

REDDITCH BOROUGH COUNCIL

Executive

23rd February 2026

Medium Term Financial Plan 2026-27 including Treasury Management Strategy, Capital Strategy and Investment Strategy

Relevant Portfolio Holder	Councillor Ian Woodall Portfolio Holder for Finance
Portfolio Holder Consulted	Yes
Relevant Head of Service	Debra Goodall
Report Author	Debra Goodall – Assistant Director of Finance and Customer Services debra.goodall@bromsgroveandredditch.gov.uk
Accountable Director	Julie Lorraine Interim Section 151 julie.lorraine@bromsgroveandredditch.gov.uk
Wards Affected	N/A
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	All
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. SUMMARY

- 1.1 This report provides Executive with the draft 2026/27 revenue budget, capital programme and Medium-Term Financial Plan (MTFP) to 2028/29. The updated draft position presented incorporates consultation feedback, settlement certainty, and fees and charges proposals alongside planned capital expenditure, a review of earmarked reserves and a proposed strategy relating to the flexible use of capital receipts. If approved and subject to any amendments and clarification requests being incorporated, this position will form the bases of the final budget proposal for consideration and agreement by all elected members at the meeting of full council on the 2 March 2026.
- 1.2 Unusually this year, the council's determination and setting of the council tax for the borough may take place in two parts. The first meeting will comprise setting the council's budget and borough (excluding precepts) council tax charge for the coming year as set out in this report. Due to potential delays in the County Council's determination of its precept (without which the full council tax setting process to agree the full level of council tax set, affecting all residents of the borough cannot complete), a second meeting of full council may need to be convened on the 6th March 2026 which will incorporate the County Council agreed increases to complete the final council tax setting position and enable council tax billing to be generated.

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- 1.3 The draft budget is balanced for the coming year and forecast to remain so across the following two-year period of the MTFP, indicative (at this stage) of a forecast sustainable financial position across the medium term.
- 1.4 This report is the culmination of a significant programme of financial planning that first reported a stage one position to Executive in the autumn. A second report was considered by Executive on 13th January 2026 following the Chancellors Autumn Statement and the Provisional Settlement. Following receipt of confirmation from Government the final settlement position under a new funding regime, formal approval is now sought for this final draft Borough budget position. The phased approach and reporting of emerging positions through the process reflects the council's commitment to transparency and the public interest within the complex and changing financial landscape affecting Local Authority finances nationally.

2. RECOMMENDATIONS

Executive is asked to Resolve that:

- 1) The updated position and assumptions are noted in respect of the 2026/27 annual budget and for the Medium-Term Financial Plan up to 2028/29.**
- 2) Executive has considered and noted the comments and implications set out in the Section 151 Officer's Robustness (Section 25) Statement of the 2026/27 to 2028/29 Medium Term Financial Plan in its commitment to maintaining the delivery of good quality services and investment to meet local needs within a sustainable financial position.**
- 3) That a review of the Council's capital financing requirements including the financing of HRA is undertaken in Quarter 1 2026/27, as stated in the Section 151 Officer's Robustness Statement. (Paragraph 3.81, 4th bullet point – *additional resolution proposed through the overview and scrutiny process*).**

Executive is asked to Recommend to Council that:

- 4) The Growth proposals of £187,935 in 2026/27, £192,502 in 2027/28 and £194,182 in 2028/29, as set out in Appendix D be approved.**
- 5) The Budget Pressures of £829,378 in 2026/27, £702,745 and £1,038,188 in 2027/28 and 28/29 respectively, be approved as set out in Appendix D.**
- 6) The Savings proposals of £29,750 in respectively in each year as set out in Appendix D be approved.**

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- 7) The Capital Programme 2026/27 to 2029/30, as set out in Appendix C, including bids of £1.739m for new capital projects, as set out in Appendix E.**
- 8) The council tax increase of 2.99% is approved.**
- 9) A revised levels of Earmarked Reserves of £17.294m as set out in Appendix B be carried forward into 2026/27.**
- 10) That new earmarked reserves as set out in paragraph 3.27 be approved, namely the creation of a new Financial Resilience Reserve of £2.5million, a Local Government Reorganisation Reserve of £1m and a Community Investment Fund of £1.6m.**
- 11) Increases relating to Worcestershire Regulatory Services of £30K for Food Standards Agency related work on an ongoing basis are approved.**
- 12) The Flexible Use of Capital Receipts Strategy as set out in appendices J be approved.**
- 13) The Housing Revenue Account Budget for 2026/27 – 2029/30 is approved.**

3. KEY ISSUES

Introduction

- 3.1 The Council sets its budget as an integral part of 3-year Medium Term Financial Plan every year, with the final Council Tax Resolution being approved by Council, following County Council determination of their precept.

This year's process takes account of the following factors:

- The starting point from the 2026/27 MTFP was a forecast deficit position of £435k and £345k respectively for 2026/27 and 2027/28.
- That position has since been updated to consider the actual out turn position for 24/25 and any consequential impact that has on the forecast position for the current 25/26 forecast final position.
- The assumptions underlying the financial planning process were agreed in the Budget Setting Proposal report that was presented to Executive on 14 January 2026 and any recommended changes to those assumptions are set out in Paragraph 3.8.
- The cost-of-living crisis continues to impact the organisation and our residents, driving a number of demand driven pressures on services and staff and inflation remains above government 2% target (3.4% as at December 2025)

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- Due to the business rates reset, no growth is assumed in the base funding for business rates.
- Overall Borough Council's Core Spending Power (CSP) is comparatively lower than unitary bodies.
- Overall, compared to 2025/26, the Council had a net increase of CSP of £1.2m in 2026/27, £1.6m in 2027/28 and £2.0m in 2028/29 with transitional funding of £0.2m in 2026/27. Any transitional safeguards are temporary, and Bromsgrove may face further reductions in CSP as these protections taper and ultimately come to an end.
- The final Local Government Settlement confirmation was received 9th February 2026.

3.2 This report sets out:

- The starting position for the 2026/27 MTFP
- Explanation of any movement and update in the starting position since then in relation to year end out-turn,
- The Council's Base Assumptions including Inflation, Interest Rates, and income
- Confirmation of the final settlement figures
- Council Priorities
- Strategic Approach
- The Budget Position 2026/27 – 2028/29
- Fees and Charges update
- Outcome of the review of reserves
- Impact on Reserves and Balances
- Capital Programme
- The Housing Revenue Account Budget
- The Treasury Management Strategy, Capital Strategy and Investment Strategy for 2026/27
- The Section 151 Officers Robustness Statement (section 25 report)

3.3 The Final settlement confirmation on the 9th of February 2026 preceded by the provisional local government settlement on 17th December 2025, the Chancellor's Statement on 26 November 2025 and the Finance Policy Statement on 24 November 2025 confirmed several key points as set out later in this report.

3.4 As part of the Budget process, the following reports have been approved in the January 2026 cycle of meetings:

- The Council Tax Base 2026/27
- The Council Tax Support Scheme 2026/27
- The Discretionary Council Tax Reduction Policy
- Council Tax – Empty Homes Discounts and Premiums

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- Non-Domestic Rates – Discretionary Rates Relief Policy
- Preliminary Fees and Charges Report
- Rent setting

The Starting Position for the 2026/27 MTFP

- 3.5 The Council set a three-year MTFP 2025/26 to 2027/28 in February 2025. The position reflected a balanced budget for 2025/26 with a forecast deficit position of £435k in 2026/27 and deficit of £345k in 2027/28.
- 3.6 The budget process for any coming financial year is always set ahead of the known outcome of the current financial year. As a result, it is important we consider the actual prior year out-turn in terms of understanding the nature and impact of any potential recurring costs or underspends

The Council's Base Assumptions including Inflation and Grants

- 3.7 It is important to set out the base assumptions under which the budget is constructed. These assumptions can then be stress tested against a range of “what if” various scenarios to test the robustness of the overall budget, our financial resilience and ability to weather a storm.
- 3.8 Tax Base and Corporate Financing underlying assumptions are as follows:
- Council Tax – Figures assume the full 2.99% allowable increase in year one (increase of c£215k) and 2.99% over the following years of the 3-year MTFP, an increase of 35 properties at £14k and an increase of 180 properties in 2027/28 at £50k.
 - Business Rates Increases – business rates have previously assumed growth in the base based on the combined Herefordshire pooling figures. Due to the Fairer Funding review no increase / growth has been built in as no pooling will take place and no growth is expected above the 10% levy applying to all councils for 100% of baseline need growth. This is an area of sensitivity, also affected by last minute adjustments to the funding formula. Therefore, a prudent assumption is applicable.
 - Government Grants and New Homes Bonus – Government Grants and New Homes Bonus will be merged into larger ring-fenced grants to reduce complexity. The Council has received the following revenue grant funding which is not part of the above ring-fenced grants:
 - Extended Producer Responsibility for packaging of £1,402,083. EPR has to be spent on waste related services in line with the PACKUK

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guidance. The Council is currently reviewing how it can maximise use of the grant to relieve pressure on core budgets.

- Fees and Charges have been reviewed by individual services with a minimum uplift of at least 2% in each area (where statutory caps apply) and an average of 3.8% across all areas.
- The largest change however will link to upcoming Waste Requirements. The Council is required to implement these proposals from April 2026. £500k was budgeted in 2025/26 on an ongoing basis for this.
- The outcome from the Fairer Funding Review of additional support grant and retained business rates is an increase of £240k phased in over the three years as follows; 2026/27 £90k; 2027/28 £170k; 2028/29 £240k.
- The Government have consolidated several grants together including the previous New Homes Bonus and the merging of Homelessness Prevention Grants, Rough Sleeping Initiatives and Temporary Accommodation Support. The Grants received have been higher than anticipated, resulting in additional grant of £82k
- A contingency of £1million has been built into the MTFP allocated across the coming two period as part of earmarked reserves to support preparatory work in relation to Local Government Re-organisation. This has been based on discussions with the other District Councils and the County Council and consideration as to costs relating estimated backfill of posts. It is not yet clear whether this will be enough to all cover the cost of the significant preparatory cover the work required for the setting up any new Unitary structures.

The national picture including Settlement Dates

3.9 The Chancellors Statement was announced later than previous years on 26 November 2025. This is a multi-year settlement covering 2026/27 to 2028/29.

The settlement is underpinned by the outcomes of the **Fair Funding Review**, which aims to redistribute resources more equitably based on assessed local need. Key elements of the new funding framework include:

- **Revised Needs-Based Formula:** Incorporating updated demographic and service demand data across areas such as adult social care, children's services, housing, and other local services.
- **Resource Adjustment Mechanism:** Reflecting councils' ability to raise income locally, particularly through council tax and retained business rates.

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- **Area Cost Adjustments:** Accounting for regional variations in service delivery costs.
- **Grant Consolidation:** Multiple small grants will be merged into larger ring-fenced grants to reduce complexity.
 - New Homes Bonus will end and returned to the core settlement.
 - Homelessness Prevention Grants, Rough Sleeping Initiatives and Temporary Accommodation Support will be merged into a single housing related grant.
 - Discretionary Housing Payments and Household Support Fund – proposed for consolidation.

