,408
Top Up / Tariff	0	14,729	15,171	15,626	16,095
Transitional protections -100% income protection	-202				
Adjustment Support Grant	-160				
Changes to Business Rates Appeals and losses			-99	-99	-99
Total Business Rates	**-2,271**	**-3,032**	**-3,222**	**-3,316**	**-3,412**
RSG	**-3,615**	**-3,615**	**-2,913**	**-2,185**	**-2,185**
Collection Fund Surplus / Deficit:	**-129**				
Council Tax		14			
Business Rates		-129			
Net Budget	-16,267	-17,289	-17,201	-17,008	-17,563
Local Income					
Fees and Charges	-4,336	-4,336	-4,336	-4,336	-4,336
Additional Fees and Charges Income	-252	-252	-252	-252	-252
Other Grants and Income	-4,953	-4,953	-4,953	-4,953	-4,953
Non-Core Government Grants	-12,252	-12,252	-12,426	-12,464	-1,893
Internal Recharges	-9,480	-9,480	-9,480	-9,480	-9,480
Spending Review - Savings from Income Generation and Cost Recovery Proposals			-269		
Total Resources	**-47,540**	**-48,562**	**-48,917**	**-48,493**	**-38,477**

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Grant Funding included within Resources:

Non-Core Government Grants	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Housing Benefit Admin Subsidy	-150	-150	-150	
Housing Benefit Grant	-9,513	-9,513	-9,513	
Food Waste Grant	-57	-57	-57	
Extended Producer Responsibility	-1,767	-1,767	-1,767	-1,767
Crisis and Resilience Fund	-126	-126	-126	-126
Building Safety Level new burdens	-112	-112	-112	
Housing Enabling	-31	-31	-31	
Homelessness, Rough Sleeping and Domestic Abuse	-496	-551	-589	
Cost of Collection		-119	-119	
Other Grants				
Total Non-Core Government Grants	-12,252	-12,426	-12,464	-1,893

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Expenditure:

	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Original Gross Budget	47,336	**47,533**	**50,345**	51,811
Inflation				
0.2% pay award from 25/26 over budget	28			
0.3% pay award from 26/27 over budget	30			
Pay award 2027/28 onwards		679	703	727
2% Pay award 2026/27	389			
1% Cost of Living 2026/27	195			
Contract inflation		283	291	300
Growth				
Items brought forwards from February 2026:				
WRS Food Work	25			
Proposed Increase in Members allowances	6			
Increase in Employers NI for Elected Members	12			
Directorate Pressures identified February 2026	566	-21	197	
Interest on borrowing	138			
Items identified from Budget Review Summer 2026:				
Unachieved Efficiency Savings		337		
Unachieved Savings		714		
Directorate Bids	68	1,074	-425	39
EPR - Communications		100	-100	
Additional cost for Councillors Pensions		53		
Food Waste Growth		186		
Net Movement in Non-Core Government Grants		174	38	
Savings				
Items brought forwards from February 2026:				
Reduction to 2025/26 MTFP for pension figures	-50	0	0	
Utilities budget saving	-230	0	0	
Forward funding rate saving - pensions	-358	-12	-10	
Directorate Savings	-622	-44	-24	
Items identified from Spending Review Summer 2026:				
Spending Review - Savings from Spend Reduction Proposals		-969		
Other Adjustments				
Capital Programme Debt Charges		258	795	993
Total Expenditure	47,533	**50,345**	**51,811**	53,871

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Directorate Growth Bids included within Expenditure:

Service Area	Directorate Bid	2027/28	2028/29	2029/30
BDC Bereavement Services	Grounds Maintenance	3	-3	0
BDC Bereavement Services	Maintenance expense	20	-20	0
BDC Bereavement Services	Soil disposable costs	2	-2	0
BDC Place team	servicing/Mot	21	-21	0
BDC Bereavement Services	Catshill Cemetery repair budget	10	5	5
Procurement Team	specialist external legal advice	10	0	0
ICT	one-off digital review capacity	75	-75	0
ICT	one off specialist support for ICT	13	-13	0
HR	Corporate recruitment system	17	1	1
HR	external employment legal advice	3	0	0
CCTV and Lifeline	Funded by income	18	0	0
CCTV and Lifeline	New post funded by income	27	0	0
Electoral services	one off election expenditure	255	-255	0
WRS	annual hosting WRS	4	4	4
Strategic Housing	BDHT contract	110	-37	0
Redditch domestic waste	alternate collection days	8	0	0
Bromsgrove domestic waste	alternate collection days	40	0	0
Bromsgrove domestic waste	agency staff cover	5	1	1
Bromsgrove Garden Waste	Reduce income target	40	-40	0
Domestic Waste - Environmental Services Pool	alternate collection days	30	0	0
Economic development	Town centre expenditure	60	0	0
Car Parking	car parking income shortfall	226	0	0
WRS	Council contribution to WRS	26	34	33
Community services	Citizens advice outreach	50	-5	-5
		1,074	**-425**	**39**

Resulting Funding Gap:

Funding Gap	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Resources (including Savings Plans)	-48,562	-48,917	-48,493	-38,477
Expenditure (including Savings Plans)	47,533	50,345	51,811	53,871
One Off Funding Applied	-258	-473	0	0
Remaining Gap / (Surplus)	-1,287	955	3,318	15,393
Change in Funding Gap per Year	-1,287	2,242	2,363	12,076

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Fees and Charges Schedule — Appendix 02

BROMSGROVE DISTRICT COUNCIL

Business Transformation and Organisational Development

Roundings are generally rounded to the nearest 10p.

Service Category	Actual Charge 24/25 £	Actual Charge 25/26 £	Proposed Charge 26/27 £	% Increase 27/28	Proposed Charge 27/28
New & Existing Properties					
Naming a Street	684.80	712.20	**726.40**	3%	748.20
Additional charge for each new premise on a street	160.70	167.10	**170.40**	3%	175.50
Naming and numbering of an individual premise	338.60	352.10	**359.10**	3%	369.90
Additional charge for each adjoining premise (eg Blocks of flats)	95.20	99.00	**101.00**	3%	104.00
Confirmation of address to solicitor/conveyancer/ occupier or owner	66.30	69.00	**70.40**	3%	72.50
Additional charge including naming of building	170.50	177.30	**180.80**	3%	186.20

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BROMSGROVE DISTRICT COUNCIL

Community & Housing Services

Roundings are generally rounded to the nearest 10p.

Service Category	Actual Charge 24/25 £	Actual Charge 25/26 £	Proposed Charge 26/27 £	% Increase 27/28	Proposed Charge 27/28
STRATEGIC HOUSING					
Bed and breakfast					
- Single room	18.90	19.70	**20.10**	**3%**	20.70
- Two single rooms	38.30	39.80	**40.60**	**3%**	41.80
- Double room	18.90	19.70	**20.10**	**3%**	20.70
- More than one double room per room	24.70	25.70	**26.20**	**3%**	27.00
- Breakfast - Per Week					
- adult	3.10	3.20	**3.30**	**3%**	3.40
- child	2.60	2.70	**2.80**	**3%**	2.90
- Storage of effects (per night)	3.20	3.30	**3.40**	**3%**	3.50
- Right to Buy (RTB) Plan Preparation for BDHT	147.90	153.80	**156.90**	**3%**	161.60
- Late Consents to transfer (shared ownership and low cost properties)	309.00	321.40	**327.80**	**3%**	337.60
Private Sector Housing					
Housing Fitness Inspections	176.60	183.70	**187.40**	**3%**	193.00
First Homes Application	160.50	166.90	**170.20**	**3%**	175.30
Registration of housing in multiple occupation:					
per occupant	150.80	156.80	**159.90**	**3%**	164.70
Service and Administration of Improvement (per hour)	42.00	43.70	**44.60**	**3.30%**	46.10
Prohibition, Hazard Awareness or Emergency Measures Notices * under Housing Act 2004, per hour					
Enforcement of Statutory Notices, Supervision of Work in Default etc.	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Mobile Home Park Licencing - New Licence Application Fee	384.50	399.90	**407.90**	**3%**	420.10
- Licence Amendment Application Fee	302.10	314.20	**320.50**	**3%**	330.10
- Licence Transfer Application Fee	219.70	228.50	**233.10**	**3%**	240.10
Mobile Home Park - Annual Site Inspection Charge -Band A (2-10 units)	302.10	314.20	**320.50**	**3%**	330.10
- Band B (11-30 units)	322.70	335.60	**342.30**	**3%**	352.60
- Band C (31-70 units)	453.10	471.20	**480.60**	**3%**	495.00
- Band D (71 + units)	494.30	514.10	**524.40**	**3%**	540.10
Mobile Home Park Statutory Registration or amendment of Park Home Ru	116.70	121.40	**123.80**	**3%**	127.50
Low cost Housing scheme - Valuation Fee (relating to properties of 30% ownersh	Full Cost Recovery	Full Cost Recovery	Full Cost Recovery	**N/A**	Full Cost Recovery
***Based on salary of employee**					
LIFELINE					
- Installation Fee	55.60	57.80	**59.00**	**3%**	61.00
- Lifeline (per week)					
- Replacement Pendant	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
- Key Safe	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
- GSM Alarm Hire	5.50	5.70	**5.80**	**3%**	6.00
- GPS Tracker Hire	5.50	5.70	**5.80**	**3%**	6.00
- Daily Living Activity Equipment	7.90	8.20	**8.40**	**3%**	8.70
HIRE PRODUCTS					
Hire of smoke alarm per week (hard wired, serviced smoke alarm)	1.55	1.60	**1.60**	**3%**	1.65
CO2 Detector per week	1.55	1.60	**1.60**	**3%**	1.65
Bogus Caller Panic Button	1.55	1.60	**1.60**	**3%**	1.65
Flood Detector	1.55	1.60	**1.60**	**3%**	1.65
Falls Detector	1.55	1.60	**1.60**	**3%**	1.65
Additional pendant	1.55	1.60	**1.60**	**3%**	1.65
Temperature extreme sensor	1.55	1.60	**1.60**	**3%**	1.65

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BROMSGROVE DISTRICT COUNCIL					
Corporate Services					
Roundings are generally rounded to the nearest 10p.					
Service Category	**Actual Charge 24/25**	**Actual Charge 25/26**	**Actual Charge 26/27**	**% Increase 27/28**	**Proposed Charge 27/28**
	£	**£**	**£**		
NO FEES AND CHARGES FOR CORPORATE SERVICES					

BROMSGROVE DISTRICT COUNCIL

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BROMSGROVE DISTRICT COUNCIL

Environmental Services

Roundings are generally rounded to the nearest £1

Service Category	Actual Charge 24/25 £	Actual Charge 25/26 £	Actual Charge 26/27 £	% Increase 27/28	Proposed Charge 27/28
REFUSE COLLECTION					
Bulky Household Waste					
Proposed Charges					
The Bulky Service operates based on a standard unit price based on size and weight, with collection from the boundary of the property with the public highway. 1 Unit is equivalent to an under unit appliance, and this measure is multiplied up for multiple or larger items and items that cannot be lifted by two people will need to be quoted separately.					
Bulky collection - base price for a single unit*	Full Cost Recovery	12.00	**13.00**	15%	15.00
*Depending on size, items maybe charged for as a multiple of units					
Items that are classed by WCC as non domestic waste	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	N/A	Full Cost Recovery
Items not on the boundary of the property	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	N/A	Full Cost Recovery
Litter and Dog Bins (Yearly Charge)					
High Usage Site First Bin	1000.5	1,040.50	**1,061.00**	3.02%	1,093.00
High Usage Site Additional Bins (each)	412.00	428.50	**437.00**	2.97%	450.00
Medium Usage Site First Bin	500.20	520.20	**531.00**	3.01%	547.00
Medium Usage Site Additional Bins (each)	206.00	214.20	**219.00**	3.20%	226.00
Low Usage Site First Bin	247.20	257.10	**262.00**	3.05%	270.00
Low Usage Site Additional Bins (each)	105.90	110.10	**112.00**	2.68%	115.00
Parish Lengthsman Work					
Hourly Rate	18.50	19.20	**20.00**	5.00%	21.00
High Hedge Complaints					
High Hedge Complaints	735.50	764.90	**780.00**	2.95%	803.00
High Hedge Complaints - reduced for people on benefits	293.70	305.40	**312.00**	2.88%	321.00
Investigation of Abandoned Vehicles on Private Land					
Per Vehicle	70.60	73.40	**75.00**	2.67%	77.00
Mechanically Sweep Private Road / Car Park - Sweeper per Hour + disposal costs	58.90	61.30	**63.00**	3.17%	65.00
Garden Waste Collection Service					
2026/27	54.10	56.30	**60.00**	0%	60.00
2027/28			**60.00**	8.33%	65.00
Garden waste set up fee - NEW charge			**22.00**	9.09%	24.00
Road Closures					
New Charge - £80 per Road closure plus VAT	85.60	89.00	**60.00**	3%	61.80

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BROMSGROVE DISTRICT COUNCIL

Bereavement Services

Roundings are generally rounded to the nearest 10p.

Service Category	Actual Charge 24/25 £	Actual Charge 25/26 £	Actual Charge 26/27 £	% Increase 27/28	Proposed Charge 27/28
CEMETERY					
The following charges would be subject to 25% plus or minus in year adjustment facility delegated to Bereavement Services Manager or Head of Service to allow for supplier increases such as utilities or memorial suppliers etc					
Interments in a grave					
- children aged under 1 year	No Charge	No Charge	**No Charge**	**N/A**	No Charge
- children aged under 1 year (non resident)	140.90	146.50	**149.40**	**3.75%**	155.00
- children aged 1 year - 17 years	No Charge	No Charge	**No Charge**	**N/A**	**No Charge**
- children aged 1 year - 17 years (non resident)	205.20	213.40	**217.70**	**3.00%**	224.00
- persons aged 18 and over single depth	786.00	817.40	**833.70**	**13.95%**	950.00
- persons aged 18 and over double depth		£934.00	£953.00	**4.93%**	1,000.00
Concrete burial chamber (In addition to other fee)		£650.00	£663.00	**3.02%**	683.00
Interment in a bricked grave					
Interment of cremated remains	260.80	271.20	**276.60**	**5.93%**	293.00
Interment of Cremated Remains (under 17 years non residents only)	96.40	100.30	**102.30**	**2.64%**	105.00
Scattering cremated remains in grave	110.00	114.40	**116.70**	**4.54%**	122.00
Exclusive rights of burial (75-year grants)					
- adult grave space	1,981.10	2,060.30	**2,101.50**	**4.97%**	2,206.00
- child grave space	360.90	375.30	**382.80**	**5.28%**	403.00
- cremated remains plot	756.30	786.60	**802.30**	**5.20%**	844.00
Renewal of expired deed (single fee charged in all cases)					
-Burial	564.80	587.40	**599.10**	**2.99%**	617.00
-Cremated remains	221.20	230.00	**234.60**	**3.15%**	242.00
-Ashes grave purchased in reserve	905.90	942.10	**960.90**	**3.03%**	990.00
- Full grave purchased in reserve	2,433.40	2,530.70	**2,581.30**	**3.01%**	2,659.00
- Disinterment of Remains - Cremated Remains	688.40	715.90	**730.20**	**2.99%**	752.00
- Wooden cremated remains casket	119.90	124.70	**127.20**	**2.99%**	131.00
Motifs	145.90	151.70	**154.70**	**2.78%**	159.00
Memorials					
Bench with 10 year lease & top rail engraving (max 40 letters) - £800.00	1,398.30	1,454.20	**1,483.30**	**3.01%**	1,528.00
Bench with 10 year lease & standard silver plaque (max 60 letters) - £760.00	1,330.00	1,383.20	**1,410.90**	**2.98%**	1,453.00
Bench replacement plaque - £110.00	192.30	200.00	**204.00**	**2.94%**	210.00
-Assignment / Transfer of Exclusive Right of Burial	128.50	133.60	**136.30**	**2.71%**	140.00
Exhumation Ground works	260.80	271.20	**276.60**	**3.04%**	285.00
New Container	147.10	153.00	**156.10**	**3.14%**	161.00
Officer time	266.90	277.60	**283.20**	**3.11%**	292.00
Cremator usage	40.80	42.40	**43.20**	**4.17%**	45.00
Certified copy of entry	28.40	29.50	**30.10**	**2.99%**	31.00
Bird bath memorial					
5 Year Lease					
- size 1 (small)	262.00	272.50	**278.00**	**2.88%**	286.00
- size 2	291.70	303.40	**309.50**	**2.75%**	318.00
- size 3	321.30	334.20	**340.90**	**2.96%**	351.00
- size 4	349.80	363.80	**371.10**	**2.94%**	382.00
- size 5 (large)	379.50	394.70	**402.60**	**3.08%**	415.00
10 Year Lease					
- size 1 (small)	407.80	424.10	**432.60**	**3.10%**	446.00
- size 2	437.50	455.00	**464.10**	**3.00%**	478.00
- size 3	467.20	485.90	**495.60**	**3.11%**	511.00
- size 4	495.60	515.40	**525.70**	**3.10%**	542.00
- size 5 (large)	522.80	543.70	**554.60**	**2.96%**	571.00
20 Year Lease					
- size 1 (small)	553.70	575.80	**587.30**	**3.01%**	605.00
- size 2	583.30	606.60	**618.70**	**2.96%**	637.00
- size 3	613.00	637.50	**650.30**	**3.03%**	670.00
- size 4	641.50	667.20	**680.50**	**3.01%**	701.00
- size 5 (large)	671.10	697.90	**711.90**	**2.96%**	733.00
Motif	145.90	151.70	**154.70**	**2.78%**	159.00
Memorial Vaults					
Double unit - 20 year lease in first interment and casket	1,636.30	1,701.80	**1,735.80**	**3.01%**	1,788.00
2nd interment of remains including casket	224.90	233.90	**238.60**	**3.10%**	246.00
Inscribed tablet of upto 80 letters	182.90	190.20	**194.00**	**3.09%**	200.00
Additional letters (per letter)	5.30	5.50	**5.60**	**7.14%**	6.00
Standard Motif	131.00	136.20	**138.90**	**2.95%**	143.00
Photo of 1 person	157.00	163.30	**166.60**	**3.24%**	172.00
Photo of 2 people	248.50	258.40	**263.60**	**3.19%**	272.00
Photo of 3 people	320.10	332.90	**339.60**	**3.06%**	350.00
Other items are available but quoted individually	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Memorial Posts					
Memorial plaque - 3 year lease	313.9	326.50	**333.00**	**3.00%**	343.00
Motif	59.30	61.70	**62.90**	**3.34%**	65.00
Replacement Plaque	157.00	163.30	**166.60**	**3.24%**	172.00
Private Memorial Garden					
Including memorial - 20 year lease	2,093.50	2,177.20	**2,220.70**	**2.99%**	2,287.00
Additional Inscription on Plaque	181.60	189.00	**192.80**	**3.22%**	199.00