3.10 The changes arising from the Fairer Funding review and grant consolidation will be phased in over three years to limit the scale of immediate financial shocks. For Redditch Borough Council, the changes reflect the application of the new needs-based funding formula and stability is largely provided by transitional funding. While transitional funding provides some short-term stability, this protection is temporary, and the council will need to continue to plan for a lower underlying funding baseline in future years.

In addition, the following national policy changes have been announced. While most have limited direct financial impact on Redditch Borough Council, they form part of the wider funding and policy context within which the Medium-Term Financial Plan must be managed:

- **High-value Property Surcharge from April 2028.**
Properties worth £2m+ will pay an annual surcharge but revenue will be directed to central government. As a result, this does not generate any additional income for Redditch.
- **Council Tax Flexibility**
Borough Councils retain ability to increase council tax within referendum limits, but no new blanket powers announced. For Redditch, this means that ongoing financial sustainability remains reliant on maximising allowable council tax increases alongside income generation and savings, as no additional local tax-raising powers have been introduced.
- **No new additional core funding uplift beyond inflation for borough councils.** When combined with ongoing service pressures and demand, this places continued pressure on Redditch's revenue budget and reinforces the need for efficiency savings and prudent financial planning.
- **£18m for the upgrade and refurbishment of 200 children's play areas across England** was announced, with priority given to the most deprived communities. This investment is part of the Government's "Pride in Place" programme, it is competitive and targeted at areas of the highest level of deprivation and therefore cannot be assumed within Redditch's base budget or medium-term funding assumptions.

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- Rent Convergence will be reintroduced for social housing rent from 2026. This will allow councils and housing associations to increase rents for properties below 'formula rent' by an additional weekly amount, on top of the standard CPI + 1% annual increase. Redditch operates a Housing Revenue Account, and therefore this policy will have a positive direct financial impact on the Council's budgets.
- 3.11 In parallel, the **English Devolution White Paper**, published in late 2024, sets out a roadmap for local government reorganisation. This includes the creation of **Strategic Authorities** and a move towards **universal coverage** of devolved governance structures across England. Councils in two-tier areas and smaller unitaries are expected to engage in reorganisation discussions, with elections for new governance models anticipated in May 2027. Work has taken place with KPMG to produce a 'two unitary' bid to Government. As part of this and based on advice from KPMG as to anticipated requirements, Borough Councils have agreed a level of contingency / reserves to support work required going forward.
- 3.12 The provisional Local Government Finance Settlement was announced on 17 December 2025. This set out the detail of funding allocations for individual councils including details of the new funding distribution model (Fairer Funding Review 2.0).
- 3.13 Overall, Borough Councils Core Spending Power (CSP) within the Provisional Settlement was lower than other Councils, coming out at an estimated 3.4% increase in CSP over the next three years.
- 3.14 Overall, compared to 2025/26, in recognition of the deprivation affecting some of our communities the Council had a net increase of CSP of £1.2m in 2026/27, £1.6m in 2027/28 and £2.0m in 2028/29 with transitional funding of £0.2m in 2026/27.

Council Strategic Priorities

- 3.15 The new Redditch Borough Council Plan for 2025-2028 represents a fresh start of Redditch, bringing together three cores for the Borough.:
- Building strong economic development
 - A clean, green and safe Redditch that everyone can be proud of
 - Housing which meets the needs of our communities

OUR VISION & PRIORITIES

A Council which listens to and delivers quality services for our communities, residents and businesses

**Economy,
Regeneration
& Prosperity**

**Green,
Clean & Safe**

**Community &
Housing**

3.16 The aspirations for Redditch are to be:

- A happy and safe place to live, work and grow up through the provision of decent homes, crime prevention, reducing anti-social behaviour and improving community engagement
- A welcoming place for everyone, with something to offer all – children, young people, older people and families. A place where people take pride in our communities and heritage
- A prosperous place where businesses thrive, so that everyone can achieve their hopes and aspirations for the future
- A green and healthy place, preserving our open spaces and working in partnership to address health indicators such as levels of obesity, drug and alcohol addiction

3.17 Underpinning this plan and our priorities is our commitment to our strategic planning and being a principles-driven organisation. By prioritising financial and organisational stability, recognising the importance of supported governance, focusing on our communities and delivering high-quality services we aim to meet our resident's needs whilst also being somewhere our employees can thrive.

Strategic Approach

3.18 The Council entered the 2026/27 budget process sited on a number of issues to address, including:

- A forecast deficit balance £436k in 2026/27 budget as a start-point position.

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- An expected reduction in funding from the Fairer Funding Review of around £2m phased in over three years.
- The requirement to fund the 2025/26 pay award even though it was over the 3% assumed in the Council's budget at a cost of £28k.
- Increases in Council Tax are limited at 2.99% or £5, which is lower than the present rates of inflation.
- Assumed negative impact of negative LGPS triennial revaluation outcome

3.19 The Council is facing several significant pressures. However, these issues are not unique, all Councils are facing them. Stage 2 of the budget adjusted for funding provided by Government and reviewed the following options to close the gap, resulting in the identified actions undertaken:

- Work has been undertaken to maximise grants. There has been a large element of work around the Extended Producer Responsibility Grant.
- Work is currently being undertaken by Internal Audit around Agency work to provide assurance around ensuring Agency work reflects the income provided for its delivery. Reporting mechanisms have also been put in place internally to review levels of agency staff on a regular basis.
- Finance Business Partners have been working closely with services to undertake reviews of services for any potential savings opportunities without impacting on service delivery.
- A full review of vacant posts has been undertaken by the Senior Leadership Team in conjunction with HR.
- This year, a review of fees and charges has been done individually rather than applying a blanket percentage increase to look to maximise service income opportunities.
- A further review has been undertaken to see if further capitalisation of salaries was appropriate.
- A full review of earmarked reserves has been undertaken releasing sums previously set aside that are no longer required, enabling available funding to be re-aligned and directed to meet current needs and priorities.
- The council continues to work on positioning our services ready for Local Government Reorganisation. Several workstreams have been set up to begin planning to set up the new unitary based structure.
- Grant funding of £818k in 2026/27, £827k in 2027/28 and £832k in 2028/29 has been received for Homelessness, Rough Sleeping and Domestic Abuse.

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- The Council will also receive £97k in 2026/27 and 2027/28 relating to the Crisis and Resilience Fund. This provides funds to support residents facing financial hardship and to build long-term financial resilience in communities.
- Additional costs relating to Worcestershire Regulatory Services are £30k on an ongoing basis relating to the Food Standards Agency. These pressures are salary related.
- Revenue Service pressures and savings have now been considered. A total of £188k revenue bids have been included in 2026/27 as part of the Medium-Term Financial Plan, increasing to £193k in 2027/28 and £194k in 2028/29. A further £829k of pressures have been identified in 2026/27, with £702k in 2027/28 and £1.038m in 2028/29. There are net savings of £30k respectively across the three years of the MTFP. A breakdown of these is shown in Appendix D.

The Budget Position 2026/27 – 2028/29

- 3.20 There are significant pressures mounting on the Council. At Quarter 2 the overall revenue financial position was a forecast £338k overspend position with in-year savings requirements of £2.342m of which £1.145k remained to be delivered. Financial grip has been strengthened with members and Senior management working hard to mitigate pressures during the period. Initial indications for Quarter 3 indicate that a more balanced year end position is now likely.
- 3.21 The total savings identified for delivery in the current year of £2.342m, is made up of £400k relating to the Town Hall income not expected to be generated in 2025/26 but expected to be received in future years, £250k of Departmental Efficiencies from the 2025/26 MTFP, £630k staff turnover rate (based on 5% of staffing budgets) and an ongoing savings budget pressure of £1.062m).
- 3.22 There has been an announcement that Councillors will be able to rejoin the Local Government Pension Scheme at some point in the future. It has not been made clear when this will come into effect, but it has been confirmed that this will be an additional pressure on Councils going forward and no additional funding will be provided. Councils are currently lobbying the Government on this. It has currently been assumed that this will impact some time in 2026, but a date has not yet been confirmed.
- 3.23 Corporate changes for 2026/27 are outlined in the Table below:

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	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Opening position	-17	435	345	345
Changes				
Increased Waste Interest Charges	20			
Pension Revaluation Charges	50			
Increased Waste MRP Costs	24			
Increased Waste Project Costs	20			
Increased Waste Revenue costs	500			
Contract Inflation	125			
No Council Tax Freeze	-289			
Improvements in Corporate Budgets	-450			
Updated EPR adjustments	-85			
ERP spend on Communications				
Neighbourhood Wardens				
Allocation of EPR funding from reserves	-270			
Capitalisation at 7.5%	-400			
CMT £250k efficiencies	-250			
VMWare Contract Savings	-120			
WRS Contract Uplifts	36			
Reduced Government Grant	352			
Do not renew telephony system	-55			
New Community Consultation System	25			
0.2% pay award from 25/26 over budget	300	18	18	18
2% Pay award 2026/27		252	252	252
1% Cost of Living 2026/27	100	126	126	126
Fees and Charges Income	-142	-91	-103	-103
Reduction income from Town Hall		246		
Extended Producer Responsibility grant maximisation		-1,402	-1,402	-1,402
Forward funding rate saving - pensions		-216	-206	-198
Additional cost for Councillors Pensions		0	48	48
Proposed reduction from budget - Members allowances	13	-6	-6	-6
Increase in Employers NI for Elected Members		16	16	16
Increase in Council Tax Growth		-14	-64	-66
Additional Council Tax (@ 2.99%)		-71	-142	-213
Rephasing of 2025/26 EPR		-356	356	0
WRS Increased costs			18	50
WRS Food Work		30	30	30
Changes to Business Rates appeals and losses			-205	-205
Finance / Revenues Contingency		136	117	346
Changes to Business Rates pooling gains calculation		212	107	
Adjustment Support Grant		-212		
Additional income from Fairer Funding Review		-90	-170	-240
Net Additional Costs/ (Savings)		-1,422	-1,210	-1,547
Closing net pressure / (underspend)		-987	-865	-1,202
Directorate Bids		188	193	194
Directorate Pressures	949	829	702	1,038
Directorate Savings		-30	-30	-30
Total	436	0	0	0

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Fees and Charges update

- 3.24 Fees and Charges were originally assumed at an increase of 2% reflecting an increase of £72k. A full review has been undertaken this year by the individual fees and charges to identify whether an additional level of charges could be applied. A more robust forecast has been reflected in the figures now that fees and charges have been provided by each Service. This reflects £91k in 2026/27, rising to £103k in the following years.

Impact on Reserves

- 3.25 The Council currently holds General Fund Balances of £6.866m and Earmarked Reserves of £17.957m as at 31 March 2025. The forecast position for reserves is attached as per **Appendix B**.
- 3.26 Elected members recognise that it is a financial priority to the Council to safeguard financial sustainability in the medium and long term by continuing to set balanced budgets. Achieving this may require targeted investment, efficiency measures, and as a measure of last resort funding for redundancy costs. These actions will support the Council in adapting its operating model to remain viable and resilient, particularly in the context of a potential future North Worcestershire Unitary arrangement.
- 3.27 A full review of reserves has been undertaken by the Assistant Director of Finance and Customer Services to ensure that the reserves are still required for their original purpose. This review has identified £10.576m of reserves that are no longer required for their original purpose and can be transferred to the General Fund. These are identified in Appendix B.
- 3.28 It is recommended that a number of new reserves are created. These are identified at the bottom of Appendix B. The reserves are as follows:
- a) £500k in 2026/27 and 2027/28 for work on Local Government Reorganisation. This will go towards the setting up of the new unitary council over the next two years .
 - b) £2.5m Risk and Resilience Reserve to cover the risks identified within the budget relating to recruitment drag, inflation cap, committed savings, and council tax collection rates.
 - c) £1.6m Community Investment Fund to enable agile investment to meet local community needs supporting our priorities both directly and through our partners and community groups.
 - d) £667k write off for the abortive work associated with the Library at the Town Hall.