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BROMSGROVE DISTRICT COUNCIL

Financial and Customer Service

Roundings are generally rounded to the nearest 10p.

SERVICE CATEGORY	Actual Charge 24/25 £	Actual Charge 25/26 £	Actual Charge 26/27 £	% Increase 27/28	Proposed Charge 27/28
LOCAL TAX COLLECTION					
Council Tax					
Summons Costs (includes Magistrates Court fee of 50p) (New approach from 2026/27)	79.40	82.60	**55.80**	**24.55%**	69.50
Liability Order (New from 2026/27)			**30.00**	**1.67%**	30.50
NNDR					
Summons Costs (Includes Magistrates Court fee of 50p) (New approach from 2026/27)	114.80	119.40	**81.00**	**3%**	83.40
Liability Order (New from 2026/27)			**43.00**	**3%**	44.30

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BROMSGROVE DISTRICT COUNCIL

Legal and Democratic Services

Roundings are generally rounded to the nearest 10p.

Service Category	Actual Charge 24/25 £	Actual Charge 25/26 £	Actual Charge 26/27 £	% Increase 27/28	Proposed Charge 27/28
ELECTORAL REGISTRATION					
Register Sales*					
In data form					
- basic fee	20.00	20.00	**20.00**	**N/A**	20.00
- for each 1,000 names or part thereof	20.00	20.00	**20.00**	**N/A**	20.00
In printed form					
- basic fee	10.00	10.00	**10.00**	**N/A**	10.00
- for each 1,000 names or part thereof	5.00	5.00	**5.00**	**N/A**	5.00
Marked Election Register Sales*					
In data form					
- basic fee	10.00	10.00	**10.00**	**N/A**	10.00
- for each 1,000 names or part thereof	1.00	1.00	**1.00**	**N/A**	1.00
In printed form					
- basic fee	10.00	10.00	**10.00**	**N/A**	10.00
- for each 1,000 names or part thereof	2.00	2.00	**2.00**	**N/A**	2.00
Copy of return of Election expenses plus 20p per sheet, per side.	5.00	5.00	**5.00**	**N/A**	5.00
Miscellaneous Charges					
* Address labels printed	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
* - for each 1,000 properties or part thereof	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
- street list	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
* - Data Property Addresses	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
* - For each 1,000 properties or part thereof	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
LEGAL					
- Legal work (per hour)	183.10	190.40	**194.20**	**3%**	200.00
- Legal Consent - Admin Fee	32.60	33.90	**34.60**	**3%**	35.60
- RTB	255.90	266.10	**271.40**	**3%**	279.50
- Consent for proposed works	201.10	209.10	**213.30**	**3%**	219.70
- Retrospective Consent	211.60	220.10	**224.50**	**3%**	231.20
Garden License	311.70	324.20	**330.70**	**3%**	340.60
Wayleave Agreement	467.50	486.20	**495.90**	**3%**	510.80
Deed of Grant or Easement	490.00	509.60	**519.80**	**3%**	535.40
License to Assign	490.00	509.60	**519.80**	**3%**	535.40
Rent Deposit Deed	490.00	509.60	**519.80**	**3%**	535.40
Authorised Guarantee Agreement	490.00	509.60	**519.80**	**3%**	535.40
License for Alterations	490.00	509.60	**519.80**	**3%**	535.40
License to Sublet	490.00	509.60	**519.80**	**3%**	535.40
Deed of Variation	490.00	509.60	**519.80**	**3%**	535.40
Grant of Lease	662.70	689.20	**703.00**	**3%**	724.10
Extended Lease	662.70	689.20	**703.00**	**3%**	724.10
Deed of Surrender	490.00	509.60	**519.80**	**3%**	535.40
Tenancy at Will	490.00	509.60	**519.80**	**3%**	535.40
Renewal of Lease	490.00	509.60	**519.80**	**3%**	535.40
Section 106:					
- Private Owner	684.50	711.90	**726.10**	**3%**	747.90
- Each additional unit added (up to a maximum of £1,650)	91.70	95.40	**97.30**	**3%**	100.20
- Affordable housing schemes	1,285.20	1,336.60	**1,363.30**	**3%**	1,404.20
- Deed of Variation	488.50	508.00	**518.20**	**3%**	533.70
- Fee for agreeing a unilateral undertaking	488.50	508.00	**518.20**	**3%**	533.70
Other Fees					
- Fees for sale of property under Low Cost Housing Scheme	336.70	350.20	**357.20**	**3%**	367.90
- Fees for purchase of additional 30% Share	219.70	228.50	**233.10**	**3%**	240.10
- Fees for preparation of Deed of postponement	143.50	149.20	**152.20**	**3%**	156.80
- Administration fee for the grant of licences for more than 12	80.60	83.80	**85.50**	**3%**	88.10
- Issuing of consents (transfer of mortgage)	95.10	98.90	**100.90**	**3%**	103.90
Minor land sales up to £10,000	643.30	669.00	**682.40**	**0%**	682.40
Major Land sales £10,000+ **2.75% of purchase price with a**	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Major Land sales £50,000+ **2.75% of purchase price with a**	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Deed of Release of Covenant	490.00	509.60	**519.80**	**3%**	535.40
- Footpath Diversion Orders	2,706.00	2,814.20	**2,870.50**	**3%**	2,956.60
LAND SEARCHES					
Single Con29 Question					
Official Certificate of Search (LLC1) only					
CON29R Enquiries of Local Authority (2016)					
- Residential	131.40	136.70	**139.40**	**0%**	139.40
- Commercial	184.00	191.40	**195.20**	**0%**	195.20
CON 29O Optional enquiries of Local Authority (2007)					
(Questions 5,6,8,9,11,15) per question	16.70	17.40	**17.70**	**0%**	17.70
(Questions 7,10,12,13,14,16-21) per question	8.40	8.70	**8.90**	**0%**	8.90
(Question 22)	35.30	36.70	**37.40**	**0%**	37.40
Extra written enquiries (Refer to Worcestershire County Council for Highways enquiries)	65.10	67.70	**69.10**	**0%**	69.10
Question 4	18.60	19.30	**19.70**	**0%**	19.70
Each additional parcel of land (LLC1 and CON29O)				**New**	32.30
Expedited (within 48 hrs)	41.70	43.40	**44.30**	**0%**	44.30

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Planning and Leisure Services

Roundings are generally rounded to the nearest 10p.

Service Category	Actual Charge 24/25 £	Actual Charge 25/26	Actual Charge 26/27	% Increase 27/28	Proposed Charge 27/28
Development Management					
Pre Application Fee					
Residential Development/ Development Site Area/Proposed Gross Floor Area					
Householder Development	128.29	133.40	**140.10**	3%	144.30
Household in Curtilage Development			**133.40**	3%	137.40
1* Dwelling	275.42	286.40	**292.10**	3%	300.90
2-4 Dwellings	411.95	428.40	**437.00**	3%	450.10
5-9 Dwellings	823.90	856.90	**874.00**	3%	900.20
10 - 49 Dwellings	1,647.80	1,713.70	**1,799.40**	3%	1,853.40
50 - 99 Dwellings	3,020.18	3,141.00	**3,298.10**	3%	3,397.00
100 - 199 Dwellings	4,119.50	4,284.30	**4,498.50**	3%	4,633.50
200 - 299 Dwellings	5,490.71	5,710.30	**5,995.80**	3%	6,175.70
300 - 499 Dwellings		7,423.05	**7,794.20**	3%	8,028.00
500 - 749 Dwellings		9,649.90	**10,132.40**	3%	10,436.40
750 - 999 Dwellings		12,544.80	**13,172.00**	3%	13,567.20
1000 - 1499 Dwellings		16,308.40	**17,123.80**	3%	17,637.50
1500 + Dwellings		21,200.90	**22,260.90**	3%	22,928.70
Non-residential development (floor space)					
Floor area is measured externally					
Less than 500sqm	381.35	396.60	**404.50**	3%	416.60
500 - 999sqm	687.37	714.90	**729.20**	3%	751.10
1000 - 1999sqm	1,373.56	1,428.50	**1,499.90**	3%	1,544.90
2000 - 4999sqm	2,744.76	2,854.60	**2,997.30**	3%	3,087.20
5000 - 9999sqm	3,432.13	3,569.40	**3,747.90**	3%	3,860.30
10,000 - 14,999sqm	4,119.50	4,284.30	**4,498.50**	3%	4,633.50
15,000 - 19,999sqm		5,355.40	**5,623.20**	3%	5,791.90
20,000 - 24,999sqm		6,694.20	**7,028.90**	3%	7,239.80
25,000 - 29,999sqm		8,367.80	**8,786.20**	3%	9,049.80
30,000 + sqm		10,459.70	**10,982.70**	3%	11,312.20
Non-residential development (site area) where no building operations are proposed					
Less than 0.5ha	413.13	429.70	**438.30**	3%	451.40
0.5 - 0.99ha	823.90	856.90	**874.00**	3%	900.20
1 - 1.25ha	1,373.56	1,428.50	**1,499.90**	3%	1,544.90
1.26 - 2ha	2,744.76	2,854.60	**2,997.30**	3%	3,087.20
2 - 2.9ha	4,119.50	4,284.30	**4,498.50**	3%	4,633.50
3 - 4.9ha		5,783.80	**6,073.00**	3%	6,255.20
5 - 9.9ha		7,808.10	**8,198.50**	3%	8,444.50
10 - 19.9ha		10,541.00	**11,068.10**	3%	11,400.10
20 - 29.9ha		14,230.20	**14,941.70**	3%	15,390.00
30 - 39.9ha		19,210.80	**20,171.30**	3%	20,776.40
40 - 49.9ha		25,934.50	**27,231.20**	3%	28,048.10
50+ ha		35,011.40	**36,762.00**	3%	37,864.90
Variation/removal of conditions and engineering operations (flat fee)	254.23	264.40	**269.70**	3%	277.80
Recovering Costs for seeking specialist advice in connection with Planning proposals	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	N/A	Full Cost Recovery
Monitoring Fees to be applied to Planning Obligations					
Obligations where the Council is the recipient					
All contributions (financial or non-monetary) - PER OBLIGATION	368.40	383.10	**390.80**	3%	402.50
Pre-commencement trigger - PER OBLIGATION	128.29	133.40	**136.10**	3%	140.20
Other Triggers (Phased Payments/Provision of Infrastructure) - PER TRIGGER POI	190.67	198.30	**202.30**	3%	208.40
Other obligations (eg. Occupation restrictions or removal of Permitted Development rights) - PER CLAUSE	153.01	159.10	**162.30**	3%	167.20
Specific cost for BNG obligation. This is a one off BNG Monitoring fee. (Not subject to additional trigger fees or additional complex major site monitoring fee and not subject to Vat). Fee payable prior to commencement of development, or similar					
Area of site, as defined by red line on planning application, less than 4.9 hectare					1,000.00
Area of site, as defined by red line on planning application, 5 – 9.9 hectare					2,000.00
Area of site, as defined by red line on planning application, 10 – 19.9 hectare					5,000.00
Area of site, as defined by red line on planning application, 20 – 39.9 hectare					7,000.00
Area of site, as defined by red line on planning application, 40 – 59.9 hectare					12,000.00
Area of site, as defined by red line on planning application, 60 + hectare					25,000.00
Obligations for another signatory (eg. Worcestershire County Council)					
All contributions (financial or non-monetary) - PER OBLIGATION	222.45	231.40	**236.00**	3%	243.10
Pre-commencement trigger - PER OBLIGATION	77.68	80.80	**82.40**	3%	84.90
Other Triggers (Phased Payments/Provision of Infrastructure) - PER TRIGGER POI	114.17	118.70	**121.10**	3%	124.70
and Country Planning (Development Management Procedure) (England) Order 2015 or subsequent amendment, and when a decision is made after 1st April 2027. This is a one-off fee					
Ongoing Monitoring of large sites	507.29	527.60	**538.20**	3%	554.30

Fee Concessions

Some pre-application advice will still be provided free of charge. For example where the development is for the direct benefit of a disabled person (and as such there would be no fee incurred to make the planning application) or where works relate to a listed building.

Some advice is provided at a reduced or concessionary rate. If the proposal is being submitted by or is for the benefit of a Parish Council or other Local Authority, then the appropriate fee is reduced by 50%. In addition if the scheme relates to a solely affordable housing scheme, the Applicant is a Registered Social Landlord or Housing Association the fee for pre application advice would also be reduced by 50%.

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BUILDING CONTROL - VAT AT 20%

Explanatory notes

1 Before you build, extend or convert a building to which the building regulations apply, you or your agent must submit a Building regulations application. The charge you have to pay depends on the type of work, the number of separate properties, or the total floor area. You can use the following tables with the current charges regulations to work out the charges. If you have any difficulties, please do not hesitate to call us.

2 The charges are as follows.
Category A: New domestic homes, flats or conversions etc.
Category B: Extending or altering existing homes
Category C: Any other project including commercial or industrial projects etc.

Individually determined fees are available for most projects. We would be happy to discuss these with you if you require. In certain cases, we may agree that you can pay charges in instalments. Please contact us for further discussions.