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- e) £100k reserve for professional fees for supporting advice to specific / complex planning application costs
- f) £100k reserve for costs falling below insurance levels for non-adopted roads
- g) £1.0m reserve for works on the Town Hall relating to the accommodation and decoration of areas for use by the Council
- h) £0.6m reserve for health and safety issues associated with capital works

3.29 In addition, the following use of existing reserves are also proposed.

- a) For 2025/26, UK Shared Prosperity Fund monies were used to provide the Innovation Lighthouse Programme. As there will be no UKSPF funding after 31 March 2026, to continue to deliver this programme, it is proposed to utilise £150k of Economic Growth reserves in 2026/27 and 2027/28.
- b) In 2025/26, the Finance Reserve was utilised to fund the costs of the Tech One licence and AMS Support. It is planned to continue to utilise this reserve for the next two years to fund this at a cost of £307k in 2026/27 and £340k in 2027/28.

3.30 Following the review of reserves, the Council would hold General Fund balances of £7.529m and Reserves of £17.294m.

Capital Programme

3.31 The Council over the past number of years has not spent its capital programme allocations in year. As in previous years, a review has been carried out of

- All schemes that have not started
- Schemes that have started
- To assess deliverability and links to strategic priorities.

3.32 Projected carry forward positions as set out in the Q3 Monitoring Report are £13.145m for the Council which would be carried forward to 2026/27.

3.33 **Appendix C** sets out the proposed capital programme for 2026/27 – 2029/30.

3.34 The priority in capital terms is for the Council to spend its grant funding of £706k. It has the following:

- £700k Disabled Facilities Grant (DFG) funding
- £6k Section 106 funding

3.35 Several capital bids have been included within the budget. These are outlined in Appendix E and amount to £1.739m over 2026/27 and 2027/28. It should

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be noted that there is currently only £1.1m of funding within Capital Financing and therefore any additional funding above this would need to be financed from the new Community Infrastructure Fund.

- 3.36 The Capital Programme is very closely linked to the Asset Strategy, Treasury Management Strategy, Minimum Revenue Provision Policy and Asset Investment Strategy. These Strategies set out how the Council can invest and borrow funds and to whom. They are set out in Appendices F, G,H and I. These Strategies will be recommended to Council by Audit, Governance and Standards Committee on 24th February 2026.
- 3.37 This report also sets out a Flexible use of Capital Receipts policy. This provides the council with the opportunity but not any obligation to apply capital receipts to fund transformation activities as set out on Appendix J.

The Housing Revenue Account Budget

- 3.38 The 2026/27 Housing Revenue Account (HRA) budget has been constructed using the following assumptions:
- The Consumer Price Index at 2.5% in 2027/28 and 2% thereafter.
 - Retail Price Index inflation assumed to be at 3% in 2026/27 and then 2.5% thereafter
 - No additional borrowing assumed in the MTFP other than the required refinancing of the HRA Self-Financing borrowing.
 - Rental income assumes
 - An average weekly rent of £173.43 and £111.22 for affordable and social rent properties respectively
 - Rent increase in line with Government guidelines which will increase by 4.8% (September CPI3.8% plus 1% in 2026/27).
 - Rent loss from voids is assumed to be 1% of rental income per year
 - Provision for bad debts is assumed to be 1% of rental income per year.
 - A minimum HRA revenue reserve of around £400 per property (£2m) will help to mitigate the risk of unforeseen circumstances. A prudent level of HRA balance reserve will be determined annually as part of the budget setting process.
 - Right to Buy (RTB) levels are assumed to be 20 sales per year due to the reduction in discounts
 - Capital charges of £4.2m based on HRA total debt of £122.2m, this includes £98.9m taken out on a fixed interest only basis in 2012 to cover the self-financing settlement payment.
- 3.39 Self-financing placed a debt limit (Debt Cap) on borrowing for housing purposes at the closing position for 2011/12 at £122.2m, however, the removal of the cap means that the HRA can borrow (within prudential limits) to pay for investment in existing stock and provide new homes.

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3.40 These assumptions result in the following revenue budgets with sums being transferred to Earmarked Reserves:

	2025/26	2025/26	2025/26	2026.27	2027.28	2028.29	2029.30
	Budget	Revised budget	Forecast Outturn	Budget	Budget	Budget	Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>INCOME</u>							
Dwelling Rents	28,169	28,169	27,972	29,160	30,207	31,140	32,105
Non-Dwelling Rents	534	534	525	550	569	587	604
Tenants' Charges for Services & Facilities	724	795	726	888	910	933	957
Contributions towards Expenditure	127	155	128	155	159	163	167
Total Income	29,554	29,653	29,351	30,753	31,846	32,823	33,832
<u>EXPENDITURE</u>							
Repairs & Maintenance	7,844	8,011	8,088	8,452	8,642	8,837	9,036
Supervision & Management	9,249	9,387	9,036	9,531	9,727	9,928	10,133
Rent, Rates, Taxes & Other Charges	576	576	755	738	752	766	781
Provision for Bad Debts	517	519	519	308	318	328	338
Depreciation & Impairment of Fixed Assets	7,296	7,296	7,296	7,794	8,289	8,500	8,717
Interest Payable & Debt Management Costs	4,179	4,179	4,179	4,179	4,179	4,179	4,179
Total Expenditure	29,661	29,968	29,873	31,002	31,908	32,539	33,184
Net Operating Expenditure	107	315	522	249	63	-284	-648
Interest Receivable	-211	-211	-211	-230	-168	-126	-96
Transfer to/(from) general reserves	104	-104	-311	-19	0	0	0
Transfer to/(from) Earmarked Reserves				0	105	410	744
(Surplus)/Deficit on Services	0	0	0	0	0	0	0
<u>HOUSING REVENUE ACCOUNT BALANCE</u>							
Forecast Balance as at beginning of year**	2,270	2,270	2,270	1,959	1,940	1,940	1,940
Surplus/(deficit) for year	104	-104	-311	-19	0	0	0
Forecast Balance as at end of year	2,374	2,166	1,959	1,940	1,940	1,940	1,940

3.41 The HRA Capital Investment ensures that existing HRA dwellings are kept to a decent home plus standard. In 2026/27 £10.4m will be spent on improvements to existing dwellings and £24.9m in the following 3 years of the plan.

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	Outturn 2025/26	1 2026.27	2 2027.28	3 2028.29	4 2029.30
	£	£	£	£	£
Major Repairs Reserve					
Internal Refurbishment	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Boiler Replacements	720,000	825,000	825,000	825,000	825,000
High Trees Project	800,000	0	0	0	0
External Refurbishment	200,000	500,000	400,000	700,000	700,000
Electrical Upgrades	220,000	220,000	200,000	200,000	200,000
Door Entry and Security Upgrades	350,000	300,000	300,000	300,000	300,000
Smoke Detection Upgrades	150,000	50,000	50,000	50,000	50,000
Balcony Replacements	300,000	500,000	400,000		
Major Voids	750,000	750,000	750,000	750,000	750,000
Energy Efficiency	1,200,000	750,000	750,000	750,000	750,000
Disrepair Cases	650,000	100,000	100,000	100,000	100,000
Fire Compartmentation	1,500,000	2,500,000	1,500,000	350,000	350,000
Garage Improvement Works					
Structural Repairs	75,000	75,000	75,000	75,000	75,000
Asbestos General	125,000	100,000	100,000	200,000	200,000
Capitalised Salaries	750,000	750,000	750,000	750,000	750,000
Lift Replacement	260,000	150,000	75,000		
Window Replacement	500,000	350,000	350,000	350,000	350,000
Batchley Porch upgrade		0			
	11,050,000	10,420,000	9,125,000	7,900,000	7,900,000
Capital Receipts					
Disabled Adaptations	450,000	250,000	250,000	250,000	250,000
HRA Stock - Remodelling	150,000	300,000	300,000	300,000	300,000
Major Voids	750,000	750,000	750,000	750,000	750,000
Garage Improvements works	200,000	500,000		500,000	
Estate & Environmental Improvements	100,000	400,000	400,000	400,000	400,000
Estates Parking and Paving		350,000	350,000	350,000	350,000
Stock Condition Survey Fees	150,000	200,000	200,000	200,000	200,000
HRA - Vehicles Renewal programme	900,000	1,300,000		0	0
Housing Management System	220,000	250,000		0	0
	2,920,000	4,300,000	2,250,000	2,750,000	2,250,000
New Build/Acquisitions	3,000,000	3,000,000	4,000,000	4,000,000	4,000,000
	16,970,000	17,720,000	15,375,000	14,650,000	14,150,000
Financed by					
Major Repairs Reserve	10,646,000	10,420,000	9,125,000	7,900,000	7,900,000
Capital Receipts	2,920,000	4,300,000	2,250,000	2,750,000	2,250,000
Capital Receipts earmarked for acquisition	3,000,000	3,000,000	2,000,000	2,000,000	2,000,000
HRA Capital Reserve	0	0	2,000,000	2,000,000	2,000,000
Energy Efficiency Grant	404,000				
	16,970,000	17,720,000	15,375,000	14,650,000	14,150,000

3.42 Capital investment in our existing homes is funded primarily from the Major Repairs Reserve which holds the yearly depreciation amount charged to the HRA and can be used purely to finance investment in existing stock and the repayment of HRA debt.