3 Exemptions and reductions in charges.
a If your plans have been approved or rejected, you won't have to pay again if you resubmit plans for the same work which has not started, provided you resubmit with 3 years of the original application date.
b You don't have to pay charges if the work will provide access to a building or is an extension to store medical equipment or provide medical treatment facilities for a disabled person. In order to claim exemption, an application must be supported by appropriate evidence as to the nature of the disabled persons disability. In these regulations, a 'disabled person' is a person who is described under section 29(1) of the National Assistance Act 1948 (as extended by section 8(2) Mental Health Act 1959).

4 You have to pay VAT for all local authority Building Regulation charges, except for the regularisation charge. VAT is included in the attached fees.

5. Regularisation applications are available for cases where unauthorised building work was undertaken without an application. Such work can only be regularised where the work was undertaken after October 1985 and not within the last 6 months. The Authority is not obliged to accept Regularisation applications. Regularisation application fees are individually determined. Please contact us to discuss regularisation application fees.

6. Reversion applications. Where the control of a building project passes from a third party to the Council a reversion application will be required. Reversion application fees are individually determined.
7. The additional charge refers to electrical works undertaken by a non qualified person who is unable to certify their work to appropriate electrical regulations.

Other information

1 These notes are for guidance only and do not replace Statutory Instrument 2010 number 0404 which contains the full statement of the law, and the Scheme of Recovery of Fees dated April 2014.
2 These guidance notes refer to the charges that you have to pay for building control services within North Worcestershire.

Service Category					
TABLE A: Standard Charges for the Creation or Conversion to New Housing					
Application Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Regularisation Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Additional Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
TABLE B: Domestic Extensions and alterations to a Single Building (please					
Application Charge - New	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Regularisation Charge - New	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Additional Charge - New	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Garage Conversion to habitable room					
Application Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Regularisation Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Additional Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Electrical works by non-qualified electrician					
Application Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Regularisation Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Additional Charge	N/A	N/A	**N/A**	**N/A**	N/A
Renovation of thermal element					
Application Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Regularisation Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Additional Charge					
Installing steel beam(s) within an existing house					
Application Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Regularisation Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Additional Charge					
Window replacement					
Application Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Regularisation Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Additional Charge					
Installing a new boiler or wood burner etc.					
Application Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Regularisation Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Additional Charge					
TABLE C: All Other works - Alterations and new build					
Application Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Regularisation Charge	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery

For Office or shop fit outs, installation of a mezzanine floor and all other work where the estimated cost exceeds £50,000, please contact the Building Control Office on 01527 881402 for a competitive quote

These charges have been set on the following basis:

1. That the building work does not consist of, or include innovative or high risk construction techniques and / or duration of the building work from commencement to completion does not exceed 12 months

2. That the design and building work is undertaken by a person or company that is competent to carry out the relevant design and building work. If they are not, the building control service may impose supplementary charges.

Building Control – Supplementary Charges

If you are selling a property that has been extended or altered, you need to provide evidence to prospective purchasers that any relevant building work has been inspected and approved by a Building Control Body. That evidence is in the form of a Building Regulations Completion / Final Certificate and / or an Approval or Initial Notice (called the 'authorised documents' in the Home Information Pack Regulations).
Legal entitlement to a Completion Certificate is subject to conditions. In cases where the Council is not told that building work is completed, or the building is occupied without addressing outstanding Building Regulation matters, a certificate is not issued. Despite the best efforts of the Council's Building Control Surveyors, many home owners who undertake building works fail to obtain a Completion Certificate and their application is archived. A fee is payable to re-open archived building regulations applications for the purposes of issuing a completion certificate.

Other charges are payable where we are asked to withdraw a Building Regulations application and refund fees, or asked to re-direct inspection fee invoices. Fees are payable in cleared funds before the release of any authorised documents or other actions listed below.

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ARCHIVED APPLICATIONS					
Process request to re-open archived building control file, resolve case and issue completion certificate (Administration Fee)	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Each visit to site in connection with resolving archived building control cases (Per Site Visit)	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
WITHDRAWN APPLICATIONS					
Process request	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
With additional fees of:					
Withdraw Building Notice application where no inspections have taken place	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Withdraw Building Notice application where inspections have taken place	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Withdrawn Full Plans application without plans being checked or any site inspections being made	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Withdraw Full Plans application after plan check but before any inspections on site	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Withdraw Full Plans application after plan check and after site inspections made	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
RE-DIRECT INSPECTION FEES / ISSUE COPY DOCUMENTS					
Process request to re-invoice inspection fee to new addressee or issue copies of previously issued Completion Certificates, Plans Approval Notices or Building Notice acceptances.	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Optional Consultancy Services	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Charges Note					
Under the Building (Local Authority Charges) Regulations 2010 local authority building control is not permitted to make a profit or loss. The service is to ensure full cost recovery and no more. Any surplus or loss made against expenditure budgets is to be offset against the following years fees and charges setting. In addition, the level of competition from the private sector needs to continually defended against therefore it is proposed to curtail both the extent of fee categories published and to make extensive use of the fact that legislation now allows local authorities to offer site specific quotations for building regulations applications. In addition expenditure of the service has reduced since the creation of a shared service resulting in a reduction in the hourly rate charged by the service. Inspection fees equate to 70% of the total fee payable for a project.					

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SPORTS DEVELOPMENT					
Community exercise class	4.35	4.50	**4.60**	**3%**	4.70
Specialised health class	4.35	4.50	**4.60**	**3%**	4.70
Primary Sports Project (Standard Curriculum)	NIL	NIL	**NIL**	**NIL**	NIL
Primary Sports Project (Specialist Curriculum)	NIL	NIL	**NIL**	**NIL**	NIL
Inclusive activities (hourly rate)	4.12	4.30	**4.40**	**3%**	4.50
Inclusive activities (90 minute rate)	4.71	4.90	**5.00**	**1.5%**	5.10
Inclusive activities (2 hour rate)	NIL	NIL	**NIL**	**NIL**	NIL
Multi Skills clubs					
Community Gymnastics	4.94	5.10	**5.20**	**1.5%**	5.30
Couch 2 5k	1.18	1.20	**1.20**	**4.5%**	1.30
PSI Falls Prevention	4.35	4.50	**4.60**	**3%**	4.70
SANDERS PARK					
Tennis Courts (per court per Hour)					
- Adult	9.36	9.70	**9.90**	**3%**	10.20
- Adult & Junior	8.18	8.50	**8.70**	**3%**	9.00
- Junior/Senior Citizen	6.24	6.50	**6.60**	**3%**	6.80
Tennis Courts (per court per 1 and 1/2 Hour)					
- Adult	13.54	14.10	**14.40**	**3%**	14.80
- Adult & Junior	11.77	12.20	**12.40**	**3%**	12.80
- Junior/Senior Citizen	10.36	10.80	**11.00**	**3%**	11.30
Bowls					
- Adult (per hour)	9.89	10.30	**10.50**	**3%**	10.80
- Junior (per hour)	5.18	5.40	**5.50**	**3%**	5.70
- Senior Citizen (per hour)	6.83	7.10	**7.20**	**3%**	7.40
- Adult (season ticket)	64.74	67.30	**68.60**	**3%**	70.70
- Junior (season ticket)	35.31	36.70	**37.40**	**3%**	38.50
- Senior Citizen (season ticket)	47.08	49.00	**50.00**	**3%**	51.50
Hire of Bowls Green Pavillion - half day (4 hours) - new charge	70.62	73.40	**74.90**	**3%**	77.10
Hire of Bowls Green Pavillion - full day - new charge	105.93	110.20	**112.40**	**3%**	115.80
OTHER RECREATION GROUNDS AND OPEN SPACES					
Football					
SENIOR 11 a side with changing					
Match games	68.27	71.00	**72.40**	**3%**	74.60
SENIOR 11 a side without changing					
Match games	50.02	52.00	**53.00**	**3%**	54.60
JUNIOR 9 or 11 a side with changing					
Match games	37.66	39.20	**40.00**	**3%**	41.20
per season (x 12 games)	451.97	470.00	**479.40**	**3%**	493.80
JUNIOR 9 or 11 a side without changing					
Match games	28.25	29.40	**30.00**	**3%**	30.90
per season (x 12 games)	338.98	352.50	**359.60**	**3%**	370.40
MINI FOOTBALL 5 or 7 a side					
Match games	20.60	21.40	**21.80**	**3%**	22.50
per season (x 12 games)	247.17	257.10	**262.20**	**3%**	270.10
ALLOTMENTS					
- Rent per acre equivalent to 0.404685 hectares	N/A	N/A	**N/A**	**N/A**	N/A
- Rent per 3/4 acre equivalent to 0.303514 hectares	N/A	N/A	**N/A**	**N/A**	N/A
- Rent per 1/2 acre equivalent to 0.202342 hectares	N/A	N/A	**N/A**	**N/A**	N/A
- Rent per 1/4 acre equivalent to 0.101171 hectares	N/A	N/A	**N/A**	**N/A**	N/A
- Rent per 1/16 acre equivalent to 0.25529 hectares	80.74	84.00	**85.70**	**3%**	88.30
- Rent per 1/32 acre equivalent to 0.01264 hectares	53.91	56.10	**57.20**	**3%**	58.90
Events, Open Spaces and Civic Spaces Hire					
£250 - £1500 Bond Payable					
Events					
Commercial Rates					
Small Attendance = 0 to 99					
Per half day	188.32	195.90	**199.80**	**3%**	205.80
Per Day	341.33	355.00	**362.10**	**3%**	373.00
Medium Attendance = 100 to 499					
Per half day	264.83	275.40	**280.90**	**3%**	289.30
Per Day	453.15	471.30	**480.70**	**3%**	495.10
Large Attendance = 500 to 1999					
Per half day	341.33	355.00	**362.10**	**3%**	373.00
Per Day	570.85	593.70	**605.60**	**3%**	623.80
Community Rates					
Small Attendance = 0 to 99					
Per half day	77.68	80.80	**82.40**	**3%**	84.90
Per Day	126.53	131.60	**134.20**	**3%**	138.20
Medium Attendance = 100 to 499					
Per half day	95.34	99.20	**101.20**	**3%**	104.20
Per Day	160.07	166.50	**169.80**	**3%**	174.90
Large Attendance = 500 to 1999					
Per half day	112.99	117.50	**119.90**	**3%**	123.50
Per Day	196.56	204.40	**208.50**	**3%**	214.80
Charities / Not For Profit Organisations					
Small Attendance = 0 to 99					
Per half day	52.97	55.10	**56.20**	**3%**	57.90
Per Day	87.10	90.60	**92.40**	**3%**	95.20
Medium Attendance = 100 to 499					
Per half day	63.56	66.10	**67.40**	**3%**	69.40
Per Day	105.34	109.60	**111.80**	**3%**	115.20
Large Attendance = 500 to 1999					
Per half day	76.51	79.60	**81.20**	**3%**	83.60
Per Day	139.24	144.80	**147.70**	**3%**	152.10
Fairs & Circuses Min of 3 day Hire					
Small Attendance = 0 to 99 Per Day	529.65	550.80	**561.80**	**3%**	578.70
Medium and large attendance more than 99 per day (new Charge)	564.96	587.60	**599.40**	**3%**	617.40
Boleyn Road, Frankley					
- fairs (per day)	557.66	580.00	**591.60**	**3%**	609.30
- deposit	2,550.21	2,652.20	**2,705.20**	**3%**	2,786.40
Market Street Recreation Ground					
- fairs (per day)	561.84	584.30	**596.00**	**3%**	613.90
- deposit	2,574.98	2,678.00	**2,731.60**	**3%**	2,813.50
One free day is allowed for each of the above bookings by fairs/circuses. Other hiring's – charge to be decided at the time of application. Football pitches and parks are not available for any organised football activity during the period June 1st to July 15th. This is to allow the pitches a rest period and for maintenance work to take place. After this date any organised football training must be paid for at a cost of £10 per session for one team and a negotiated price for more than one team. Please contact the Parks Team to book this, pitches will be allocated at our discretion					

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Ø Set up and Clearance charged @ 50% of applicable rate Ø Any event in excess of 1999 attendees is STN					
Event - Officer Support for event (per hour)	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Power and Water Supply Additional Charges	Full Cost Recovery	Full Cost Recovery	**Full Cost Recovery**	**N/A**	Full Cost Recovery
Additional Costs for Outdoor Fitness Space: Ø Set up and Clearance charged @ 50% of applicable rate					
Outdoor Fitness Session					
Commercial Rates (Per Day)					
Summer Fee (Apr to Sept) **One day maximum usage per week**	488.46	508.00	**518.20**	**3%**	533.70
Summer Fee (Apr to Sept) **Two days maximum usage per week**	788.59	820.10	**836.50**	**3%**	861.60
Summer Fee (Apr to Sept) **Three days maximum usage per week**	853.33	887.50	**905.30**	**3%**	932.50
Winter Fee (Oct to Mar) **One day maximum usage per week**	243.64	253.40	**258.50**	**3%**	266.30
Winter Fee (Oct to Mar) **Two days maximum usage per week**	488.46	508.00	**518.20**	**3%**	533.70
Winter Fee (Oct to Mar) T**hree days maximum usage per week**	729.74	758.90	**774.10**	**3%**	797.30
Annual Fee **One day maximum usage per week**	635.58	661.00	**674.20**	**3%**	694.40
Annual Fee **Two days maximum usage per week**	1,035.76	1,077.20	**1,098.70**	**3%**	1,131.70
Annual Fee **Three days maximum usage per week**	1,235.85	1,285.30	**1,311.00**	**3%**	1,350.30
Community Rates (Per Day)					
Summer Fee (Apr to Sept) **One day maximum usage per week**	241.29	250.90	**255.90**	**3%**	263.60
Summer Fee (Apr to Sept) **Two days maximum usage per week**	361.34	375.80	**383.30**	**3%**	394.80
Summer Fee (Apr to Sept) **Three days maximum usage per week**	423.72	440.70	**449.50**	**3%**	463.00
Winter Fee (Oct to Mar) **One day maximum usage per week**	96.51	100.40	**102.40**	**3%**	105.50
Winter Fee (Oct to Mar) **Two days maximum usage per week**	241.29	250.90	**255.90**	**3%**	263.60
Winter Fee (Oct to Mar) T**hree days maximum usage per week**	361.34	375.80	**383.30**	**3%**	394.80
Annual Fee **One day maximum usage per week**	300.14	312.10	**318.30**	**3%**	327.80
Annual Fee **Two days maximum usage per week**	541.42	563.10	**574.40**	**3%**	591.60
Annual Fee **Three days maximum usage per week**	602.62	626.70	**639.20**	**3%**	658.40
Trial fee (1 day per week - MAX 4 week trial)	123.59	128.50	**131.10**		131.10
The Bird Box					
Use of Power connection	2.00	2.10	**2.10**	**3%**	2.20

Memorials					
Bench with 10 year lease & top rail engraving (max 40 letters) - £800.00	1,398.30	£1,454.20	£1,483.30		1,528.00
Bench with 10 year lease & standard silver plaque (max 60 letters) - £760.00	1,330.00	£1,383.20	£1,410.90		1,453.00
Bench replacement plaque - £110.00	192.30	£200.00	£204.00		210.00

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Regeneration Services

Roundings are generally rounded to the nearest 10p.

Service Category	Actual Charge 24/25 £	Actual Charge 25/26 £	Proposed Charge 26/27 £	% Increase 27/28	Proposed Charge 27/28
CAR PARKS					
Churchfields Multi-storey **					
**Churchfields Car Parks Closed					
Not exceeding 30 minutes	0.00	0.00	**0.00**	N/A	Car Park Closed
Not exceeding one hour	0.80	0.80	**0.80**		Car Park Closed
Not exceeding two hours	1.60	1.60	**1.60**		Car Park Closed
Not exceeding three hours	2.40	2.40	**2.40**		Car Park Closed
All day	3.00	3.00	**3.00**		Car Park Closed
New Road					
Not exceeding 30 minutes	0.00	0.00	**0.00**	N/A	0.00
Not exceeding one hour	1.00	1.00	**1.00**		1.00
Not exceeding two hours	1.90	1.90	**1.90**		1.90
Not exceeding three hours	2.90	2.90	**2.90**		2.90
All day	6.00	6.00	**6.00**		6.00
North Bromsgrove					
Not exceeding 30 minutes	0.00	0.00	**0.00**	N/A	0.00
Not exceeding one hour	1.00	1.00	**1.00**		1.00
Not exceeding two hours	1.90	1.90	**1.90**		1.90
Not exceeding three hours	2.90	2.90	**2.90**		2.90
All day	6.00	6.00	**6.00**		6.00
Parkside					
Not exceeding 30 minutes	0.00	0.00	**0.00**	N/A	0.00
Not exceeding one hour	1.00	1.00	**1.00**		1.00
Not exceeding two hours	1.90	1.90	**1.90**		1.90
Not exceeding three hours	2.90	2.90	**2.90**		2.90
All day	6.00	6.00	**6.00**		6.00
School Drive					
Not exceeding 30 minutes	0.00	0.00	**0.00**	N/A	0.00
Not exceeding one hour	1.00	1.00	**1.00**		1.00
Not exceeding two hours	1.90	1.90	**1.90**		1.90
Not exceeding three hours	2.90	2.90	**2.90**		2.90
All day	6.00	6.00	**6.00**		6.00
Recreation Road South					
Not exceeding 30 minutes	0.00	0.00	**0.00**	N/A	0.00
Not exceeding one hour	1.00	1.00	**1.00**		1.00
Not exceeding two hours	2.00	2.00	**2.00**		2.00
Not exceeding three hours	3.00	3.00	**3.00**		3.00
Not exceeding four hours	4.00	4.00	**4.00**		4.00
Not exceeding five hours	5.00	5.00	**5.00**		5.00
Not exceeding Six hours	8.00	8.00	**8.00**		8.00
Not exceeding Severn hours	10.60	10.60	**10.60**		10.60
all day	11.00	11.00	**11.00**		11.00
Windsor Street					
Not exceeding 30 minutes	0.00	0.00	**0.00**	N/A	0.00
Not exceeding one hour	1.30	1.30	**1.30**		1.30
Not exceeding two hours	2.50	2.50	**2.50**		2.50
Not exceeding three hours	3.80	3.80	**3.80**		3.80
St John Street					
Not exceeding 30 minutes	0.00	0.00	**0.00**	N/A	0.00
Not exceeding one hour	1.00	1.00	**1.00**		1.00
Not exceeding two hours	2.50	2.50	**2.50**		2.50
Not exceeding three hours	3.80	3.80	**3.80**		3.80
Season Tickets (valid at long stay car parks only)					
Annual	320.00	320.00	**320.00**	3.125%	330.00
Quarterly	80.00	80.00	**80.00**	6.25%	85.00
Penalty Charge Notices					
Penalty Charge Notice charges are set nationally by the Secretary of State and are not determined by the Council. Any changes to PCN charge levels will be implemented in accordance with national legislation and guidance."					
Parking Fines PCN's On Street					
Certain Contraventions	70.00	70.00	**70.00**		70.00
If paid within fourteen days	35.00	35.00	**35.00**		35.00
Other contraventions	50.00	50.00	**50.00**		50.00
If paid within fourteen days	25.00	25.00	**25.00**		25.00
Parking Fines PCN's Off Street					
Certain Contraventions	70.00	70.00	**70.00**		70.00
If paid within fourteen days	35.00	35.00	**35.00**		35.00
Other contraventions	50.00	50.00	**50.00**		50.00
If paid within fourteen days	25.00	25.00	**25.00**		25.00
These charges will increase if the charge remains unpaid after the 28 days given on the NTO (Notice to Owner)					
Car Park charges apply everyday					
Property Services					
Minor Land Sales Request for Information	84.70	88.10	**89.90**	3%	92.60
Minor Land Sales Full Application	579.10	602.30	**614.30**	3%	632.70
Advertising - Estimated Fee per Advert	423.70	440.60	**449.40**	3%	462.90
Surveyors Fees - Estimated Fee	105.90	110.10	**112.30**	3%	115.70

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Appendix 03

Spending Review Summaries by Workstream (Income)

Income Generation & Cost Recovery

Savings

Indicative value	**£269,327 (FYE)**
Workstream approach	This workstream will review where the Council can increase or protect existing income, improve collection and recovery, make better use of its assets and commercial opportunities, and ensure that charges properly reflect the cost or value of services provided. The review will also look at whether existing income streams are performing as expected and whether the Council is consistently applying its policies, charges, discounts and recovery arrangements.
Areas to be reviewed	The review is expected to cover areas such as fees and charges, parking and other income-generating assets, property and commercial income, regulatory and licensing activity, Council Tax and Business Rates, and chargeable or traded services. It will consider both the level of income being generated and whether opportunities are being maximised consistently across services.
Types of savings being considered	Potential savings could arise from improved collection and recovery, reviewing charges and charging structures, reducing leakage or under-collection, increasing utilisation of Council assets, expanding appropriate commercial activity, and ensuring that reliefs, discounts and other reductions in income are correctly applied.
Potential public impact	Some changes could result in higher or revised charges for particular services, or stronger application of existing charging and recovery arrangements. Other measures would have little direct impact on residents, being focused instead on better administration, improved collection or commercial activity. Affordability, equality impacts and the potential effect on demand would need to be considered before individual measures were implemented.

Cost avoidance

Indicative value	**£423,200 (FYE)**
Workstream approach	This element of the workstream will review opportunities to prevent future costs from falling on the Council by improving cost recovery, increasing the financial sustainability of discretionary and chargeable services, and reducing the administrative cost of collecting income. The aim is to ensure, where appropriate, that services recover a greater proportion of their costs rather than requiring increasing support from the Council's wider budget.
Areas to be reviewed	The review is expected to include chargeable household and environmental services, commercially provided services, bereavement and other discretionary services, and the processes used to bill and collect income. It will consider the balance between the cost of providing services, the income currently received and opportunities to operate them more efficiently or on a more sustainable basis.
Types of savings being considered	Opportunities may include improving cost recovery; reviewing the scope and structure of charges; increasing take-up or commercial income where spare capacity exists; reducing transaction and collection costs; and redesigning service or payment arrangements to prevent avoidable future expenditure.
Potential public impact	Some options could affect the amount users pay for discretionary or chargeable services, or the way in which those services are accessed or paid for. There may also be choices between increasing charges, increasing take-up and changing service delivery. Any proposals taken forward would therefore need to consider affordability, demand, equalities and possible unintended behavioural consequences.

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Appendix 04

Spending Review Summaries by Workstream (Expenditure)

Assets, Property, Fleet & Infrastructure

Savings

Indicative value	**£142,250 (FYE)**
Workstream approach	This workstream will review how the Council can make better use of its property, land, fleet and operational assets, reduce the cost of holding and operating them, and ensure that service standards and asset provision remain proportionate to need. The review will consider both how existing assets are managed and utilised and whether alternative operating, management or investment arrangements could provide better value for money.
Areas to be reviewed	The review is expected to consider the performance and utilisation of the Council's property portfolio, management and operating arrangements for property and other assets, fleet size, utilisation and replacement requirements, and the way grounds, open spaces and associated infrastructure are maintained. This will include consideration of whether assets and resources are being used to their full potential and whether current service and maintenance arrangements remain appropriate and affordable.
Types of savings being considered	Potential savings could arise from improving occupancy and utilisation of property, securing better value from property management arrangements, rationalising or making more efficient use of vehicles and other operational assets, extending asset life where appropriate, and reviewing maintenance standards, frequencies and methods of delivery. The workstream will seek to reduce recurring operating costs while protecting the Council's ability to provide essential services.
Potential public impact	Much of the review concerns the management of Council assets and should have limited direct public impact. Changes to maintenance regimes or service standards, however, could be visible in public spaces, while changes to fleet or other operational assets would need to avoid adversely affecting service reliability. Any significant changes would need to consider safety, accessibility, environmental impacts and the condition and appearance of public assets.

Cost avoidance

Indicative value	**£35,000 (FYE)**
Workstream approach	This element of the workstream will focus on reducing future and avoidable costs arising from the Council's property, land, fleet and infrastructure, particularly where expenditure can be reduced through better forward planning and lifecycle management. The aim is to move away, where possible, from reactive and short-term expenditure towards planned arrangements that provide better whole-life value from Council assets.
Areas to be reviewed	The review is expected to consider planned and reactive property and infrastructure maintenance, the long-term management of land and other assets, fleet procurement, replacement and ownership arrangements, temporary or short-term vehicle requirements, and the balance between maintaining, investing in, transferring or rationalising assets.
Types of savings being considered	Opportunities may include reducing dependency on reactive maintenance and short-term hire, improving forward maintenance and replacement planning, selecting more cost-effective ownership and procurement models, reducing liabilities associated with under-utilised or uneconomic assets, and considering alternative management, transfer or disposal arrangements where appropriate.
Potential public impact	Better planned maintenance and investment could improve the condition and reliability of Council assets over time. Some options may, however, involve changes to the way land, buildings or infrastructure are managed, maintained or used, which could affect public access, appearance or amenity. Fleet and infrastructure changes would also need to maintain sufficient resilience and give appropriate priority to statutory, health and safety and service continuity requirements.

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Contracts & Procurement

Savings

Indicative value	**£89,700 (FYE)**
Workstream approach	This workstream will review how the Council buys goods, services and specialist support, manages its contracts and makes use of its collective purchasing power. The aim is to reduce recurring expenditure by challenging whether existing arrangements continue to represent value for money, removing unnecessary or duplicated provision and identifying opportunities to consolidate, renegotiate or procure requirements differently.
Areas to be reviewed	The review is expected to consider existing contracts and suppliers, external and specialist support, corporate purchasing arrangements, subscriptions and communications related expenditure, and opportunities to aggregate demand across services or with partner organisations. It will also consider whether services currently bought externally could be provided differently or more economically.
Types of savings being considered	Potential savings could arise from contract rationalisation and consolidation, renegotiation or re-procurement, reducing unnecessary specifications or volumes, greater use of corporate arrangements, bringing appropriate activity in-house, removing duplication, and strengthening control over low-value or fragmented purchasing.
Potential public impact	Most opportunities should have limited direct public impact, as the focus is primarily on how the Council purchases and manages the resources required to deliver services. Where procurement changes affect a service-delivery contract, the Council would need to ensure that cost reduction does not adversely affect service quality, resilience or accessibility and that contractual and procurement requirements continue to be met.

Cost avoidance

Indicative value	**£10,000 (FYE)**
Workstream approach	This element of the workstream will focus on preventing avoidable future expenditure and reducing reliance on higher-cost external provision. It will challenge whether specialist advice, system support and other externally purchased capacity remain necessary at their current levels and whether the Council can develop alternative arrangements that provide better long-term value.
Areas to be reviewed	The review is expected to consider external professional and technical advice, specialist support arrangements, system and supplier support costs and opportunities to make greater use of existing internal capability or alternative delivery models.
Types of savings being considered	Opportunities may include reducing reliance on external advisers, developing or sharing specialist capability, challenging supplier support and contract costs before additional expenditure is committed, and ensuring new or increased requirements are properly tested against existing resources and contractual arrangements.
Potential public impact	The opportunities identified are predominantly back-office and organisational in nature, so limited direct public impact is anticipated. Changes would, however, need to retain access to appropriate specialist expertise and support where this is necessary for statutory compliance, sound decision-making or continuity of key Council systems and services.

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Digital Technology and Modernisation

Savings

Indicative value	**£87,500 (FYE)**
Workstream approach	This workstream will review how the Council can make better use of digital technology, systems and data to reduce the cost of administration and service delivery. The focus will be on simplifying processes, reducing manual intervention and duplication, making better use of technology already available to the Council, and identifying opportunities for greater automation and digital self-service where these provide a better and more efficient customer experience.
Areas to be reviewed	The review is expected to consider business processes and workflows, customer contact and transactions, existing software and systems, licences and digital tools, printing and document handling, data management and opportunities for automation. It will also consider whether existing technology is being fully utilised before additional systems or resources are purchased.
Types of savings being considered	Potential savings could arise from automating repetitive processes, increasing appropriate online and self-service transactions, removing duplicated processing and data entry, rationalising software, licences and systems, reducing printing and manual document handling, and redesigning processes so that technology enables services to operate with less administrative effort.
Potential public impact	Greater use of digital services could make some transactions quicker and easier to access and provide greater ability for customers to self-serve. Increased digitalisation through a ‘digital by choice’ approach will seek not to disadvantage residents who have difficulty accessing or using online services. Any significant move towards digital provision would therefore need to retain appropriate assisted or alternative routes and consider accessibility and digital exclusion.

Cost avoidance

Indicative value	**£20,000 (FYE)**
Workstream approach	This element of the workstream will consider how better use of technology and digital processes can prevent future costs and reduce demand for additional capacity as workloads and customer expectations change. The objective is not simply to introduce new technology, but to redesign processes first and use digital solutions where these allow the Council to absorb demand, improve productivity or avoid future expenditure.
Areas to be reviewed	The review is expected to consider process automation and workflow, customer contact and channel shift, use of existing corporate systems, integration between systems, information management and opportunities to reduce manual and repetitive activity. It will also consider whether digital investment can reduce the need for additional capacity or avoid other future operating costs.
Types of savings being considered	Opportunities may include using automation to manage increasing workloads, reducing avoidable customer contact and repeat transactions, increasing self-service, improving integration and reuse of data, making fuller use of functionality already purchased, and using technology to avoid additional staffing, system or administrative costs.
Potential public impact	Digital improvements have the potential to provide simpler and faster access to services and more consistent customer journeys. Some changes could alter how residents interact with the Council, particularly where services move towards digital self-service. Accessibility, assisted digital provision, data protection, cyber security and maintaining appropriate non-digital access would therefore need to form part of the design of individual changes.

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Prioritisation & Demand Management

Savings

Indicative value	**£336,100 (FYE)**
Workstream approach	This workstream will review what services the Council provides, the level and frequency at which they are provided and whether current delivery arrangements remain affordable and proportionate to need. The review will distinguish between statutory requirements and discretionary provision, consider opportunities to manage or reduce demand and explore whether different delivery models could achieve required outcomes at lower cost.
Areas to be reviewed	The review is expected to consider discretionary and non-statutory services, levels and standards of provision, service usage and demand, eligibility and access arrangements, and whether alternative providers or delivery models could meet community needs differently. Particular attention will be given to higher-cost services where current provision may no longer represent a sustainable use of Council resources.
Types of savings being considered	Potential savings could arise from changing service standards or levels of provision, rationalising discretionary activity, targeting resources more closely towards priority or statutory outcomes, changing the frequency or method of service delivery, transferring or commissioning activity differently, and where appropriate, reducing or ceasing provision where alternative arrangements are available or the service is no longer sustainable.
Potential public impact	This workstream has the potential for a more direct and visible public impact than some of the other Spending Review workstreams. Options could alter the availability, frequency or method of delivery of particular services and, in some cases, could involve a reduction or withdrawal of discretionary provision. The impact on service users, communities, vulnerable residents, equalities and the potential displacement of demand would therefore need careful assessment before decisions are taken.

Cost avoidance

Indicative value	**£60,000 (FYE)**
Workstream approach	This element of the workstream will consider how better management of demand, resources and service activity can prevent unnecessary expenditure and contain future cost pressures. The emphasis will be on understanding the drivers of demand, improving productivity and targeting resources more effectively before additional budget or capacity is required.
Areas to be reviewed	The review is expected to consider operational demand and workloads, deployment of resources, service scheduling and routing, inspection and maintenance regimes, use of contractors and opportunities for preventative or risk-based approaches.
Types of savings being considered	Opportunities may include improving operational productivity, redesigning routes, schedules and workloads, targeting inspection and maintenance activity according to need and risk, reducing avoidable contractor costs, and using better planning and demand management to prevent additional expenditure.
Potential public impact	Better planning and productivity should generally have limited direct adverse impact and may improve service efficiency. Where changes affect inspection, maintenance or operational regimes, the Council would need to ensure that efficiencies do not create unacceptable impacts on service standards, public safety, environmental quality or the condition of public spaces.