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- 3.43 Capital receipts from Right to Buy sales can also be used to finance the HRA Capital Investment Programme, although some of these receipts can only be used to finance new homes to replace those that have been sold. Borrowing, which is no longer capped, can also be used to finance the capital programme providing that it is affordable and complies with the Prudential Code for Capital Finance in Local Authorities. No additional borrowing is assumed for the medium term.
- 3.44 Revenue surplus generated by the HRA is transferred to an earmarked capital reserve and this usable reserve is currently used as match funding for the new homes programme but can also be used to repay HRA debt.
- 3.45 HRA Reserves are shown in the following table:

	2025/26	2026.27	2027.28	2028.29	2029.30
	£	£	£	£	£
Major Repairs Reserve					
Balance 1st April	7,330,122	3,980,122	1,263,797	47,819	267,785
Contributions in year	7,296,000	7,703,675	7,909,022	8,119,965	8,336,664
Applied in year	-10,646,000	-10,420,000	-9,125,000	-7,900,000	-7,900,000
Balance 31st March	3,980,122	1,263,797	47,819	267,785	704,448
Capital Receipts					
Balance 1st April	5,622,000	6,295,843	3,352,169	2,485,903	1,147,599
Contributions in year	3,593,843	1,356,327	1,383,734	1,411,696	1,440,219
Applied in year	-2,920,000	-4,300,000	-2,250,000	-2,750,000	-2,250,000
Balance 31st March	6,295,843	3,352,169	2,485,903	1,147,599	337,818
Capital Receipts earmarked for replacement homes					
Balance 1st April	5,622,000	5,562,417	3,672,139	2,804,285	1,959,309
Contributions in year	2,940,417	1,109,722	1,132,146	1,155,024	1,178,361
Applied in year	-3,000,000	-3,000,000	-2,000,000	-2,000,000	-2,000,000
Balance 31st March	5,562,417	3,672,139	2,804,285	1,959,309	1,137,670
HRA Capital Reserve					
Balance 1st April	10,901,000	10,901,000	10,901,000	9,005,979	7,416,128
Contributions in year	0	0	104,979	410,148	744,140
Applied in year for capital	0	0	-2,000,000	-2,000,000	-2,000,000
Balance 31st March	10,901,000	10,901,000	9,005,979	7,416,128	6,160,268
	5,655,122	2,621,960	655,808	157,802	486,116
	5,958,921	4,824,006	2,919,036	1,816,751	742,709
	5,592,208	4,617,278	3,238,212	2,381,797	1,548,489
	10,901,000	10,901,000	9,953,490	8,211,054	6,788,198
Average Balances in year	28,107,252	22,964,244	16,766,546	12,567,403	9,565,512

- 3.46 Based on current assumptions, the HRA Medium Term Financial Plan ensures
- Adequate level of reserves is maintained to help manage risk and mitigate unforeseen circumstances

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- A robust capital programme that is fully funded from available resources within the HRA
- Surpluses are generated and transferred to a capital reserve and used to match fund the costs of replacement homes
- The Council complies with the legal requirements and does not set a deficit budget for the HRA.

Financial Overview

3.47 We are currently budgeting in a time of extreme uncertainty and challenge. Key risks include delivery of savings, workforce capacity, and governance compliance. Mitigation involves savings tracking, governance checkpoints, and contingency planning for workforce changes. Key issues and actions undertaken are shown below:

Issue	Mitigating action
Resolution of the approved budget position	Balanced budget in all years
Financial stabilisation position	Balanced budget in all years, full review of reserves has taken place and work on S106 balances is currently at an advanced stage
Adequate workforce planning	Workforce strategy and workforce plan in place
Implementation of savings to time and budget	Working ongoing with the PMO to put in place formal process for managing savings to ensure management of non-delivery
Capacity to deliver plans	Service areas are responsible for ensuring that they have capacity to deliver as part of the plan submission
Change of corporate direction / priorities	No major changes planned between now and vesting day
Savings proposals must have passed the S151 Officers tests for robustness and delivery and supported by the budget holder	Savings proposals have been submitted by budget holders supported by the relevant Finance Business Partner
Loss of key personnel	Workforce strategy and workforce plan in place

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- 3.48 The budget assumptions have been formulated having regard to several factors including:
- Funding available and savings delivery targets
 - Inflation
 - Risks and Uncertainties
 - Priorities
 - Commercial Opportunities
 - Local Government Review and impact / restrictions

The Section 151 Officers Robustness Statement

Introduction

- 3.49 Section 25 of the Local Government Act 2003 requires the council's Section 151 Officer to report to the council when it is considering its budget requirement and consequent Council Tax setting. The report must deal with the robustness of the estimates made for the purposes of the calculations and the adequacy of the reserves allowed for in the budget proposals.
- 3.50 The rationale is to ensure that the estimates are sufficient to cover regular recurring costs plus any reasonable risks and uncertainties, and, if unexpected expenditure is needed that there are adequate reserves to draw on. The calculations relate to the budget for the forthcoming year, and the legal requirement may, therefore, be interpreted as reporting only on the 2026/27 estimates and reserves up to 31 March 2027.

Economic context

- 3.51 The council is subject to significant market uncertainties that make the estimation of costs and income difficult. CPI inflation stays above the Bank of England's 2% target (3.4 % in December 2025) and, whilst interest rates have now begun to come down, future movement and stability is still difficult to predict because of sustained high inflation and the wider social, economic and political landscape.
- 3.52 Supply chains and the labour market remain challenging. Numerous service areas within the council are finding staff recruitment and retention difficult, leading to the need to take on agency staff to support service delivery. This is a substantial area of difficulty for many councils and for Redditch exacerbated by the current uncertainty under the LGR proposals. Furthermore, adverse economic conditions over the past few years for example, the prevailing cost of living burden on residents and impact of national housing crises on temporary accommodation costs have led to an increase in service pressures both in terms of increased demand and increased costs.

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- 3.53 As a result, estimates in this Budget report should be treated with some caution, and mitigations considered in the event of the alternative scenarios modelled as part of the development of the Medium-Term Financial Plan (MTFP).

Governance and financial management

- 3.54 The council conducts a review of its system of internal control and prepares and publishes an Annual Governance Statement (AGS) annually. This shows whether, and to what extent, the council followed its Local Code of Governance. This process records the council's good practice and supports improvement of governance arrangements. Producing the AGS helps the council meet the requirements of Section 11 Section 25 report Regulation 6(1)b of the Accounts and Audit (England) Regulations 2015. It is reviewed and approved by the Audit, Standards and Governance Committee.
- 3.55 The council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency and effectiveness (which are measures of value for money). That duty has grown in importance with the reduction in resources being made available for local authorities over recent years. The AGS 2024/25 Statement identified governance issues and risks for the Council to address linked to the following two external documents: External Auditors Draft Annual Report for 2020/21 and the External Auditors Draft Report for 2021/22 and 2022/23. These reference that the Council in December 2023 received a Report from the Council's External Auditor setting out statutory recommendations (Section 24 Statement) for non-delivery of the 2020/21 to 2022/23 Accounts within the required timescales due to the implementation of a new financial ledger and the inherent financial risks associated with this.
- 3.56 The backlog of unaudited / disclaimed accounts arising because of the government's backstop dates is an issue facing many councils and whilst in the public interest to adopt this approach it creates an absence of assurance in opening and closing balances which adds further risk.
- 3.57 The AGS concludes, it presents "a balanced reflection of the governance environment, and the arrangements continue to be regarded as fit for purpose in accordance with the governance framework".
- 3.58 It also includes the opinion of the Head of Internal Audit that, Reasonable assurance can be given that there is an adequate and effective governance, risk and control framework in place, designed to meet the organisation's objectives.

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- 3.59 In July 2025, the council's landlord function received its first inspection from the regulator for social housing under the new consumer standards. The regulator issued a C3 rating concluding "Our judgement is that there are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed". The regulator further acknowledged "Redditch BC has been engaging constructively with us and has plans in place to address most of its failings" and that the council "has demonstrated that it understands the issues it needs to address and is already taking action towards rectifying the failures identified." Elected members have been well sighted on the improvement plan which has continued to progress throughout the year. However, the cost associated with remedial works and other areas of improvement are significant and have been accommodated within the HRA budget and longer-term business plan.
- 3.60 During the current budget setting year there has been instability in financial resourcing at a senior level. Resulting in the current 151 officer interim arrangements, pending the appointment of a permanent replacement on conclusion of a robust recruitment process which is well underway.
- 3.61 Significant progress has been made during the year to resolve a long-standing period of underclaimed VAT refunds. The amount involved is circa £20 million and independent external specialist advisors are working closely with HMRC to draw the matter to an amicable close during the current financial year. Resolution is a priority for the council given the magnitude of the sum involved.

Robustness of estimates

- 3.62 The council has well established phased budget and council tax setting arrangements including ongoing scrutiny engagement via an established Finance and Budget Working Group and members are well sighted on and engaged with the progress of the budget setting. These arrangements have been followed when compiling the 2026/27 budget and medium-term forecasts. An appropriately prudent approach has been taken to the estimates and assumptions used in the preparation of the Medium-Term Financial Plan (MTFP). The MTFP sets out the key estimates and assumptions used, including those relating to future inflation, interest rates on investments and borrowing, government funding, business rates and Council Tax.

Scenario planning and unavoidable revenue pressures

- 3.63 As part of its MTFP preparation the council undertakes sensitivity analyses in the form of stress and scenario testing. It would benefit from expanding this to

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include multi-variant scenarios (more than one event happening simultaneously). Also, developing a sustainability framework setting out clearly agreed protocols and “what if” actions against agreed trigger thresholds. This framework should be agreed and overseen by members who can remain sighted on the position against agreed thresholds as an integral element of the quarterly financial reporting cycle.

- 3.64 Whilst every effort has been made to consider future revenue pressures, it is impossible to foresee all eventualities, and it is likely that the council will continue to be impacted by additional future pressures which are yet unknown. Mitigating risk and pressures have been considered in the review of earmarked reserves and are referred to below.
- 3.65 There will be significant additional costs arising from preparations for local government reorganisation (LGR). The budget report proposes a sum £1million over the coming two-year period is earmarked to cover the impact on current and future resourcing capacity. This will offset pressure on officers and enable backfilling or the funding of dedicated resource where required. This is a prudent estimate and comparatively in keeping with peer councils, however this should be kept under review as an inherent risk remains that this may not be sufficient.

Estimation and delivery of additional growth, pressure, and savings

- 3.66 This budget includes new savings, increased income measures & efficiencies, changes to services and increases to fees and charges and some of the savings’ delivery needed is in addition to those previously agreed but not yet delivered. Savings proposals have all been through a series of review processes including corporate and senior leadership teams. The resulting proposals are therefore submitted with the relevant Director and Assistant Director endorsement and consequent acceptance of accountability for delivery.
- 3.67 New pressures have also been identified and accommodated on the bases of forecast demand. These demand pressures may well exceed the forecast as set out in the examples below.
- 3.68 *Temporary Accommodation Costs.* As is the case nationally Redditch is experiencing pressures in relation to temporary accommodation and the cost of homelessness under the council statutory duty to house. Whilst newly introduced national policy measures focusing on prevention are positive there may well be a lag before the impact on high-cost private sector rents and short-term accommodation is achieved.

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- 3.69 *Collection Rates.* At the time of writing the county council has not set its precept for the coming year and proposes an increase of 8.99%. At a time of ongoing cost of living pressures such increases may well affect collection rates or change the profile of receipts. Given the focus on delivery of capital and community investment programmes to meet local needs, alongside the outstanding VAT refund sums, cashflow needs to be actively managed. Disruption to or changes in income collection could adversely impact cashflow. In anticipation of this the council has plans in place to review its treasury and financing position and secure expert advice and independent assurance in determining and implementing any arising changes.
- 3.70 To mitigate risk in the event of unforeseen pressures the budget report proposes an earmarked risk & resilience reserve of £2.5million, which seems prudent.
- 3.71 *Capacity to deliver.* The council is proud of and ambitious for its communities and is committed to delivering services and investment aligned to corporate priorities to meet the changing needs of those it serves. Delivering capital investment and additional support services to support those most in need given the recruitment difficulties and additional call on capacity associated with LGR as previously referenced means the council must focus on delivery across a broad spectrum of activities including, savings, efficiencies, community investment initiatives, capital programme and addressing the section 24 statutory recommendations. This will demand well-resourced services and consideration of the merits of a co-ordinated programme management function. And a review of the organisational structure, to ensure all can remain well sighted on progress of delivery in key areas.
- 3.72 An additional earmarked reserve for community investment is proposed, setting aside £1.6 million in the coming year to meet emerging community needs aligned to the corporate plan priorities and can support either capital or revenue schemes via either direct delivery or via indirect support to partner agencies, other public entities and the voluntary sector and community groups. This approach will help deliver additional investment targeted to clearly identified outcomes aligned to the corporate plan.
- 3.73 Naming savings through the budget setting process is only the first step. All proposals are subjected to robust consideration by officers and members and are considered achievable – however careful budget monitoring will be needed on an ongoing basis to ensure delivery. This will be underpinned by quarterly integrated reporting to Cabinet.
- 3.74 Although the new savings target is comparatively modest, the challenge and risk associated with this should not be underestimated, particularly in the

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context of the significant savings already made, and the wider context around LGR.

Adequacy of reserves

- 3.75 Section 32 of the Local Government Finance Act 1992 requires billing authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. It is the responsibility of the Section 151 Officer to advise local authorities on the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.
- 3.76 A key mitigation for financial risk is the Section 151 officer's determination of a prudent minimum level of reserves. A risk assessment, taking into account risks covered within this section 25 report has been undertaken for the budget year to determine the level of non-earmarked general reserves required by the council and to ensure the purpose for which they are intended remains current and clear. Appendix B of this budget report proposes the updated levels of reserves. In making this recommendation, the Section 151 officer has followed guidance in the CIPFA Bulletin 13 – Local Authorities Reserves and Balances.
- 3.77 The following table sets out the prudent minimum levels of general reserves, together with the estimated balances at the start and end of the forthcoming budget year:

General Non earmarked Balances (£m)	General Fund
Minimum Prudent Level Requirement	£5.288m
Forecast Levels (Budget Setting 26/27)	
1 st April 2025	£6.87m
31 st March 2026	£7.53m

Housing Revenue Account

- 3.78 Following the regulatory inspection the Housing Revenue Account (HRA), has undergone a review of its budget and 30-Year Business Plan to allocate and prioritise the sums required to deliver the improvement plan and address the regulatory findings.

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- 3.79 A further review with the aid of independent external consultants, is planned for the coming year. This review will provide further assurance over the medium- and long-term viability of the HRA and consider the capital finance arrangements options available to it to finance the £15 million repayable element of the housing subsidy buyout arrangements alongside headroom for future investment and growth.
- 3.80 However, some uncertainty remains in respect of future government longer term rent setting policy (government announcement dated 28th January 2026 confirms rent convergence cash limits of £1 per week from 1 April 2027 and then £2 per week from 2028-29.), and the future costs of maintaining the housing stock in the face of high inflation and increasing regulatory demands. Whilst every effort has been made to set a realistic budget, the risk of further service pressure in this area cannot be ruled out.

Conclusion

- 3.81 I consider estimates for the budget year 2026/27 to be sufficiently robust and the financial reserves up to 31 March 2027 to be adequate. However, I draw attention to the following: -
- Significant uncertainty remains in relation to the impact on the council of local government reorganisation.
 - There is significant inherent risk posed by the prior years disclaimed financial statements and continuing to progress resolution of all matters pertaining to the section 24 recommendations is essential. This is an area which will require the permanent 151 Officer, in consultation with External Auditors, to agree their programme for ensuring all recommendations are met. Progress against the agreed programme should be overseen by the Audit Standards and Governance Committee.
 - The council has not previously had a detailed plan in place to underpin financial sustainability in the event of significant unforeseen financial pressures. This will now be addressed by the Section 151 Officer, added to the work Cabinet Work Programme for forward planning purposes and thereafter reported to members accordingly.
 - The council's Capital financing arrangements including the financing of the HRA and its associated borrowing, and the current treasury policy will be subject to a comprehensive independent review, overseen by the section 151 officer, to conclude by the end of quarter one of the coming financial year.

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4. Financial Implications

4.1 These are included in Section 3 of the report.

5. Legal Implications

5.1 A number of statutes governing the provision of services covered by this report contain express powers or duties to charge for services. Where an express power to charge does not exist, the Council has the power under Section 111 of the Local Government Act 1972 to charge where the activity is incidental or conducive to or calculated to facilitate the Council's statutory function.

5.2 Members are asked to note that following the Council meeting on 26th January 2026, when Council approved fees and charges for the 2026/27 financial year, Worcestershire Regulatory Services (WRS) launched a statutory consultation on the proposed fees for Licensing. Objections have been received to these proposed fees and these will need to be considered further at a meeting of the Licensing Committee prior to consideration at a future Council meeting. In the meantime, the fees and charges that were proposed and agreed at council in January cannot be implemented.

6. Local Government Reorganisation Implications

6.1 As per the of the explanatory note issued by Government on 24 July 2025, Government intends to issue planned directions under section 24 of the 2007 Act. These are anticipated to require written consent from successor councils for land disposals worth more than £100,000, entering of contracts of more than £1,000,000 for capital and entering of contracts of more than £100,000 for non-capital (whole life costs). While these directions have not yet been issued, Government have been clear that they expect councillors and statutory officers to be mindful of their responsibilities.

6.2 The general fund balances and reserves for the Council are set out in Appendix B. Any substantial changes to this level of reserves could impact on the viability of the two Unitary submission for Worcestershire made to Government.

7. Strategic Purpose Implications

Relevant Strategic Purpose

7.1 The Strategic purposes are included in the Council's corporate plan and guides the Council's approach to budget making ensuring we focus on the issues and what are most important for the borough and our communities.

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Climate Change Implications

- 7.2 The green thread runs through the Council plan. The budget 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.

8. Other Implications

Customer / Equalities and Diversity Implications

- 8.1 The implementation of the revised fees and charges will be notified in advance to the customer to ensure that all users are aware of the new charges and any concessions available to them.
- 8.2 Initial Equalities Impact Assessments will be taken where required.

Operational Implications

- 8.3 Monitoring will be undertaken to ensure that income targets are achieved.

9. RISK MANAGEMENT

- 9.1 The combined impact of several separate circumstances and events within our current operating environment may adversely affect the councils cashflow which is about timing of income and expenditure and not about affordability. For example, significant increase in the county councils' precept could compromise collection rates and collection profile. Pressure will be mitigated by additional refunds from HMRC following submissions of error correction notices resolving the long-standing unclaimed VAT position; however, the timing and value of any such payment is not something the council can accurately predetermine. The mitigation for this is a combination of proactive income management and access to debt support and benefit entitlement advice for those most vulnerable, which requires well-resourced appropriately skilled collection team members. Also, a safety net facility to support daily cashflow capacity will be put in place alongside an independent review of longer-term facilities and consideration of any arising recommendations from our retained expert advisors Arlingclose.
- 9.2 There is a risk that if fees and charges are increased that income levels will not be achieved, and the cost of services will increase. This is mitigated by managers reviewing their fees and charges annually. The Council must deliver a balanced budget and items impacting on distinct groups require equalities review to be undertaken.

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9.3 Attention is drawn to the risks highlighted in the section 151 officers' statement at 3.48.

10. APPENDICES

Appendix A – Budgets by Department
Appendix B – Reserves 2024/25 – 2028/29
Appendix C – Capital Programme
Appendix D – Revenue Bids, Pressures and Savings
Appendix E - Proposed Capital Schemes
Appendix F – 2026/27 Capital Strategy
Appendix G – 2026/27 Treasury Management Strategy
Appendix H – 2026/27 Minimum Revenue Provision Statement
Appendix I – 2026/27 Investment Strategy
Appendix J – 2026/27 Flexible Use of Capital Receipts Strategy
Appendix K – 2026/27 Updated Fees & Charges
Appendix L – 2026/27 Updated Pay Policy
Appendix M – Public Consultation – Council Tax

10. BACKGROUND PAPERS

<http://svmodgov2019/documents/g4569/Printed%20minutes%2020th-Nov-2025%2016.30%20Worcestershire%20Regulatory%20Services%20Board.pdf?T=1>

AUTHOR OF REPORT

Name: Debra Goodall– Head of Finance and Customer Services
E Mail: Debra.Goodall@bromsgroveandredditch.gov.uk

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Appendix A – Budget by Department

To be prepared for full Council.

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Appendix B – Reserves Position

	Balance at 31/3/25	Transfers in 2025/26	Transfers out 2025/26	Balance at 31/3/26	Transfers to general fund at 31/03/2026	Transfers from general fund at 31/03/2026	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	6,866	(2,662)	338	4,542	10,576	(7,589)	7,529	(136)	2,859	7,265	(217)	1,579	8,627	(346)	0	8,281
General Fund Earmarked Reserves:																
Business Rates Retention Scheme	4,560		(260)	4,300	(2,150)		2,150			2,150			2,150			2,150
Community Development	74	73		147			147			147			147			147
Community Safety	211	450		661			661	(211)		450			450			450
Corporate Services	2,594			2,594	(1,937)		657			657			657			657
Customer Services	183			183			183			183			183			183
Economic Growth	841			841			841	(150)		691		(150)	541			541
Electoral Services	63			63			63			63			63			63
Environmental Vehicles	29			29	(29)		0			0			0			0
Equipment replacement	25			25			25			25			25			25
Financial Services	460	260		720			720			720			720			720
Finance Revenues Reserve	0			0			0	136		136	117		253	346		599
General Risk reserve	45			45	(45)		0			0			0			0
Housing Benefit Implementation	270			270			270			270			270			270
Council Tax Benefit	605			605			605			605			605			605
Essential Living Fund	135			135			135		(67)	68		(67)	1			1
Homelessness	12			12			12			12		(12)	0			0
Homelessness Prevention	519			519			519			519			519			519
Universal Credit	56		(18)	38	(38)		0			0			0			0
Gypsy and Traveller Assessment	67			67	(67)		0			0			0			0
Mortgage Rescue Scheme	24			24	(24)		0			0			0			0
Land Charges	9			9			9			9			9			9
Land Drainage	129			129			129			129			129			129
Parks & Open spaces	8			8	(8)		0			0			0			0
Planning Services	465			465	(465)		0			0			0			0
Business Improvement District	209			209			209			209			209			209
Town Centre	7			7	(7)		0			0			0			0
Warmer Homes	16			16			16			16			16			16
Transformational Growth	123			123	(123)		0			0			0			0
Pensions	201			201	(201)		0			0			0			0
Regeneration Income	603	18		621	(68)		553			553			553			553
Restarts Grant	2,924			2,924	(2,924)		0			0			0			0
Covid-19 (General)	2,435			2,435	(2,435)		0			0			0			0
Financial Resilience Reserve				0			0	(307)		(307)		(340)	(647)			(647)
EPR Funding Allocation		814		814			814	(714)		100			100			100
EPR Comms Funding				0			0			0	100		100			100
Ward Budgets		180	(60)	120			120	(60)		60		(60)	0			0
Covid-19 (Collection Fund)	55			55	(55)		0			0			0			0
Starting Well		178		178			178			178			178			178
Ukrainian Support		232		232			232			232			232			232
Local Plan Professional Fees Underspend		457		457			457			457			457			457
New Reserves - MTFP 2026																
Health and Safety Capital Works						603	603			603			603			603
Town Hall Works Reserve						1,000	1,000			1,000			1,000			1,000
Library Work - Town Hall Write Off						667	667			667			667			667
Planning Reserve for planning applications						100	100			100			100			100
Insurance costs for non-adopted roads						100	100			100			100			100
Risk and Resilience Reserve						2,500	2,500			2,500			2,500			2,500
LGR Reserve						1,000	1,000		(500)	500		(500)	0			0
Community Investment Fund						1,600	1,600		(1,100)	500		(500)	0			0
Legal Costs for Skerry, Boultons Lane						19	19			19			19			19
Total General Fund Earmarked Reserves	17,957	2,662	(338)	20,281	(10,576)	7,589	17,294	136	(3,109)	14,321	217	(1,629)	12,909	346	0	13,255