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Service Review, Workforce & Organisational Design

Savings

Indicative value	**£313,000 (FYE)**
Workstream approach	This workstream will review how services are organised, resourced and delivered to ensure that organisational structures and workforce capacity are aligned with Council priorities, statutory responsibilities and the resources available. The review will consider whether services can operate more efficiently through redesigned structures, different operating models, greater integration of related activities and a clearer focus on essential and priority activity.
Areas to be reviewed	The review is expected to consider service operating models, management and staffing structures, vacancies and workforce deployment, use of external support, training and development, integration of related functions, and opportunities to share or redesign services. It will also consider whether existing structures and resources remain appropriate as service requirements and organisational priorities change.
Types of savings being considered	Potential savings could arise from restructuring teams and management arrangements, reviewing vacancies before recruitment, reducing external and agency expenditure, integrating related functions, changing service operating models, reducing duplication, making better use of internal skills and capacity, and reviewing discretionary or lower priority activity as part of wider service redesign.
Potential public impact	A significant proportion of the workstream concerns internal organisational arrangements and may therefore have limited direct public impact. Some service reviews could, however, ultimately affect capacity, responsiveness, the range or level of activity undertaken or the way particular services are delivered. Changes would therefore need to ensure that statutory responsibilities, service resilience, safeguarding and appropriate customer access are maintained, with workforce and equality implications assessed as individual options are developed.

Cost avoidance

Indicative value	**£171,700 (FYE)**
Workstream approach	This element of the workstream will focus on building a more sustainable and resilient workforce while preventing avoidable staffing and service delivery costs. The review will consider where reliance on temporary or higher cost resources can be reduced, how workforce planning and development can improve resilience, and whether better deployment of existing resources can avoid the need for additional expenditure.
Areas to be reviewed	The review is expected to consider agency and temporary staffing, recruitment and retention, workforce development and succession planning, specialist and professional capacity, productivity and workload management, opportunities for partnership working, and the way existing or external funding can support service capacity.
Types of savings being considered	Opportunities may include reducing reliance on agency and temporary staffing, converting recurring temporary requirements into more sustainable workforce arrangements, developing internal skills and career pathways, improving recruitment and retention, increasing professional productivity, making better use of external funding, and considering shared or partnership approaches where these can provide greater resilience at lower cost.
Potential public impact	The intention would generally be to maintain or improve service resilience while reducing the cost of providing capacity, so direct adverse public impact should be limited where changes are successfully delivered. There may nevertheless be transitional risks where staffing models change, particularly in services experiencing recruitment pressures. Individual changes would need to ensure that sufficient capacity, expertise and continuity remain in place and that changes do not create unacceptable delays or reductions in service quality.

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Appendix 05

Capital Programme Essential Schemes

	Description	2027/28 Total £	2028/29 Total £	2029/30 Total £	Council 2027/28 Total £	Council 2028/29 Total £	Council 2029/30 Total £	3rd Party 2027/28 Total £	3rd Party 2028/29 Total £	3rd Party 2029/30 Total £
	Regeneration									
Existing	Car Park Works	100,000	100,000	100,000	100,000	100,000	100,000			
Existing	Bus Shelter Replacement and Improvement	18,000	18,000	18,000	18,000	18,000	18,000			
Existing	Public Building Works and Improvement	100,000	100,000	100,000	100,000	100,000	100,000			
Existing	Landlord Property Compliance (Artrix)	20,000	20,000	20,000	20,000	20,000	20,000			
Existing	Footpath Improvements	75,000	75,000	75,000	75,000	75,000	75,000			
Existing	Sanders Park Café Improvements	120,000			120,000					
New	Bromsgrove Depot essential infrastructure work	1,284,000			1,284,000					
New	Refurbishment - Market Street WCs, Parkside Flat Roof	180,000			180,000					
New	Pathway, Resurfacing and Public Realm Improvements	258,000			258,000					
New	Civil Engineering Programme	225,000			225,000					
New	George Street hole underground	600,000			600,000					
	ICT									
Existing	Cisco Network Update	50,000	50,000	50,000	50,000	50,000	50,000			
Existing	Server Replacement	60,000	60,000	60,000	60,000	60,000	60,000			
Existing	Device management	55,000	55,000	55,000	55,000	55,000	55,000			
Existing	Cyber Security	25,000	25,000	25,000	25,000	25,000	25,000			
New	Phone system	50,000			50,000					
	Strategic Housing									
Existing	Disabled Facilities Grant	800,000	1,221,555	1,200,000				800,000	1,221,555	1,200,000
Existing	Home Repairs Assistance	50,000						50,000		
Existing	Energy Efficiency Installation	100,000						100,000		
Existing	Warmer Homes Grant 2026/27	129,000						129,000		
Existing	Warmer Homes Grant 2027/28	124,700						124,700		
Existing	Low cost housing	620,000						620,000		
New	District Heat Network Feasibility and Development	359,900			112,500			247,400		
	Environmental Services									
Existing	Wheelie Bin Purchase	120,000	120,000	120,000	120,000	120,000	120,000			
Existing	Battery Powered Equipment	15,000			15,000					
Increase	Fleet Replacement	3,500,000	1,000,000	500,000	3,500,000	1,000,000	500,000			
New	2 Sewage treatment plants (£69k Dodford and £57k Tutnall)	126,000			126,000					
New	Food waste bins and vehicles	145,896						145,896		
	Leisure and Culture									
Existing	BDC Allotment Improvement Works	125,000			125,000					
Existing	Sanders Park Cafe Design Options	50,000			50,000					
Existing	Strategic Park Footpaths (L&C)	150,000			150,000					
Existing	Strategic Park Play Areas (Accessability & Inclusivity) Sanders	250,000			250,000					
Existing	Updated Play Audit Requirements	159,841	67,531	155,749	159,841	67,531	155,749			
	Corporate									
Existing	Salary Capitalisation 2026/27	750,000	750,000	750,000	750,000	750,000	750,000			
	Total	**10,795,337**	**3,662,086**	**3,228,749**	**8,578,341**	**2,440,531**	**2,028,749**	**2,216,996**	**1,221,555**	**1,200,000**

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Appendix 06

Capital Strategy – Priority Schemes

Description	2027/28 Total £	2028/29 Total £	2029/30 Total £	Council 2027/28 Total £	Council 2028/29 Total £	Council 2029/30 Total £	3rd Party 2027/28 Total £	3rd Party 2028/29 Total £	3rd Party 2029/30 Total £
Regeneration and Property Services									
Sweetpool Lane	150,000								
Audio Visual Equipment	161,000								
Community Hub	225,000								
Leisure and Culture									
Strategic Park Play Areas (Accessability & Inclusivity)	250,000								
St Chads Park Skate Park, Play Area and Muga Improveme	250,000								
Sanders Park Skate Park Enhancements	250,000								
Sanders Park Sports Improvements	30,000								
Total	**1,316,000**	-	-	-	-	-	-	-	-

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Appendix 07

Capital Strategy – Aspirational Schemes

Description	2027/28 Total £	2028/29 Total £	2029/30 Total £	Council 2027/28 Total £	Council 2028/29 Total £	Council 2029/30 Total £	3rd Party 2027/28 Total £	3rd Party 2028/29 Total £	3rd Party 2029/30 Total £
Leisure and Culture									
Lickey End Water Voles	15,000								
Total	**15,000**	-	-	-	-	-	-	-	-

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Appendix 08

Earmarked Reserves Review

Responsible Officer		Balance at 31/3/26	Transfers in 2026/27	Transfers out 2026/27	Balance at 31/3/27	Transfers in 2027/28	Transfers out 2027/28	Balance at 31/3/28	Transfers in 2028/29	Transfers out 2028/29	Balance at 31/3/29	Transfers in 2029/30	Transfers out 2029/30	Balance at 31/3/30
	General Fund	11,676			11,676			11,676			11,676			11,676
	General Fund Earmarked Reserves:													
	Committed Reserves:	8,016	1,196	(6,215)	2,997	0	(1,674)	1,123	0	(573)	550	(180)		370
WRS	Particulate Monitoring	102		(102)	0			0			0			0
R Bamforth	Building Control Partnerships	82		(32)	50		(10)	40		(15)	25	(25)		0
R Bamforth	Building Levy	0	112		112		(35)	77		(10)	67	(10)		57
R Bamforth	Local Plan Enquiry	570		(503)	67		(67)	0			0			0
C Felton	Election Services	85		(20)	65		(25)	40		(20)	20	(20)		0
R Egan	Community Investment Fund	1,250		(941)	309			309			309			309
R Egan	Economic Growth Development	911	64	(355)	620		(355)	265		(265)	0			0
R Egan	Regeneration	535		(535)	0			0			0			0
R Egan	Rubery Local Fund	100	20		120		(120)	0			0			0
D Goodall	Council Tax Hardship	158		(79)	79		(79)	0			0			0
D Goodall	Finance Contingency	339		(199)	140		(140)	0			0			0
J Walton	Finance Resilience	0	1,000	(800)	200									
S Parry	EPR Funding	2,577		(2,183)	394		(394)	0			0			0
J Willis	Housing Welfare	112		(60)	52		(52)	0			0			0
J Willis	Leisure/Community	115		(30)	85		(42)	43		(43)	0			0
J Willis	Shopmobility	1		(1)	0			0			0			0
J Willis	Social Prescribing	57			57		(57)	0			0			0
J Willis	Ukrainian Support	785		(220)	565		(220)	345		(220)	125	(125)		0
R Elmes	ICT Refresh Reserve	81		(77)	4			4			4			4
J Walton	Ward Budget Initiative	156		(78)	78		(78)	0			0			0
	Required Reserves:	3,745	2,359	(2,490)	3,614	0	(62)	3,552	0	0	3,552	0		3,552
R Egan	Artrix Holding Trust	39			39			39			39			39
R Egan	Major Projects	0	750		750			750			750			750
R Bamford	Planning Reserve	0	250		250			250			250			250
D Goodall	ERP Systems	116			116			116			116			116
J Walton	LGR Reserve	1,000	500		1,500			1,500			1,500			1,500
J Walton	BDC Transition	0	859	(47)	812		(62)	750			750			750
J Walton	Regulatory Services (Partner Share)	90			90			90			90			90
J Walton	Risk and Resilence	2,500		(2,443)	57			57			57			57
	Uncommitted	2,401	523	(1,000)	1,924	0	0	1,924	0	0	1,924	0		1,924
R Bamforth	Building Control Partnerships	0	7		7			7			7			7
	Community Services -	124			124			124			124			124
	Community Services - Climate Change	196			196			196			196			196
	DCLG Homeless Grant	267			267			267			267			267
	Disabled Facilities	30			30			30			30			30
D Goodall	DWP Grant (Benefits)	128			128			128			128			128
	ELF funding	138			138			138			138			138
	Environmental	27			27			27			27			27
D Goodall	Financial Services - Business Rate	1,000		(1,000)	0			0			0			0
	Innovation	60			60			60			60			60
R Bamforth	Local Plan Enquiry	0	45		45			45			45			45
D Goodall	Localising Council Tax	107			107			107			107			107
D Goodall	Pension Reserve	200			200			200			200			200
R Egan	Regeneration	0	471		471			471			471			471
R Egan	Regeneration &	124			124			124			124			124
	Total General Fund	14,162	4,078	(9,705)	8,535	0	(1,736)	6,599	0	(573)	6,026	(180)		5,846

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Appendix 09

General Fund Balance Review

To be Completed for February 2027

Appendix 10

Public Consultation Approach

1. Purpose of the consultation

The consultation will provide residents, businesses, community and voluntary organisations, and other interested stakeholders with an opportunity to comment on:

- the priorities that should guide the Council's budget decisions;
- the approaches the Council could take to deliver value for money and improve its financial sustainability;
- the emerging savings, service and income-generation approaches identified through the Spending Review;
- the proposed Capital Programme;
- the options for the Council's share of Council Tax for 2027/28; and
- any alternative suggestions for reducing costs, generating income or improving services.

2. Consultation principles

The consultation will be undertaken in accordance with the following principles:

- information will be presented as clearly and accessibly as possible;
- respondents will be given sufficient information (as available) to provide an informed response;
- the consultation will take place while proposals remain at a formative stage;
- respondents will have an opportunity to comment on both the overall budget approach and the Spending Review workstreams and approaches under consideration;
- alternatives and additional suggestions will be invited;
- consultation responses will be considered before final decisions are made; and
- the financial context, including the Council's funding gap and the consequences of not addressing it, will be explained.

3. Proposed consultation content

The main consultation will be delivered through a public survey. The survey will be structured around the following areas.

3.1 About the respondent
Respondents will be invited to indicate whether they are responding as a resident, local business, voluntary or community organisation, person working in the district, or in another capacity.
Optional questions will help the Council understand the geographical spread of responses and assess whether the consultation has reached different

communities. Standard equality-monitoring questions and relevant privacy information will be included separately from the substantive budget questions.

3.2 Council priorities
Respondents will be asked for their views on the importance of the Council's priorities:

- Economic Development;
- Housing;
- Environment; and
- Infrastructure.

They will also be asked which principles should be given the greatest weight when budget decisions are made, including protecting frontline services, delivering value for money, maintaining long-term financial sustainability, supporting vulnerable residents, investing in future growth, improving accessibility and protecting the environment.

3.3 Delivering value for money
The consultation will explain the six themes used to structure the Spending Review:

1. Prioritisation and Demand Management;
2. Service Review, Workforce and Organisational Design;
3. Income Generation and Cost Recovery;
4. Contracts and Procurement;
5. Assets, Property, Fleet and Infrastructure; and
6. Digital Technology and Modernisation.

Respondents will be provided with a description for each theme and asked which of these approaches they would be most supportive of if the Council needed to make savings or balance its budget.

3.4 Spending Review Summaries
The consultation will provide information on the Spending Review workstreams and emerging approaches set out in Appendices 3 and 4. For each workstream, the consultation will explain the overall objective, the principal areas being reviewed, the types of savings or efficiencies that could be considered, the indicative scale of the financial opportunity and the potential implications for residents, businesses, service users and communities.

Respondents will be invited to comment on the overall approaches and, in particular, those areas that could have a more noticeable impact on services or the public. Information will be presented in plain English and at a level that allows respondents to understand the nature of the choices under consideration without implying that individual implementation proposals have already been determined.

The inclusion of an area or approach within the consultation does not mean that a final implementation decision has been made. Specific measures emerging

from the workstreams will require further development and, where applicable, detailed assessment, equality analysis, statutory, workforce or other consultation and the appropriate Member or officer approval before implementation.

Respondents will be able to comment on each workstream, explain the reasons for their views and suggest alternative ways of reducing costs, generating income, managing demand or improving services.

3.5 Capital Programme and investment priorities
The consultation will explain the distinction between revenue expenditure on day-to-day services and capital investment in longer-term assets, facilities and infrastructure.
Respondents will be invited to comment on proposed capital schemes and, where available, longer-term investment priorities. The information provided will make clear whether schemes are classified as:

- essential and proposed for inclusion in the funded Capital Programme;
- priority schemes that may proceed if funding and affordability allow; or
- aspirational schemes representing longer-term ambitions.

Where available, the estimated cost, principal purpose and proposed funding position of each scheme will be provided.

3.6 Council Tax
The consultation will seek views on the options for Bromsgrove District Council's share of Council Tax for 2027/28.
The survey will explain that Bromsgrove District Council receives only part of the total Council Tax paid by households. It will also explain the relationship between Council Tax income, Government funding assumptions and the amount that would otherwise need to be found through savings, increased income or service changes.
Before publication, the question will be updated to include the confirmed options, percentage increases, annual impact on a representative Band D property and estimated effect on the Council's funding position.

3.7 Remaining funding gap and investment priorities
Respondents will be asked which approach they would prefer if a funding gap remained after taking account of the proposed savings and Council Tax options.
The potential approaches may include:

- increasing Council Tax;
- increasing appropriate fees and charges;
- reducing delivery or redesigning services;
- increasing commercial income;
- using reserves as a short-term measure; or
- using a combination of measures.