REDDITCH BOROUGH COUNCIL

Executive

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Appendix C – Capital Programme

Description	2026/27	2027/28	2028/29	2029/30	Council	Council	Council	Council	3rd Party	3rd Party	4th Party	3rd Party
	Total £	Total £	Total £	Total £	26/27 £	27/28 £	2028/29 £	2029/30 £	26/27 £	27/28 £	2028/29 £	2029/30 £
<u>Regeneration</u>												
Car Park Maintenance	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	0	0	0	0
Footpaths	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	0	0	0	0
Public Building	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	0	0	0	0
Increased Building Maintenance Costs	150,000	0	0	0	150,000	0	0	0	0	0	0	0
Fire compartmentation works in Corporate buildings	250,000	250,000	0	0	250,000	250,000	0	0	0	0	0	0
Woodrow Shopping Centre Re-roof	65,000	0	0	0	65,000	0	0	0	0	0	0	0
Woodrow Meeting Rooms - Crittal window replacement	40,000	0	0	0	40,000	0	0	0	0	0	0	0
Batchley Road Shop Re-roof	80,000	0	0	0	80,000	0	0	0	0	0	0	0
Woodrow Housing Offices Autodoors	15,000	0	0	0	15,000	0	0	0	0	0	0	0
Market Traders Refurbishment	25,000	0	0	0	25,000	0	0	0	0	0	0	0
Church Green Bandstand Replacement	120,000	0	0	0	120,000	0	0	0	0	0	0	0
Crossgates House Door Replacements	30,000	0	0	0	30,000	0	0	0	0	0	0	0
Additional Rooms in Redditch	15,000	0	0	0	15,000	0	0	0	0	0	0	0

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Description	2026/27	2027/28	2028/29	2029/30	Council	Council	Council	Council	3rd Party	3rd Party	4th Party	3rd Party
	Total £	Total £	Total £	Total £	26/27 £	27/28 £	2028/29 £	2029/30 £	26/27 £	27/28 £	2028/29 £	2029/30 £
<u>Housing</u>												
Disabled Facilities Grant	700,000	700,000	700,000	700,000	0	0	0	0	700,000	700,000	700,000	700,000
HMO Grants	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	0	0	0	0
Home Repairs Assistance	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	0	0	0	0
<u>Parks and Play Areas</u>												
Play Areas - Surface Replacement	7,500	0	0	0	7,500	0	0	0	0	0	0	0
Play Audit funding	137,399	144,054	174,290	411,094	137,399	144,054	174,290	411,094	0	0	0	0
DDA play area improvements	300,000	0	0	0	300,000	0	0	0	0	0	0	0
Further improvements to play areas	30,000	0	0	0	30,000	0	0	0	0	0	0	0
Benches	30,000	0	0	0	30,000	0	0	0	0	0	0	0

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Description	2026/27	2027/28	2028/29	2029/30	Council	Council	Council	Council	3rd Party	3rd Party	4th Party	3rd Party
	Total £	Total £	Total £	Total £	26/27 £	27/28 £	2028/29 £	2029/30 £	26/27 £	27/28 £	2028/29 £	2029/30 £
<u>Environmental</u>												
Fleet Replacement new line	1,150,000	0	0	0	1,150,000	0	0	0	0	0	0	0
Wheelie Bin purchase	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0	0	0
Grassland Mitigation measures- recreating and monitoring grassland habitats in MSand AVCP	5,864	5,864	0	5,864	0	0	0	0	5,864	5,864	0	5,864
Local exhaust ventiation (LEV) system installation - Crematorium	50,000	0	0	0	50,000	0	0	0	0	0	0	0
Battery equipment - Place Team	15,000	0	0	0	15,000	0	0	0	0	0	0	0
William St Bin Storage Improvement Scheme	80,000	0	0	0	80,000	0	0	0	0	0	0	0
Battery charging and storage units	12,000	0	0	0	12,000	0	0	0	0	0	0	0
Signage across all sites	9,000	0	0	0	9,000	0	0	0	0	0	0	0
New Bins across all sites	4,000	0	0	0	4,000	0	0	0	0	0	0	0
New window in Chapel	100,000	0	0	0	100,000	0	0	0	0	0	0	0
Crossgates Depot	94,000	0	0	0	94,000	0	0	0	0	0	0	0
Pet Cremator	50,000	0	0	0	50,000	0	0	0	0	0	0	0
Modernisation of Memorial Options	50,000	0	0	0	50,000	0	0	0	0	0	0	0

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Description	2026/27	2027/28	2028/29	2029/30	Council	Council	Council	Council	3rd Party	3rd Party	4th Party	3rd Party
	Total £	Total £	Total £	Total £	26/27 £	27/28 £	2028/29 £	2029/30 £	26/27 £	27/28 £	2028/29 £	2029/30 £
ICT												
Cisco Network Update	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0	0
Server Replacement Est(Exact known Q2 2022)	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	0	0	0	0
Laptop Refresh	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	0	0	0
Cyber security updates	25,000	25,000	0	25,000	25,000	25,000	0	25,000	0	0	0	0
Abavus Software Integration	30,000	0	0	0	30,000	0	0	0	0	0	0	0
Abavus Licensing	10,200	10,200	10,200	0	10,200	10,200	10,200	0	0	0	0	0
Cyber Security Updates	25,000	0	0	0	25,000	0	0	0	0	0	0	0

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REDDITCH BOROUGH COUNCIL

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Description	2026/27	2027/28	2028/29	2029/30	Council	Council	Council	Council	3rd Party	3rd Party	4th Party	3rd Party
	Total £	Total £	Total £	Total £	26/27 £	27/28 £	2028/29 £	2029/30 £	26/27 £	27/28 £	2028/29 £	2029/30 £
<u>Rubicon</u>												
Forge Mill - Suice, Launder and Suice	20,000	0	0	0	20,000	0	0	0	0	0	0	0
Forge Mill - Window Replacement	60,000	0	0	0	60,000	0	0	0	0	0	0	0
Arrow Valley Lakeside Slipway and landing area replacement	120,000	0	0	0	120,000	0	0	0	0	0	0	0
AVVC Reconfiguration of upstairs space	25,000	0	0	0	25,000	0	0	0	0	0	0	0
Arrow Valley Visitors Centre Replacement Windows	75,000	0	0	0	75,000	0	0	0	0	0	0	0
AVVC External Shelter	40,000	0	0	0	40,000	0	0	0	0	0	0	0
AVVC Permanent External Storage Facilities	60,000	0	0	0	60,000	0	0	0	0	0	0	0
Arrow Valley Visitors Kitchen Extension	30,000	0	0	0	30,000	0	0	0	0	0	0	0
Palave Theatre Refurbishment of Auditorium Seating	50,000	0	0	0	50,000	0	0	0	0	0	0	0
Buggy Storage Area	20,000	0	0	0	20,000	0	0	0	0	0	0	0
<u>Corporate</u>												
Salary Capitalisation	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	0	0	0	0
Total	5,254,963	2,315,118	2,064,490	2,321,958	4,549,099	1,609,254	1,364,490	1,616,094	705,864	705,864	700,000	705,864

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Appendix D – Departmental Bids, Pressures and Savings

Budget Bids	Assistant Director	Service	Department	Description of Pressure / Bid or Saving	2026-27 £	2027-28 £	2028-29 £
Bid	Claire Felton	Legal, Democratic & Electoral	Democratic	Attendance at LGA conference for additional Members	2,200	2,200	2,200
Bid	Judith Willis	Community and Housing/Regeneration	Grants	This bid has been requested by Redditch Administration to enable external funding bids to be written to bring in additional funding to the Borough. To note this is a Member Request	50,000	50,000	50,000
Bid	Judith Willis	Community and Housing/Regeneration	CCTV & Lifeline	Lifeline to SAAS	28,380	31,300	31,300
	Simon Parry	Environmental	Place Team	Specialists Repairs & Maintenance contract with vehicle manufacturer to support maintenance of road sweepers. Requiring a high skill level to support.	25,000	25,000	25,000
Bid	Simon Wilkes	Rubicon client	Rubicon	To engage the current company Accountant on a permanent basis	82,355	84,002	85,682
TOTAL					187,935	192,502	194,182

Budget Pressures	Assistant Director	Service	Department	Description of Pressure / Bid or Saving	2026-27 £	2027-28 £	2028-29 £
Pressure	Claire Felton	Business Transformation	HR	Discrepancy identified highlighting the amount currently available not aligning with the levy payment required.	18,980	18,980	18,980
Pressure	John Leach	Chief Executive	Post Room	Increased postage costs for Franking and Docmail	30,000	30,000	30,000
Pressure	Claire Felton	Business Transformation	HR	Funding required to support the permanent establishment of key HR roles currently funded on a temporary basis. This is to ensure resources are available to deliver the service now and in anticipation of the LGR. Essential to ensuring appropriate HR support is in place to meet organisation needs and sustain service delivery.	75,010	75,010	75,010
Pressure	John Leach	Chief Executive	Corporate	Increased membership to West Midlands Combined Authority	9,000	9,000	9,000
Pressure	Judith Willis	Community and Housing/Regeneration	CCTV & Lifeline	In 2019 a business case was agreed for the changes from analogue to digital Lifeline in home equipment - Ongoing Sim card provider payments	72,000	72,000	72,000
Pressure	Simon Parry	Environmental	Place Team	Seasonal service for hedgework	90,000	90,000	90,000
Pressure	Simon Parry	Environmental	Bereavement Services	Increase in adhoc servicing of the Cremators.	43,000	44,200	45,200
Pressure	Simon Parry	Environmental	Bereavement Services	Increase in NNDR for Crematorium - budget has not been amended for last few years	50,000	50,000	50,000
Pressure	Debra Goodall	Finance & Customer	Insurance	Requirement of external services for Asset Valuations which used to be provided in house	50,000	50,000	50,000
Pressure	Debra Goodall	Finance & Customer	Revenues	Local Council Tax Support Grant is no longer received	91,364	91,364	91,364
Pressure	Debra Goodall	Finance & Customer	Accountancy	BDC - Shared service element required for subscriptions within Finance - Finance Intelligence Toolkit, Gartner, PSTax	53,550	53,550	47,250
Pressure	Debra Goodall	Finance & Customer	Revenues	Annual licence to Analyse Local - investigations on NNDR ratings	6,000	6,000	6,000