The survey will explain that reserves and other one-off resources cannot provide a permanent solution to a recurring funding gap.

Respondents will also be asked which area should be prioritised if additional funding became available for investment.

3.8 Additional comments and suggestions
The survey will provide respondents with an opportunity to comment on any other matter they believe the Council should consider when setting its budget and priorities for 2027/28.
This may include:

- services respondents believe should be protected;
- areas where efficiencies or savings could be made;
- opportunities to generate additional income;
- concerns about the potential effect of particular approaches or service changes
- cumulative effects of different proposals; and
- alternative ways of achieving the Council's objectives.

4. Consultation methods

The principal consultation method will be an online survey published through the Council's consultation platform and promoted through the Council's communications channels. To support participation, the Council will use a combination of methods, including:

- Council's website;
- social media;
- email distribution lists and newsletters;
- communication with relevant stakeholders;
- communication with voluntary and community organisations;
- promotion through elected Members, partners and local networks;
- printed information or paper response arrangements where required; and
- alternative formats and reasonable adjustments on request.

5. Consultation period

The public consultation will run from 30 November 2026 to 3 January 2027, a period of five weeks.
The consultation period will allow sufficient time for respondents to review the available information and submit their views. The closing date and arrangements for responding will be clearly stated in all published materials.

6. Accessibility, equality and inclusion

The consultation will be designed to support participation by different sections of the community.
The Council will:

- use clear and proportionate language;
- make the survey available online and provide alternative response arrangements where reasonably required;

- provide information in alternative formats on request;
- promote the consultation through relevant community and partner networks;

Consultation feedback will inform the development and updating of proportionate equality assessments for the relevant proposals. Consideration will be given to potential differential or cumulative effects on people with protected characteristics and people who may experience barriers to accessing Council services.

7. Analysis and reporting

Consultation responses will be collated and analysed following the close of the consultation.
The analysis will include, where appropriate:

- the number and profile of respondents;
- levels of support or opposition to the main approaches and workstreams;
- views on Council priorities;
- views on Council Tax and the options for addressing any remaining funding gap;
- recurring themes within written comments;
- alternative savings, income or service-improvement suggestions;
- potential equality, accessibility or community impacts; and
- matters requiring further technical or service consideration.

Survey results will be reported in aggregate. Personal information will be handled in accordance with the Council's privacy notice and data-protection requirements. A consultation report will be produced for consideration as part of the final budget-setting process. The report will identify the principal findings.

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Decision making		Actions Required	Responsible Officer/s	Timescale	Update to situation 2025/26	Update in September
RDM1	**There is an urgent need for a reset in the relationships and interaction between councillors and officers.** This is essential to improve collaborative working between officers and members that will improve the quality of decision-making. All the mechanisms and processes are in place to enable this but are not being used as widely and effectively as they could be. This should be led and given the highest priority by senior managers and political leaders with buy-in from all political groups as well as the planning team.	Establish opportunities for collaborative working by reviewing the effectiveness of existing mechanisms and processes currently in place. (Overlap with RLP1)	CX/SLT/Group Leaders/ Chair and Vice Chair of Planning Committee	**End March 2026 (proposal)** **May / June (Workshop)**	**Officers have met with Planning Consultant to discuss them developing a workshop for Members and Officers that will ensure that all involved fully understand the key elements relating to planning applications this will include an overview of the planning application process from end to end.**	**Opportunities for member and officer interaction are in place.** **An example being the introduction of the National Scheme of Delegation (NSD). Officers worked with members to enable their involvement in the process, whilst remaining legislatively compliant. The adoption of a flow chart aided members understanding and Full Council approved the NSD on 14th October.** **Officer have subsequently supported members with bespoke emails, resources and explanations as to how the process would operate.** **Workshops have been undertaken as outlined in RDM2 below and there is regular pattern of meeting with the AD and Portfolio Holder and the AD and the Executive Director of Governance and Assurance with the Chair of Planning Committee.**

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RDM2	**Recommendation: Strengthen and formalise councillor planning training** The council should establish a comprehensive and structured programme of planning training for both planning committee members and ward councillors, designed to strengthen defensible decision-making, clarify roles and responsibilities, and ensure decisions are made within a clear legal and governance framework. The training should be mandatory for committee members. This programme should include the following components: • **Defensible decision-making training for planning committee members,** based on the PAS *Defensible Decision-Making* resource and, where appropriate, the use of relevant case studies. The purpose of this training is to ensure committee members are fully aware of their statutory role and responsibilities, to reinforce the principles of sound, evidence-based decision-making, and to reduce the risk of challenge. It is recommended that this element of the training is delivered by a suitably experienced external	Develop and procure bespoke training for all three areas.	External provider/Democratic Services/Legal/Development Management/Strategic Planning and Conservation/Chair and Vice Chair of Planning Committee	**End March (Meeting with PAS)** **May/June Proposal to Planning Committee at start of new municipal year)** **Planning Training Programme to run** **throughout 26/27**	**Joint planning training is already booked for the 12th and** **14th May, and (joint planning refresher training) is booked for** **the 18th of May.** **The Executive Director has met** **with the AD legal, Democratic and Procurement Services to review the current training provision and is meeting with the Planning advisory Service to review fully the current training programme for both Members, Members and Officers and Officers.** **List of training:** • **Grey Belt Training 29 APR 26.** • **NPPF – this was published on and member**	**In terms of training for Bromsgrove Members:** **All Members have received full planning training within their current election cycle except five Members (not including Leader and Portfolio Holder for Planning who cannot sit). These five Members are aware that they cannot act as a substitute for Planning Committee Members.** **In terms of specific/ additional training sessions since the beginning of the year:** • **Grey Belt Training delivered on 29 APR 26 – 18 members attended. (This included the Chairman and Vice Chairman of the Planning Committee, the Leader and the relevant Portfolio Holder for Planning. In total, 8/10 Planning Committee Members attended.)** • **New National Planning Policy Framework (NPPF) training was delivered on the 29th of**

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	consultant to provide independence and specialist expertise. • **An ongoing programme of training for planning committee members focused on emerging national and local planning issues,** developed alongside the council's existing annual training offer. This should include briefings on new and evolving forms of development (for example, grey belt development and battery storage) and reinforce understanding of how key policy concepts, including the application of the '*tilted balance*'[1], should be applied in decision-making. • **A dedicated programme of planning training for ward councillors,** aimed at improving understanding of how councillors can appropriately influence planning decision-making, the limits and parameters of that influence, and the wider council context within which planning decisions are taken. This training should cover the legal framework governing planning decisions, the importance of decisions being				• **National scheme of delegations. Training for planning committee members have occurred. There will be further training of all members in advance of full council in October. Date currently being arranged.** • **In addition to the training on the 8th of September there will be further training is being arranged. 29 SEPT 26.**	**SEPT 26. – 8 members attended. (This included the Chairman and Vice Chairman of the Planning Committee, the Leader and the Portfolio Holder for Planning. In total, 3/10 Planning Committee Members attended.)** • **National scheme of delegations. Training for all of planning committee members was held on the 25th of JUNE 26 as well as sessions at constitution review working group and discussions with the chair of planning committee.** • **Planning Refresher Training delivered on 18 MAY 26. – 10 members attended this. (This included the Chairman of the Planning Committee and the Leader. In total, 2/10 Planning Committee Members attended.)** • **PAS Training Session delivered on 08 SEPT 26. – 13 members attended. (This included the**

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	robustly evidenced, and ensure councillors are fully cognisant of the council's code of conduct and constitution as they apply to planning matters. The programme should also include an overview of the role of planning enforcement and how it interacts with planning decision-making.				**training from planning advisory service on two dates still to be agreed with PAS**	**Chairman of the Planning Committee, Leader and the Portfolio Holder for Planning. In total, 4/10 Planning Committee members attended.) The whole member training on the 8th of September included an update on the National scheme of delegations.**
RDM3	**To continue exploring ways of working more effectively with Worcestershire County Council (especially highways).** The need to cultivate better joint working and engender a more effective role within the decision-making process is recognised by the council. The Bromsgrove chief executive is encouraged to continue to engage with their counterpart at Worcestershire County Council and establish clear expectations and deliverables. This may be achieved via and memorandum of understanding (MOU) regarding highway matters, developed by the planning service with the support of the executive director and chief executive.	Explore closer working relationships with WCC and Development Management and Strategic Planning and Conservation, possibly via MOU (Overlap with RLP4)	WCC/SLT/CX/Development Management/Strategic Planning and Conservation/Chair and Vice Chair of Planning Committee	**End May 2026**	**WCC in terms of planning applications will make comments via the planning portal rather than an email to planning officers. This will speed up the time in which applicants and public can view the comments from WCC.**	**WCC have agreed to upload comments directly using consultee access via public access. Planning managers are working with Idox to understand the process, trial other users and prepare some FAQ's before approaching WCC.** **The Chief Executive of BDC is in regular contact with the Chief Executive of WCC. A Memorandum of Understanding has also been developed and sent to WCC for signature.** **Appendix 2 - Memorandum of Understanding**
RDM4	**To undertake a review of the processes and performance monitoring associated with**	Review planning enforcement processes and	WRS//Development Management/Le		**The ADPL&CS and Planning Services Manager will meet with WRS, Legal Services, and**	**Initial discussions took place and the lack of a dedicated planning officer resource for**

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	planning enforcement. This should be undertaken with a specific emphasis on improving the interaction between the investigating officers and the planning officers responsible for undertaking planning assessments, as well as on how this work is prioritised. In terms of performance, a key objective of planning enforcement is to resolve as many breaches as possible without serving a notice, and that should be seen as a positive outcome and not a negative one. Performance data and 'numbers of notices served' is not the best indicator of performance – reporting on cases opened and resolved would be a better indicator.	monitoring with emphasis on communications and appropriate performance reporting.	gal/Corporate Policy and Performance		**Corporate Policy and Performance to review the performance management and monitoring of Planning Enforcement and look at how communications with Councillors can be improved. This will be presented in the new municipal year.** **The Planning Services Manager and the WRS lead for enforcement have met and identified that additional resource is required to speed up the planning service review of enforcement cases. This has been addressed in the short term and additional resource will be put in place in the new financial year. This resource would also assist with the processing of planning applications.**	**planning enforcement was identified as a limiting factor in planning enforcement case progress. We have been operating with that resource now for a number of months and that has shown progress with planning advice and policy rationale being provided on a number of long-standing cases. Discussions have commenced on how assigned priority (as set out in BDC Enforcement Policy and WRS Strategic Assessment) can form part of the liaison between Planning Officers and Investigating Officers to ensure work is targeted at the higher priority cases in preference, rather than quick wins. Amendments to the WRS database are being implemented to streamline data extraction and aid the ability to report on numbers of cases by current status and priority categories which would aid liaison with Planning colleagues and potentially provide greater detail about the type of planning enforcement complaints and how they are resolved. Once trials with reporting tools have been completed, there may be a**

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						need for data cleansing to provide historical context. Legal advice remains clear, that detailed information concerning specific enforcement cases whether active or closed, cannot be provided.
RDM5	**To undertake a review of officer presentations to the planning committee.** This is to ensure that officer presentations are proportionate and provide a greater focus on identifying what are the key issues to assist committee member's consideration.	Consider other Council's presentation style.	Development Management/Democratic Services/Chair and Vice Chair of Planning Committee	**April 2026**	**The Planning Services Manager responsible for the BDC Planning Committee has considered the style of presentations and Planning Officers will be changing the way that they deliver them presentations, to concentrate on key issues that Members need to consider. These changes will be discussed with the Chair and Vice Chair of the planning committee.** **The last slide of all officer presentations will identify the key issues that Members need to debate.**	**Officer presentations continue to be concise and a slide showing key issues pre case continues to be on display during the debate.**
		Prepare guidance for officers to ensure key issues are made clear.	Development Management/Democratic Services/Chair and Vice Chair of Planning Committee	**April 2026**		**to remind members of the key topics for discussion.**
RDM6	**Review the quality of streaming of planning committee meetings and the timescale for retention of recordings.** This needs to be aimed at identifying ways of improving the viewing experience, taking note of best practice elsewhere. Previous legal advice	Explore and apply best practice to improve viewing experience.	Democratic Services	**Complete** **June 2026**	**The MTFP contains a capital budget for improved equipment for streaming council meetings.** **Purchase and installation of new equipment**	**In February 2026, the Council incorporated funding into the budget for the procurement of a new live streaming/audio-visual system. The Facilities team have subsequently undertaken a procurement**

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	around the retention of recordings should be revisited to ensure that the recordings are retained until they cease to perform any useful purpose.	Set clear timelines for retention of recordings	Information Management/Legal	**May / June 2026**	**Legal Services are reviewing the length of time that recordings can be kept and the rational for this in line with the information commissioner's guidance. This will then be presented to the constitutional review group.**	**exercise and are currently reviewing bids that have been submitted in line with the Council's procurement process. The award of this contract is currently on hold whilst the review of the capital programme is undertaken.** **Officers from Legal and Democratic Services have met with the Information Management Team at the Council. Currently, the recordings are kept until the minutes of the meeting are published and have been approved, which is in accordance with the Council's retention schedule. The Information Management Team have now requested that a Data Protection Impact Assessment (DPIA) be undertaken in respect of live streaming which will take time to arrange and complete. This will need to include the specific purpose for undertaking and keeping the recording and how long it will be kept for. Under data protection rules, there needs to be a specific purpose for retaining live streams and retention "until they cease to perform any useful purpose" is not adequate as a**

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						justification for keeping them long-term without an end date. **Members have previously suggested retaining live streams of meetings for training purposes. However, this is not the original purpose for which meetings are live streamed so would be inappropriate from a data protection perspective. As an alternative, officers are exploring the potential to record a role play session as part of the mock Planning Committee session, which it is intended will form part of the Member induction programme 2027/28. This approach has already been adopted in Redditch for mock Council meetings.**
colRDM7	**To provide greater encouragement for councillors to contribute to pre-application work and to explore how interaction between councillors and officers outside of the planning committee more generally can be improved.** This should involve reviewing the operation of existing procedures to understand why they are not leading to greater interaction, and how further opportunities can be	Review pre-application protocol.	Legal/Development Management/Strategic Planning and Conservation, supported by SLT	**May / June 2026**	**A review of the pre application protocol will be presented in the new municipal year.**	**Our review of the pre app protocol has been prepared and is ready for informal discussions with members in advance of formal presentation to members.** **The planning training on the 8th of September outlined the importance of member engagement in the pre application process and set the scene for the**

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	encouraged. This should be supplemented by reinforcement by senior officers and political party leaders of the importance and benefits arising from greater officer-councillor engagement in planning matters more generally.					**introduction of a revised protocol.**
		Meet with Members to discuss how interactions with officers could be improved.	Members and Development Management/Strategic Planning and Conservation	**March 2026** **During 26/27**	**This will form part of the workshop (RDM1) and the training programme (RDM2)**	**Once the revised protocol is agreed, PAS will be providing bespoke training.**
RDM8	**To undertake a review of the planning committee site visit process to encourage better attendance.** This should explore and seek to resolve the issue of poor attendance, including reviewing the timing and number of accompanied site visits undertaken.	Review with Planning Committee Members the timing of the site visits and which type of applications qualify	Development Management supported by Legal Services and the Chair/Vice-Chair of Planning Committee	**May/June 2026**	**The CEO has written to all Group Leaders asking that they encourage their members on the planning committee to attend these meetings. The Planning Services Manager will be reviewing the site visits and will present in the new municipal year.**	**Ruth Bamford provided an update to the Constitution Review Working Group on 17 September 2026. On average, three members attend per monthly site visit. The DM manager retains a log of the members attending.**

Local Plan Review	Actions Required	Responsible Officer	Timescale	Update to situation 2025/26	Updates