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Budget Pressures	Assistant Director	Service	Department	Description of Pressure / Bid or Saving	2026-27 £	2027-28 £	2028-29 £
Pressure	Claire Felton	Legal, Democratic & Electoral	Democratic	Increase in Members allowances proposed by the IRP panel.	20,800	20,800	20,800
Pressure	Claire Felton	Legal, Democratic & Electoral	Electoral	Increase in contract for Civica Xpress - system used for Electoral & Registration	1,607	2,149	2,692
Pressure	Debra Goodall	Financial & Customer Services	Financial Svcs	Finance system Tech One licence, AMS Support and Advanced continuation for access required for Audit purposes.			340,200
Pressure	Rachel Egan	Regeneration & Property	Car Parking & Enforcement	Increase of the recharge from Wychavon for staffing	57,480	57,480	57,480
Pressure	Simon Wilkes	Rubicon client	Rubicon	Rubicon Management Fees increase each year with current rate of inflation	32,212	32,212	32,212
Pressure	Claire Felton	Elections	Electoral	Redditch Elections	89,000		
Pressure	Debra Goodall	Finance & Customer	Accountancy	Additional resource required to continue HMRC requirements on vat	39,375		
TOTAL					829,378	702,745	1,038,188

Savings	Assistant Director	Service	Department	Description of Pressure / Bid or Saving	2026-27 £	2027-28 £	2028-29 £
Savings	John Leach	Chief Executive	Print Room	New print contract procured	-9,750	-9,750	-9,750
Savings	Simon Parry	Environmental	Garden Waste	Higher income linked to increases in customers and fees and charges	-20,000	-20,000	-20,000
TOTAL					-29,750	-29,750	-29,750

GRAND TOTAL	987,563	865,497	1,202,620
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REDDITCH BOROUGH COUNCIL

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Appendix E – Proposed Capital Projects

Capital Financing

	Redditch BC												
	Balance	Received	Used	Balance	Received	Used	Balance	Received	Used	Balance	Received	Used	Balance
	31/03/2025	2025/26	2025/26	31/03/2026	2026/27	2026/27	31/03/2027	2027/28	2027/28	31/03/2028	2028/29	2028/29	31/03/2029
	£	£	£	£	£	£	£	£	£	£	£	£	£
General Fund													
Capital Receipts	754,562	94,502		849,064			849,064			849,064			849,064
Capital Reserves				-			-			-			-
Capital Grants (RIA)	223,383	4,906,107	4,906,107	223,383	705,864	705,864	223,383	705,864	705,864	223,383		705,864	- 482,481
Revenue(GF)		2,984,736	2,984,736	-	3,080,099	3,080,099	-	1,709,254	1,709,254	-	1,364,490	1,364,490	-
Total	977,945	7,985,345	7,890,843	1,072,447	3,785,963	3,785,963	1,072,447	2,415,118	2,415,118	1,072,447	1,364,490	2,070,354	366,583

Assistant Director	Directorate	Service	Type	Project Title	Project Brief	Capital Costs
Rachel Egan	Regeneration and Property Services	Regeneration	Buildings	Woodrow Shopping Centre Partial Reroof	Partial reroof to units including Pizza Place	£65,000
Rachel Egan	Regeneration and Property Services	Regeneration	Buildings	Woodrow Meeting Rooms - Crittal window Replacement	Replacement of original windows - poor condition and thermal performance	£40,000
Rachel Egan	Regeneration and Property Services	Regeneration	Buildings	Batchley Road Shop Reroof	Reroof of shop units / flats, to include all soffits and fascias	£80,000
Rachel Egan	Regeneration and Property Services	Regeneration	Buildings	Woodrow Housing Offices Autodoors	Replacement of main doors and inner lobby doors to public side of Housing Office (Equality Act Works)	£15,000
Rachel Egan	Regeneration and Property Services	Regeneration	Infrastructure	Market Traders Refurbishment	Refurbishment of Market Traders Office space and possible WCs	£25,000
Simon Parry	Environmental Services	Bereavement Services	Buildings	LEV System	To install a local exhaust ventilation system at Abbey Crematorium . Local exhaust ventilation (LEV) is an engineering system frequently used in the workplace to protect employees from hazardous substances	£50,000
Simon Parry	Environmental Services	Place Team projects	Other	Battery equipment	To replace two stroke hand tools such as hedge cutters, strimmer's etc with battery kit	£15,000
Simon Parry	Environmental Services	Place Team projects	Infrastructure	William Street Bin Storage Improvement Scheme	Item 1 To purchase a slice of car park form Workforce recruitment adjacent to William street , Build a residential bin store , add a living roof . Item 2 Move bollards closer top end of William street and move Workforce car park entrance down to right side of new bollards opposite surgery car park entrance Item 3 Install new Commercial bin store on newly pedestrianised area	£80,000
Simon Parry	Environmental Services	Place Team projects	Infrastructure	Battery charging and storage units	Battery charging and storage units for implementation of conversion to battery powered small plant equipment.	£12,000
Simon Parry	Environmental Services	Bereavement Services	Infrastructure	Signage across all sites	To replace all existing signage across all sites with new modern signage with up to date information an design	£9,000
Simon Parry	Environmental Services	Bereavement Services	Other	New bins around all sites	All bin assets in poor condition . The service wishes to get some continuity and improve the sites look and feel	£4,000
Simon Parry	Environmental Services	Bereavement Services	Buildings	New window in chapel .	Window damaged and needs repairing	£100,000
Simon Parry	Environmental Services	Place Team	Buildings	Crossgates Depot	New Pumps and Tanks	£94,000
Ruth Bamford	Planning and Leisure Services	Parks & Events	Play Audits	Play Area	Accessibility DDA Play Area Improvements	£300,000
Ruth Bamford	Planning and Leisure Services	Parks & Events	Play Audits	Play Area	ADDITIONAL - Further Improvements to Play Area to sustain longevity	£30,000
Rachel Egan	Regeneration and Property Services	Regeneration	Buildings	Church Green Bandstand Replacement	Potential alteration or replacment of the existing Bandstand - cost is the amount it is potentially up to	£120,000
Rachel Egan	Regeneration and Property Services	Regeneration	Buildings	Crossgates House Door Replacements	Door replacements due to age and functionability	£30,000
Rachel Egan	Regeneration and Property Services	Property Services	Buildings	Additional Rooms in Redditch	CEX Office, The Space and Ground Floor meeting rooms	£15,000
Hannah Corredor	Business Transformation and Organisational Development	Business Transformation - ICT	ICT/ Cyber	Cyber Security Updates	Will significantly enhance cybersecurity position	£25,000
		TOTAL				£1,109,000

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Rubicon

		Service	Type	Project Title	Project Brief	Capital Costs
		Rubicon	Buildings	Forge Mill - Sluice, Launder and Sluice	Make single sluice operational by installing new winding mechanism, plus associated enabling work. Remedials to cast iron launder and sluice.	£20,000
		Rubicon	Buildings	Forge Mill - Window Replacement	Replacement of original windows to due H&S risk	£60,000
		Rubicon	Buildings	Arrow Valley lakeside Slipway and landing area replacement	To replace Slip way and adjoining landing areas into the lake	£120,000
		Rubicon	Buildings	AVVC Reconfiguration of upstairs space	Reconfiguration of the upstairs space to allow direct public access from the lift to mezzanine and potential increased storage facilities	£25,000
		Rubicon	Buildings	Arrow Valley Visitors centre Replacement windows	to replace timber windows in the centre	£75,000
		Rubicon	Buildings	AVVC External Shelter	To design and install permanent shaded / covered all weather seating area	£40,000
		Rubicon	Buildings	AVVC permanent external storage facilities	To design and install multi functional external storage facilities	£60,000
		Rubicon	Buildings	Arrow Valley Visitors Kitchen Extension	Extraction	£30,000
		Rubicon	Buildings	Palace theatre Refurbishment of Auditorium Seating	To refurbish Auditorium seating	£50,000
		Rubicon	Buildings	Buggy storage area	Provide storage and recharge area for buggies	£20,000
						£500,000

Self Financing

		Service	Type	Project Title	Project Brief	Capital Costs
Simon Parry	Environmental Services	Parks & Events	Infrastructure	Benches		£30,000
Simon Parry	Environmental Services	Bereavement Services	Infrastructure	Modernisation of memorial options for public	New Memorial options procured to add first new products in over 15 years	£50,000
Simon Parry	Environmental Services	Bereavement Services	Infrastructure	Pet cremator	To add pet cremations to the council's portfolio of bereavement related service	£50,000
						£130,000

TOTAL						£1,739,000
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Appendix F – 2026/27 Capital Strategy

Introduction

- 1.1 This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.
- 1.2 Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

Capital Expenditure and Financing

- 1.3 Capital expenditure is where the Authority spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.
- 1.4 In 2026/27, the Authority is planning capital expenditure of £3.3m for General Fund projects £11.5m for HRA work and £0.7m for regeneration work, most of which is related to Towns Fund grant. This is summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2024/25 actual	2025/26 forecast	2026/27 budget *	2027/28 budget	2028/29 budget
General Fund services	6.8	4.9	3.3	2.0	2.0
Council housing (HRA)	11.7	12.0	11.5	11.1	11.2
Regeneration	13.8	2.9	0.7	0.1	0.8
TOTAL	32.3	19.8	15.5	13.2	14.0

- 1.5 The main General Fund capital projects include Towns Fund regeneration schemes (Innovation Centre, Town Square and Public Realm) totalling £16m to be spent by 2026. Following a change in the Prudential Code, the Authority no longer incurs capital expenditure on investments.
- 1.6 The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately.
- 1.7 **Governance:** Service managers bid annually in January to include projects in the Authority's capital programme. Bids are collated by corporate finance who calculate the financing cost (which can be nil if the project is fully externally financed). The Audit

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Standards and Governance Committee and then the Cabinet appraises all bids based on a comparison of strategic priorities against financing costs and makes recommendations to Council. The final capital programme is then presented to Cabinet in February and to Council in February each year.

- For full details of the Authority's capital programme, including the project appraisals undertaken, see Tranche 2 of the 2026/27 Medium Term Financial Plan.

- 1.8 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Authority's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

	2024/25 actual	2025/26 forecast	2026/27 budget *	2027/28 budget	2028/29 budget
External sources	15.0	4.9	0.7	0.7	3.2
Own Resources	4.8	3.0	2.8	1.5	0.8
Debt	12.5	11.9	12.0	11.0	10.0
TOTAL	32.3	19.8	15.5	13.2	14.0

- 1.9 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP repayments and use of capital receipts are as follows:

Table 3: Replacement of prior years' debt finance in £ millions

	2024/25 actual	2025/26 forecast	2026/27 budget *	2027/28 budget	2028/29 budget
Minimum revenue provision	0.9	1.0	1.2	1.3	1.4
Capital Receipts	3.3	4.2	1.8	1.6	0.9

- The Authority's full minimum revenue provision statement is available within the body of this report.
- 1.10 The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to decrease by £1.6m during 2026/27. Based on the above figures for expenditure and financing, the Authority's estimated CFR is as follows:

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Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31.3.2025 actual	31.3.2026 forecast	31.3.2027 budget	31.3.2028 budget	31.3.2029 budget
General Fund & Regeneration	10.9	12.5	10.5	10.5	9.8
HRA	147	147.3	147.7	147.7	148.1
TOTAL CFR	157.9	159.8	158.2	158.2	157.9

1.11 **Asset management:** To ensure that capital assets continue to be of long-term use, the Authority has an asset management strategy in place. Within this strategy, individual properties and associated land will be further evaluated to determine:

- The operational necessity and benefit.
- Projected costs of ensuring all elements of the buildings continue to meet legislative requirements and performance standards.
- Planned and cyclical maintenance costs for elements nearing the end of their 'life' expectancy, ensuring service provision is maintained without unnecessary interruption. Costs associated with meeting future EPC rating minimum requirements.
- Rent levels (and net costs for each building) and revised leases.
- Alternative or rationalised portfolio or joint enterprises for service delivery.