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RLP1	**Build political consensus.** Reflect upon the challenges arising from the draft development strategy consultation approach and identify lessons learned. Facilitate an impartially chaired cross-party workshop of all councillors/and or the strategic planning steering group (SPSG) to address concerns about process, rebuild consensus, and develop understanding of risks relating to the 'tilted balance' (see recommendation RDM2 above). This will empower elected members to communicate a strong positive vision for the district's future and consider 'macro' district-wide benefits rather than just 'micro' ward impacts.	**Procure external support to run cross party workshop**	**Exec Director/ Strategic Planning and Conservation Manager**	**End March 2026**	**Meeting held with a Planning Consultant on 27th Feb to agree them developing a proposal for the Cross-Party Local Plan workshop and training/ support that will involve both Members and Officers.**	**DAC Planning was appointed to provide facilitated training and workshops for all members. The sessions have improved members' understanding of the Local Plan process and supported the development of a shared approach to plan-making.** **While achieving full political consensus remains challenging, it is important to recognise the progress that has been made. In particular, there was unanimous support for Gateway 1, and the Cross-Party Working Group agreed that the Green/Grey Belt Assessment had been completed with no further changes required. There is also a broad consensus that the Local Plan needs to be progressed.** **The next challenge will be maintaining and developing that consensus as the process moves into more detailed spatial choices, particularly when potential sites and locations begin to be identified on the map. It will therefore be important to note the progress already made and the steps and actions members have collectively agreed, providing**

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						a clear foundation for the next stages of plan preparation.
		Arrange date and scope for Local Plan workshop	**SLT/ADPL&CS/ Strategic Planning and Conservation Manager**	**May / June 2026**	**The Planning consultant is drawing up proposals for this workshop; this is expected in mid-March**	**As above training took place on 3rd June 9th June 28th July**

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RLP2	**Review the operation and terms of reference for the strategic planning reference group (SPSG)** to improve governance arrangements and support a genuine cross-party local plan member working group. A review should include: • Defined membership proportionate to group sizes (not open attendance). • Requirement for continuity of attendance (named councillors with named deputies). • Clear terms of reference including collective responsibility for recommendations and efficient administrative arrangements. • Authority to make recommendations to cabinet/full council. • Regular meetings with effective and efficient	**Seek agreement from members to introduce new Local Plan Cross Party Working Group (LPCPWG)**	**CX/Legal Dem services**	**Complete**	**Local Plan Cross-Party Working Group (LPCPWG) has been established with a defined membership proportionate to group sizes with immediate effect (3 Conservative, 2 Liberal Democrat, 2 Labour and 2 Independent).**	**The Cross-Party Working Group is well established and continues to provide the principal forum for building political consensus around the Local Plan. The Group's membership and governance arrangements should also recognise the role of the non-voting Chair, providing independent facilitation while decisions and political positions remain with the voting members of the Group. Facilitated Cross party workshops were held on the following dates:** • **3rd June** • **9th June** • **28th July** **A fourth session was envisaged but on the advice of DAC planning has not been taken forward.** **The Working Group has helped enable the Local Plan to remain on track and an update on each meeting goes to all Members through the members Bulletin.**
		Procure/develop training	**Exec Director/ADPL&CS/ Strategic Planning and Conservation Manager**	**End March 2026**	**A barrister has been retained and attended the meeting of the LPCPWG on 11th Feb and 5 March 2026 and presented the legal**	**As Above, training was procured and delivered** **Robert Walton KC remains on hand to provide legal advice**

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	administrative arrangements. which minimise demands on planning policy officers. • Impartial chairing by the council leader or assistant director rather than portfolio holder to emphasise the corporate priority. • End/avoid separate political group briefings and ensure all members receive the same information simultaneously.				**position and answered Members questions.** **Meeting held with Planning Consultant on 27th Feb to discuss them developing a proposal for training for the LPCPWG Members, For discussion by the Cross-Party Group**	
		Schedule meetings and training	**Planning and Dem Services**	**April/May/June 2026**	**These will be agreed following the discussions with the Planning Advisory Service**	**Meetings are ongoing. Dates of previous and scheduled meetings below:** • **04.03.2026** • **22.04.2026** • **27.05.2026** • **10.06.2026** • **29.07.2026** • **19.08.2026** • **10.09.2026** • **30.09.2026** • **20.10.2026** • **12.11.2026** • **30.11.2026** • **13.1.2027** **Training** • **3rd June,** • **9th June,** • **28th July**
		Produce new structure and Terms of	**Legal/Dem services/Planning**	**March 2026**	**ToR have been prepared for members to discuss.**	**Appendix 3**

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		reference for new LPCPWG				
RLP3	**Develop the strategic spatial vision and complete evidence base.** Urgently complete an up-to-date green belt assessment and establish an agreed spatial vision and approach to guide development of a preferred spatial strategy. Commission spatial master planning work and utilise design coding to illustrate what development could look like, moving beyond allocation boundaries to show placemaking, design quality, and community integration. Ensure employment, retail, community facilities, and green infrastructure receive equal prominence to housing .in future iterations of the draft plan. Organise councillor site visits to exemplar developments.	**Procure external support to facilitate workshop sessions on spatial vision (potential to have duplication with RLP1 Above)**	**SLT/ADPL&CS/Strategic Planning and Conservation Manager**	**March 2026 Proposal** **Apr/May 2026 Workshop**	**Meeting held with a Planning Consultant on 27th Feb to agree them developing a proposal for workshop/s for the LPCPWG to develop a special vision.**	**As Above**
		Design session using planning for real techniques	**SLT/ ADPL&CS/ Planning Services Managers and Planning / Consultants**	**June 2026**	**Meeting held with a Planning Consultant on 27th Feb to agree them developing a proposal for planning for real with LPCPWG**	**As Above**
		Present the draft design code to members	**ADPL&CS/Planning Services Managers**	**June / July 2026**	**To follow the design training session above**	**A green belt assessment has been prepared by consultants and findings presented to the working group. There have been sessions to attempt to agree a spatial vision and approach to guide development of a preferred spatial strategy. In terms of employment, HEDNA has been commissioned that includes understanding employment needs of the local plan.** **Further detailed workshops will be agreed with members following agreement and**

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						consensus of a local plan vision and development strategy.
RLP4	**Secure infrastructure delivery commitments as a priority.** Build on chief executive-to-chief executive engagement with Worcestershire County Council with clear expectations and deliverables. Create a formal memorandum of understanding for transport planning support with agreed timescales and escalation procedures. Work closely with the county council to jointly identify solutions and agree future plans to fund and deliver new and enhanced education provision to serve planned growth. Produce a robust infrastructure delivery plan (IDP) endorsed by all providers. Consider adoption of community infrastructure levy (CIL) and explore front-loading of developer contributions.	**Set clear expectation of what information is required from infrastructure providers**	**ADPL&CS/Planning Services Managers**	**April 2026**	**Mou to be agreed with WCC setting out clear infrastructure evidence required.t. Other infrastructure requirements to be agreed individually with providers as part of ongoing engagement element of plan making.**	**Positive engagement with WCC in regard to infrastructure development. In terms of the health authority engagement is ongoing. The NHS is investing in a tool to help them identify future health infrastructure. Tool presented to LPCPWG on 20.10.26**
		Prepare paper on CIL for PMWG	**Planning**		**Initial discussion on CIL development at CPLPWG 4th March, further note to be prepared following initial discussion if required.**	**Viability and CIL assessment work is currently being procured, end date for tenders 5th November**
		Draft Memorandum of understating for WCC	**Legal Services / Strategic Planning and Conservation Manager**	**May 2026**	**An MOU has been drafted which was shared and agreed with the LPCPWG at its meeting on 4th March. The CEO has regular meetings with the CEO of WCC regarding a range of matters and the MOU will be shared with him more specifically once the MoU is finalised.**	**Memo Agreed with all parties.**

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RLP5	**Strengthen Programme Management and Resources.** Develop a comprehensive project plan aligned to the new planning system Gateway requirements, showing all tasks, critical path dependencies, resource allocation, and realistic contingency. Undertake capacity assessment of the planning policy team and secure additional resources (e.g. Assistant Directors have been proactively asked and reminded to submit budget bids, including bids for additional capacity) where needed. Implement regular progress monitoring and actively maintain risk register. If May 2028 target proves to be unachievable through detailed planning, revise and republish the local development scheme (LDS) with realistic timescales.	**Develop detailed Local Plan project plan.**	**ADPL&CS / Strategic Planning and Conservation Manager / Business Improvement Team**	**April 2026**	**The LP project Plan will be presented to the April meeting of the LPCPWG**	**Local Plan timetable agreed by Full Council on 20th May. Detailed work programme / project plan presented as a standing agenda item at the LPCPWG**
RLP6	**Continue active senior leadership support**. Use the corporate risk register to reinforce and recommunicate that the local plan is a key corporate risk. There should be	**Develop the Local Plan entry on the corporate Risk register**	**Strategic Planning and Conservation Manager**	**Complete**	**New corporate risk added to the Risk Register.** **This will be reviewed updated on a 1/4ly basis or if new risks**	**Complete**

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	regular progress reporting to the senior leadership team from the assistant director and the strategic planning manager. Chief executive and executive director should keep a dialogue going with planning policy officers and attend key meetings where appropriate to provide their support where required. Reinforce clear protocols for engagement and councillor-officer interaction and ensure group leaders take responsibility for councillor's following them and continue to provide wellbeing support for planning officers.				**emerge New corporate risk added to the Risk Register.** **This will be reviewed updated on a 1/4ly basis or if new risks emerge**	
		Local Plan Standing item on CLT/SLT and additional longer form meetings to discuss	**CX support**	**Complete**	**Monthly update is now given at the SLT Assurance/Governance Meeting**	**The AD and PPM present issues to SLT on reg basis.**
		As part of the new LPCPWG Terms of reference established reporting lines for member on local plan issues	**Legal Services / Strategic Planning and Conservation Manager**	**March 2026**	**ToR discussed at LPCPWG on 4th March**	**ToRS agreed on 24.04.26**
RLP7	**Introduce a training and support programme for councillors.** Establish training for all councillors on the role and importance of the local plan to reduce future risk and enable more effective and collaborative approaches to plan progression in the future.	**As per RLP/2/3**	**Exec Director / ADPL&CS/Planning Services Managers /Legal Democratic Services**	**End March 2026**	**Meeting held with a Planning Consultant on 27th Feb to agree them developing a proposal for training/ support that will involve both Members and officers**	**As above all members invited to training on the following dates:** • **3rd June,** • **9th June,** • **28th July**

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	Councillors require sufficient training and strong political group leadership to support them to fulfil their roles appropriately for the long-term benefit of the electorate and the district as a whole. In short, members need to be supported to make politically very difficult decisions.					

APPENDIX 2 – TERMS OF REFERENCE – LPCPWG

Bromsgrove District Council

Local Plan Cross-Party Working Group

Terms of Reference

24.04.26

1. Purpose

The Local Plan Cross-Party Working Group ("the Working Group") is established to support the timely and effective preparation of a new Bromsgrove District Local Plan in accordance with the new plan-making system, national planning policy and guidance, and the Council's vison and strategic priorities.

The Working Group will provide focused councillor oversight and strategic, advisory input to assist plan-making, ensuring that the Local Plan is:

- Evidence-based and transparent
- Deliverable and infrastructure-supported
- Legally compliant and capable of being found sound
- Aligned with community needs and the Council's corporate objectives

The Working Group is advisory in nature only and has no decision-making powers. All formal decisions will be taken in accordance with the Council's Constitution.

2. Key Objectives

The Working Group will:

- Provide appropriate governance, resourcing oversight and information dissemination regarding Local Plan preparation
- Facilitate constructive cross-party dialogue to support efficient and transparent plan-making
- Support the development of a robust and proportionate Local Plan evidence base, including previous consultation responses
- Use consultation evidence and technical studies to help shape an emerging Vision and spatial strategy
- Oversee programme progress to enable formal Local Plan commencement in June 2026 and delivery within 34 months of commencement (see Appendix 1)
- Promote plan-led development that is infrastructure-supported and deliverable
- Ensure that their groups are kept informed and updated regarding discussions, actions and proposals from the group

APPENDIX 2 – TERMS OF REFERENCE – LPCPWG

3. Role and Functions and Key Tasks

The Working Group will:

- Provide strategic oversight of Local Plan preparation and programme delivery including understanding the impacts of development management decisions on the emerging local plan and ensure that appropriate evidence from plan making is fed into the development management process
- Review emerging evidence base documents and policy options (See Appendix 2 for evidence base task list)
- Consider site options and spatial strategies
- Support the development of draft policies and proposals
- The evidence base will be prepared and validated by officers. The Working Group may provide input but shall not direct technical conclusions.
- Monitor progress against key project plan milestones (See Appendix 3) and identify delivery risks
- Provide advice and recommendations to the Cabinet Member for Planning
- Cascade agreed outcomes wider and support effective communication through All-Member Local Plan Briefings

The Working Group shall not:

- Make formal decisions on Local Plan content
- Pre-empt decisions of the Full Council

4. Governance and Accountability

- The Working Group operates in an advisory capacity only
- Overall accountability for delivery of the Local Plan rests with the relevant Cabinet Member
- The Working Group does not replace or override the role of the Council
- Actions will be agreed at each meeting, assigned to named leads, and monitored to completion, with due regard to pace and urgency

5. Membership

- To provide resilience for plan making the Working Group shall comprise 9 voting trained members and 1 non-voting chair (to be reviewed after 6 months) appointed in political proportion where applicable
- Meetings require the minimum attendance of 5 trained Members

APPENDIX 2 – TERMS OF REFERENCE – LPCPWG

- Members will have shared accountability for the work of the Group
- The Cabinet Member for Planning will be a Member of the Group, where the portfolio holder is not a member of a political group, they will attend the LPCPWG as a non-voting member
- The Chair will be appointed by the Group
- Any substitutes will need to be trained, named and fully briefed by the Member that they are representing
- Members may act as lead Members for specific topic areas (e.g. housing, economy, transport, natural environment)

6. Officer Support

The Working Group will be supported by:

- Planning Officers
- Relevant technical, specialist, and partner officers as required (including health, education, and transport)

Officers will:

- Provide professional planning, legal and policy advice
- Prepare reports and manage the evidence base
- Ensure compliance with planning legislation and national policy
- Support agenda setting and meeting administration

7. Meetings and Working Arrangements

- Meetings will be held regularly in line with the Local Plan work programme
- Agendas and papers will be circulated at least 5 working days in advance where possible
- Agenda items must be submitted in advance and agreed with the Chair and lead officer
- Minutes and key actions will be circulated no more than 5 working days after the working group meeting.
- Briefings or presentations from external organisations may be permitted where relevant

8. Conduct, Predetermination and Confidentiality

Members must:

APPENDIX 2 – TERMS OF REFERENCE – LPCPWG

- Adhere to the Council's Code of Conduct
- Avoid predetermination and maintain an open mind until formal decision-making stages
- Respect confidentiality, particularly in relation to:
    - Draft site assessments
    - Viability information
    - Emerging policy positions

Members may express predisposition but must not indicate a fixed or final position on site allocations or policy options prior to formal decisions.

9. Programme Management

The Working Group will:

- Monitor progress against the Local Plan timetable (see appendix 1)
- Identify and escalate risks with proposed mitigation actions
- Promote the adoption of digital tools and data-driven practices to support accelerated plan preparation
- Support efficient, transparent and proportionate working practices

10. Outputs and Reporting

Each meeting will produce minutes including:

- Key issues discussed
- Agreed actions
- Any advisory recommendations

11. Training

All Members of the Working Group must:

- Complete Local Plan training
- Agenda to include updates on any planning policy and legislation changes

12. Review of Terms of Reference

These Terms of Reference will be reviewed:

- Six months after adoption, and

APPENDIX 2 – TERMS OF REFERENCE – LPCPWG

- Thereafter annually, or earlier if required due to legislative, policy, or Council priority changes

Appendix 1 Local Plan Timetable

Jun-26	Notice of intention to start plan making to release MHCLG funding Scoping undertaken
Oct-26	Gateway 1 self assessment published to release MHCLG funding
Jun -Jul 27	Draft Plan Consultation
Sep-27	Gateway 2 Draft Plans
Jun - Jul 28	Submission plan consultaion
Sep-28	Gateway 3 Submission plans
Mar-29	30 months timetable ends new plans adopted

The Timetable above is based on start date of June 2026, and is 34 months to take into account the notice of intention to start plan making and the Scoping consultation. The 30 month element will begin in October 2026.

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Appendix 2 Evidence Base Task list

The list below is the key evidence base tasks that have or will need to be completed, this list is not exhaustive and will change due to the iterative nature of plan making.

Consultation responses

Sustainability Appraisal

The Housing and Economic Development Needs Assessment (HEDNA)

Site Assessment and Site Selection Methodology

Exceptional Circumstances for Green Belt Release/ Housing Land Supply Evidence

Green Belt Purposes Assessment (Part 1)

Green Belt Study (Part 2)

Green Belt study Grey Belt Assessment

Landscape Sensitivity Assessment

Strategic Transport Assessment / Worcestershire Strategic Transport Model

Design Coding and Site design

Settlement Hierarchy Review

Gypsy and Traveller and Travelling Show person Accommodation Assessment (GTAA)

Playing Pitch Strategy

Strategic Flood Risk Assessment Level 2

Water Cycle Strategy

Infrastructure Planning Evidence Health

Health Impact Assessment

Infrastructure Planning Evidence Education

Infrastructure Planning Evidence Social Infrastructure

Retail Needs Assessment

Windfall Assumptions & Lapse Rates Topic Paper

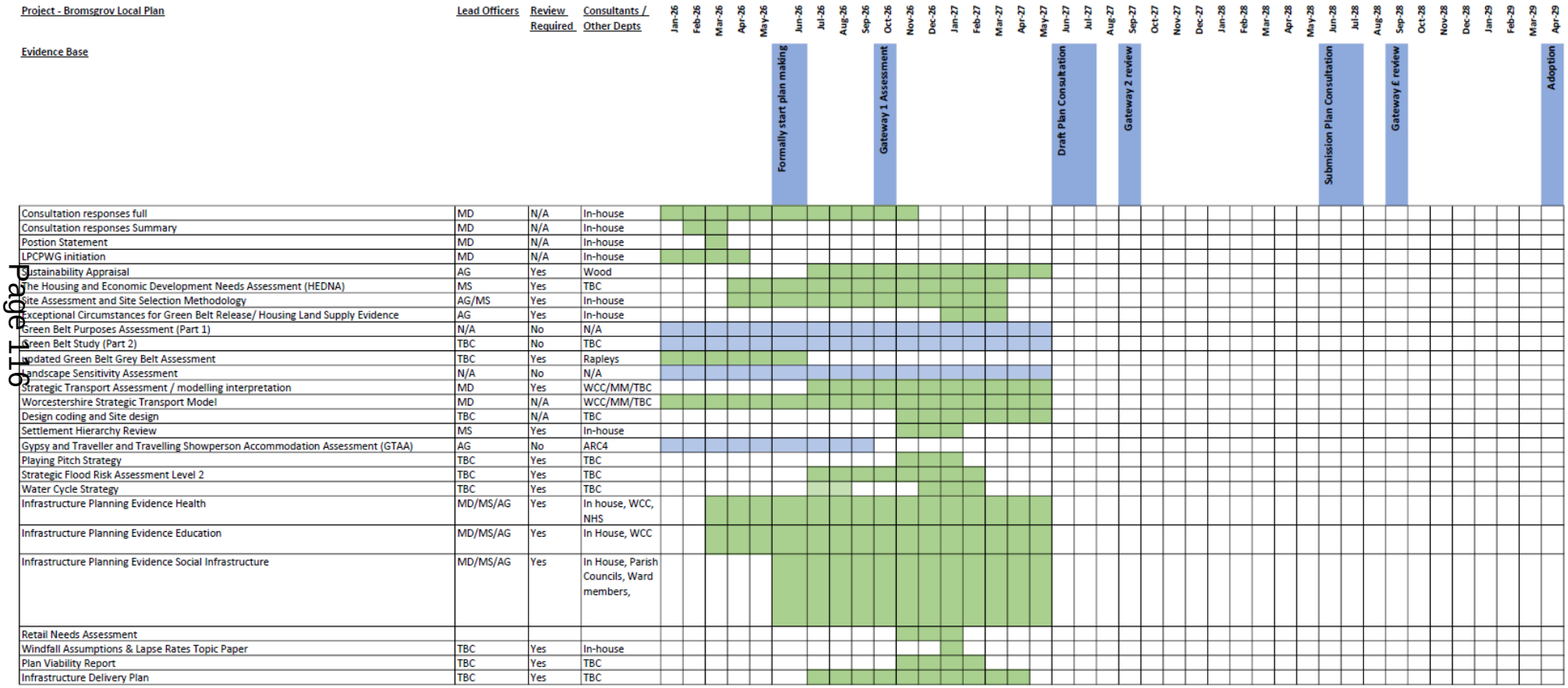
APPENDIX 2 – TERMS OF REFERENCE – LPCPWG

Plan Viability Report

Infrastructure Delivery Plan

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Appendix 3 Local Plan Work Programme



Project - Bromsgrov Local Plan Evidence Base	Lead Officers	Review Required	Consultants / Other Depts
Consultation responses full	MD	N/A	In-house
Consultation responses Summary	MD	N/A	In-house
Postion Statement	MD	N/A	In-house
LPCPWG initiation	MD	N/A	In-house
Sustainability Appraisal	AG	Yes	Wood
The Housing and Economic Development Needs Assessment (HEDNA)	MS	Yes	TBC
Site Assessment and Site Selection Methodology	AG/MS	Yes	In-house
Exceptional Circumstances for Green Belt Release/ Housing Land Supply Evidence	AG	Yes	In-house
Green Belt Purposes Assessment (Part 1)	N/A	No	N/A
Green Belt Study (Part 2)	TBC	No	TBC
Updated Green Belt Grey Belt Assessment	TBC	Yes	Rapleys
Landscape Sensitivity Assessment	N/A	No	N/A
Strategic Transport Assessment / modelling interpretation	MD	Yes	WCC/MM/TBC
Worcestershire Strategic Transport Model	MD	N/A	WCC/MM/TBC
Design coding and Site design	TBC	N/A	TBC
Settlement Hierarchy Review	MS	Yes	In-house
Gypsy and Traveller and Travelling Showperson Accommodation Assessment (GTAA)	AG	No	ARC4
Playing Pitch Strategy	TBC	Yes	TBC
Strategic Flood Risk Assessment Level 2	TBC	Yes	TBC
Water Cycle Strategy	TBC	Yes	TBC
Infrastructure Planning Evidence Health	MD/MS/AG	Yes	In house, WCC, NHS
Infrastructure Planning Evidence Education	MD/MS/AG	Yes	In House, WCC
Infrastructure Planning Evidence Social Infrastructure	MD/MS/AG	Yes	In House, Parish Councils, Ward members,
Retail Needs Assessment			
Windfall Assumptions & Lapse Rates Topic Paper	TBC	Yes	In-house
Plan Viability Report	TBC	Yes	TBC
Infrastructure Delivery Plan	TBC	Yes	TBC

APPENDIX 2 – TERMS OF REFERENCE – LPCPWG

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APPENDIX 3 – MEMORANDUM OF UNDERSTANDING BETWEEN BDC & WCC

Memorandum of Understanding

Between

Bromsgrove District Council (BDC)

And

Worcestershire County Council (WCC)

1. Purpose

1.1 This Memorandum of Understanding (MoU) sets out the working arrangements between Bromsgrove District Council (BDC) and Worcestershire County Council (WCC) relating to evidence-gathering, assessment and technical work required to support the preparation of the Bromsgrove Local Plan, including the Strategic Transport Assessment, Education and wider strategic planning inputs. This agreement will be monitored during the monthly Highways and planning meetings between BDC and WCC. Any agreed actions also monitored.

2. Principles of Collaboration

Both parties agree that:-

2.1 All assessment work will contribute toward a robust evidence base in support of the Bromsgrove Local Plan to a published timetable for the plan.

2.2 All work will be carried out in accordance with the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG).

2.3 A vision and evidence-led strategic approach will be applied across transport, education and infrastructure planning.

2.4 Both parties agree to meet and monitor this MoU regularly.

2.5 Both parties agree to the production of a work programme/action plan (Appendix 1) to identify key deliverables.

3. Transport Modelling and Assessment

APPENDIX 3 – MEMORANDUM OF UNDERSTANDING BETWEEN BDC & WCC

3.1 To aid the development of a robust transport evidence base to support the development of the local plan, the authorities will work collaboratively together to develop the vision led approach to support the delivery of the local plan, including interventions to promote sustainable and active travel. All transport assessment work will feed into the overall Strategic Transport Assessment supporting the Local Plan.

3.2 All modelling will be undertaken using the Worcestershire Strategic Transport Model, following the agreed modelling specification or its successor. The modelling work programme is appended to this document.

3.3 The modelling work programme will be reviewed and agreed periodically as the work evolves and development strategy options are refined.

3.4 The transport assessment and vision will include all modes of transport such as bus (Demand Responsive Travel and fixed route), active travel and rail.

4. Education Planning

4.1 BDC and WCC agree to collaborate on all aspects of education planning relevant to the Local Plan including: -

4.2 Assessment of current and future education capacity across all school phases, informed by demographic data, planned growth and Local Plan development scenarios for the pupil pyramid areas in Bromsgrove District area.

4.3 Production of feasibility studies for the improvement and extension of existing education facilities when certainty of mitigation requirements is identified within a pupil pyramid area or as a result of a submitted planning application.

4.4 Preparation of Education Sufficiency Assessments for proposed site allocations to identify the scale and type of additional provision required to support emerging development options.

4.5 Consideration of site requirements, pupil yields, and statutory obligations, ensuring alignment with DfE guidance and WCC education planning policy.

4.6 Liaison with other local authorities with regards education provision/requirement which cross local authority boundaries.

4.7 Regular sharing of data (frequency needs to be documented in appendix 1), draft outputs and modelling assumptions between BDC and WCC to support a coordinated approach. Education working group meetings to be set up and to meet every two months with frequency flexed to meet local plan deadlines as required.

APPENDIX 3 – MEMORANDUM OF UNDERSTANDING BETWEEN BDC & WCC

4.8 All appropriate education information will be shared prior to Local Plan meetings, workshops and strategy discussions to ensure all officers have appropriate up to date information to undertake the meeting/sessions as required.

5. Infrastructure Planning

Both parties will work together to ensure the Local Plan is supported by clear and coordinated infrastructure evidence including:-

5.1 Joint preparation and updating of the Infrastructure Delivery Plan (IDP) and equivalent supporting evidence.

5.2 Identification of infrastructure required to support proposed development including digital connectivity, education, library, waste disposal, flood mitigation and transport-related infrastructure.

5.3 Sharing of baseline data, capacity assessments, provider inputs and cost estimates where appropriate and WCC has a role.

5.4 Coordination of relevant WCC infrastructure phasing, funding strategies including gaps, dependencies and external funding requirements and delivery mechanisms to support sustainable growth.

6. Governance and Engagement

Transport Modelling and Assessment

During Stages 2 and 3:-

6.1 Both BDC and WCC, or their appointment representatives, will be invited to all meetings, workshops and technical discussion unless otherwise agreed.

6.2 All assessment documents, drafts and technical outputs will be shared equally between both authorities.

Education Planning and wider Infrastructure Planning

6.3 Both BDC and WCC, or their appointed representatives, will be invited to all relevant meetings, workshops and technical discussions unless otherwise agreed.

6.4 All assessment documents, drafts and technical outputs will be shared equally between both authorities.

APPENDIX 3 – MEMORANDUM OF UNDERSTANDING BETWEEN BDC & WCC

7. Cost Sharing

Transport Modelling and Assessment

7.1 The costs of Stages 2 and 3 will be shared equally between BDC and WCC for up to three modelling scenarios through WSTM

7.2 If additional or unforeseen costs arise, both parties will agree the basis for cost sharing before any additional expenditure is committed.

8. Development Management Processes

8.1 BDC and WCC agree to work collaboratively to ensure that Development Management (DM) processes operate to support the effective preparation and implementation of the Bromsgrove Local Plan. This includes the following shared commitments:-

Alignment between Plan-making and Decision-making:-

8.2 Both authorities will ensure that Development Management decisions are informed by the emerging Local Plan evidence base with appropriate weighing recognising that the statutory development plan remains the primary decision-making framework. Where necessary and within agreed criteria for attendance at planning committee;

1. Strategic site allocated within the Local Plan.

2. Strategic / Major Development with highway concerns.

3. Other sites as agreed between WCC Cabinet Member and Bromsgrove Chair of Planning Committee.

WCC will support BDC in explaining the relevance of emerging evidence to applicants and stakeholders. BDC will support WCC to obtain relevant evidence from applicants/agents to ensure full responses can be delivered.

8.3 Technical outputs relevant to DM will be shared between the two authorities to support consistent interpretation of emerging policy and evidence.

Coordinated response to Planning Applications

8.4 For major or strategic applications with implications for the Local Plan, WCC will provide timely specialist input on highways, education and other relevant matters to agreed deadlines and attend joint meetings where required.

APPENDIX 3 – MEMORANDUM OF UNDERSTANDING BETWEEN BDC & WCC

8.5. Both authorities will seek to ensure that responses to applications reflect the most up-to-date transport modelling, demographic evidence and infrastructure assessments. Whilst ensuring applicants provide all the necessary technical and planning information for decision making purposes.

Pre-application and Early Engagement

8.6 BDC and WCC will share pre-application outcomes and scoping stages for proposals affecting strategic transport, education or infrastructure matters to avoid undermining Local Plan preparation. Where permitted to do so maintaining confidentiality of any pre application discussion as required.

Monitoring Cumulative Development Impacts

8.7 BDC and WCC will share data on live and approved applications that may influence infrastructure capacity, infrastructure funding or development trajectory assumptions.

Agreed triggers for infrastructure contributions will be in advance of any required capital infrastructure requirements to ensure that commitments are funded. These will be collected in a timely manner as per the signed S106 agreements. Speculative applications will be considered on individual merit as per NPPF guidelines whilst linking to existing infrastructure plans, available capacity and principles set out above.

8.8 WCC will support refinement of infrastructure evidence to reflect the evolving development management context.

Consistent Communication

8.9 BDC will lead on consistent messaging when discussing the relationship between planning applications and the emerging Local Plan. WCC will support this approach.

Escalation and Issue Resolution

8.10 Where speculative / windfall planning applications raise strategic issues potentially conflicting with Local Plan development, both authorities commit to early officer-level discussion and, where necessary, escalation to senior management.

9. Status of the Memorandum

APPENDIX 3 – MEMORANDUM OF UNDERSTANDING BETWEEN BDC & WCC

9.1 This MoU is not legally binding. It reflects a mutual commitment to collaborative working and sets out the framework within which BDC and WCC will work jointly to support the preparation of the Bromsgrove Local Plan and Development Management.

Use of external consultants

9.2 WCC to and BDC will through this agreement share details on the scope of any relevant external consultant commissions and their role in either local plan development or application determination. This will be primarily focussed on education, transport and infrastructure delivery plan development, but will extend to wider matters.

Disagreements

9.3 In the event of the parties to this agreement being unable to resolve matters arising and agree a satisfactory approach, the parties agree to escalate. Initial escalation will be:

For WCC: initially to relevant Head of Service (E7I) or Assistant Director (Education)

Subsequently to: relevant Strategic Directors

This is not a requirement for all parties to agree on all matters, but to understand the relevant position of each partner within their individual statutory responsibilities and to work together to agree an approach where there is disagreement.

10 Signatories

Signed on behalf of Bromsgrove District Council:

Date:

Signed on behalf of Worcestershire County Council

Date:

APPENDIX 3 – MEMORANDUM OF UNDERSTANDING BETWEEN BDC & WCC

Appendix 1

Worcester Strategic Transport Model, modelling program 20.05.26

Education baseline and background report

Assessment of requirements (new schools and expansions)

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