By evaluation of all factors cited above, informed decisions can be made to determine which assets are:

- No longer cost effective to run, where outlay exceeds earning potential
- No longer viable for effective service delivery
- Surplus to requirements

Asset considerations will be presented to Cabinet on a half yearly basis for approval for disposal, unless there is an urgent requirement for a decision.

1.12 **Asset disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Authority is currently also permitted to spend capital receipts "flexibly" on service transformation projects until 2029/30 although nothing is presently planned. Repayments of capital grants, loans and investments also generate capital receipts. The Authority plans to receive £1.7m of capital receipts in the coming financial year as follows:

Table 5: Capital receipts receivable in £ millions

	2024/25 actual	2025/26 forecast	2026/27 budget *	2027/28 budget	2028/29 budget
Asset sales	3.3	4.2	1.7	1.7	0.8
Loans etc repaid	0	0	0	0	0

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Treasury Management

- 1.13 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Authority is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 1.14 Due to decisions taken in the past, the Authority currently has £103.9m long term (over 1 year) borrowing and £6.2m treasury investments at an average rate of 4.2%.
- 1.15 **Borrowing strategy:** The Authority's main objectives when borrowing is to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Authority therefore seeks to strike a balance between cheaper short-term loans and long-term fixed rate loans where the future cost is known but higher.
- 1.16 The Authority does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.
- 1.17 Projected levels of the Authority's total outstanding debt (which comprises borrowing, PFI liabilities, leases and transferred debt) are shown below, compared with the capital financing requirement (see above).

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

Gross Debt	31.3.2025 actual	31.3.2026 forecast	31.3.2027 budget	31.3.2028 budget	31.3.2029 budget
HRA (incl. PFI & leases)	103.9	103.9	105.4	105.8	106.2
General Fund (incl. PFI & leases)	0.9	8.1	17.5	18.9	19.1
Capital Financing Requirement	157.9	159.8	158.2	158.2	157.9

- 1.18 Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Authority expects to comply with this in the medium term.
- 1.19 **Liability benchmark:** To compare the Authority's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to a minimum level of £2m at each year-end. This benchmark is currently forecast at £6.4m and is forecast to drop to £4.1m over the next three years.

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Table 7: Borrowing and the Liability Benchmark in £ millions

	31.3.2025 actual	31.3.2026 forecast	31.3.2027 budget	31.3.2028 budget	31.3.2029 budget
Forecast Outstanding borrowing - GF	8.1	17.5	18.9	19.1	19.8
Liability benchmark	-15.8	-6.4	-5.0	-4.8	-4.1

- 1.20 The table shows that the Authority expects to remain borrowed below its liability benchmark. This is because cash outflows to date have been below the assumptions made when the loans were borrowed.
- 1.21 **Affordable borrowing limit:** The Authority is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 8: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2024/25 limit £m	2025/26 limit £m	2026/27 limit £m	2027/28 limit £m
Authorised limit – borrowing	185	190	190	195
Authorised limit – PFI and leases	1.5	1.5	1.5	1.5
Authorised limit – total external debt	186.5	191.5	191.5	196.5
Operational boundary – borrowing	175	180	180	185
Operational boundary – PFI and leases	1.5	1.5	1.5	1.5
Operational boundary – total external debt	176.5	181.5	181.5	186.5

- 1.22 **Treasury investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 1.23 The Authority’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Authority may request its money back at short notice.

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Table 9: Treasury management investments in £millions

	2024/25 actual	2025/26 forecast	2026/27 budget *	2027/28 budget	2028/29 budget
Near-term investments	35	20	20	25	20
Long-term investments	0	0	0	0	0
TOTAL	35	20	20	25	20

➤ Further details on treasury investments are in the Treasury Management Strategy part of this appendix.

1.24 **Risk management:** The effective management and control of risk are prime objectives of the Authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

- The treasury management prudential indicators are in the treasury management strategy which are part of these appendices.

1.25 **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by Council. Quarterly reports on treasury management activity are presented to Cabinet. The Audit, Standards and Governance Committee is responsible for scrutinising treasury management decisions.

Investments for Service Purposes

1.26 The Authority makes investments to assist local public services, including making loans to local service providers, local small businesses to promote economic growth, and the Authority's subsidiaries that provide services to stakeholders. Total investments for service purposes are currently valued at £0m.

1.27 **Risk management:** In light of the public service objective, the Authority is willing to take more risk than with treasury investments, however it still plans for such investments to break even after all costs. A limit of £2.5m is placed on total investments for service purposes to ensure that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services.

1.28 **Governance:** Decisions on service investments are made by the relevant service manager in consultation with the Director of Finance and must meet the criteria and limits laid down in the investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme. The relevant service director and the Director of Finance are responsible for ensuring that adequate due diligence is carried out before investment is made.

Further details on service investments are in the Treasury Management Strategy

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Liabilities

- 1.29 In addition to debt of £103.9m detailed above, the Authority has set aside £0.41m to cover risks of Insurance Claims and £1.279m for Business Rates Appeals.
- 1.30 **Governance:** Decisions on incurring new discretionary liabilities are taken by Heads of Service in consultation with the Director of Finance. The risk of liabilities crystallising and requiring payment is monitored by the corporate finance team and reported biannually to Cabinet. New liabilities exceeding £0.5m are reported to full council for approval/notification as appropriate.

Revenue Budget Implications

- 1.31 In addition to debt of £103.9m detailed above, the Authority is committed to making future payments to cover its pension fund deficit. It has also set aside £1.279m for Business Rates Appeals via a provision.

Table 10: Prudential Indicator: Proportion of financing costs to net revenue stream

	2024/25 actual	2025/26 forecast	2026/27 budget *	2027/28 budget	2028/29 budget
Financing costs (£m)	1.1	1.2	1.4	1.5	1.4
Proportion of net revenue stream	9.10%	11.50%	12.40%	12.90%	12.70%

- 1.32 **Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Director of Finance is satisfied that the proposed capital programme is prudent, affordable and sustainable because of the Medium Term Financial Plan (MTFP) forecasts which show that the Council is financially sustainable over that period.

Knowledge and Skills

- 1.33 The Authority employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Director of Finance and Head of Service are qualified accountants with significant experience. The Authority pays for junior staff to study towards relevant professional qualifications including CIPFA and AAT.
- 1.34 Where Authority staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Authority currently employs Arlingclose Limited as treasury management advisers and Bruton Knowles as property consultants. This approach is more cost effective than employing such staff directly and ensures that the Authority has access to knowledge and skills commensurate with its risk appetite.

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- Further details on staff training can be found in the HR Employee Development section of the website.

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Appendix G – 2026/27 Treasury Management Strategy

Introduction

- 2.1 Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.
- 2.2 Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2021 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.
- 2.3 Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

External Context

Economic background:

- 2.4 The impact on the UK from the government's Autumn Budget will influence the Authority's treasury management strategy for 2026/27. Other influences will include lower short-term interest rates alongside higher medium- and longer-term rates, slower economic growth, together with ongoing uncertainties around the global economy, stock market sentiment, and ongoing geopolitical issues.
- 2.5 The Bank of England's Monetary Policy Committee (MPC) maintained Bank Rate at 4.00% in November 2025, following a 0.25% cut in August. At the November meeting, five members, including the Governor's deciding vote, supported holding rates steady, while four favoured a further reduction to 3.75%.
- 2.6 The accompanying Monetary Policy Report projected modest economic growth, with GDP expected to rise by 0.2% in the final calendar quarter of 2025. Annual growth is forecast to ease from 1.4% before improving again later, reflecting the delayed effects of lower interest rates, looser monetary conditions, stronger global activity, and higher consumer spending. The view of modest economic growth going forward was echoed by the Office for Budget Responsibility in its Economic and fiscal outlook published in line with the Autumn Statement which revised down its estimate of annual real GDP to around 1.5% on average between 2025 and 2030.
- 2.7 CPI inflation was 3.8% in September 2025, unchanged from the previous two months and below the 4.0% expected. Core CPI eased to 3.5% from 3.6%, contrary to forecasts of a rise to 3.7%. The Bank of England's November Monetary Policy Report

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projects inflation to fall from this level - expected to mark the peak - to 3.2% by March 2026, before steadily returning to the 2% target by late 2026 or early 2027.

- 2.8 The labour market continues to ease with rising unemployment, falling vacancies and flat inactivity. In the three months to September 2025, the unemployment rate increased to 5.0%, while the employment rate slipped to 75.0% and the inactivity rate held at 21.0%. Pay growth for the same period eased modestly, with total earnings (including bonuses) rising by 4.8% and regular pay up 4.6%. Going forward, the Bank predicts the unemployment rate will increase modestly to around 5.0% by around the end of 2025 before trending downwards at a gradual pace over the rest of the time horizon.
- 2.9 The US Federal Reserve also continued to cut rates, most recently reducing the target range for the Federal Funds Rate by 0.25% at its October 2025 meeting, to 3.75%-4.00%, in line with expectations. Financial markets anticipate a further 0.25% cut in December, although Chair Jerome Powell has cautioned that this is not guaranteed, signalling the Fed may pause before any additional easing. A factor influencing a potential pause is the ongoing government shutdown, which has delayed the publication of several important data releases used to inform monetary policy decisions.
- 2.10 The European Central Bank (ECB) kept its key interest rates unchanged in October for a third consecutive month, maintaining the deposit rate at 2.0% and the main refinancing rate at 2.15%. The ECB reiterated that future policy decisions will remain data-dependent, noting that inflation is close to its 2% target and that the euro area economy continues to expand despite a challenging global environment, including heightened geopolitical risks and trade tensions.
- 2.11 **Credit outlook:** Credit Default Swap (CDS) prices, which spiked in April 2025 following President Trump's 'Liberation Day' tariff announcements, have since trended lower, returning to levels broadly consistent with their 2024 averages. Although CDS prices rose modestly in October, the overall credit outlook remains stable, and credit conditions are expected to remain close to the range seen over the past two years.
- 2.12 While lower interest rates may weigh on banks' profitability, strong capital positions, easing inflation, steady economic growth, low unemployment, and reduced borrowing costs for households and businesses all support a favourable outlook for the creditworthiness of institutions on (the authority's treasury management advisor) Arlingclose's counterparty list. Arlingclose's advice on approved counterparties and recommended investment durations is kept under continuous review and will continue to reflect prevailing economic and credit conditions.
- 2.13 **Interest rate forecast (December 2025):** Arlingclose, the Authority's treasury management adviser, currently forecasts that the Bank of England's Monetary Policy Committee will continue to reduce Bank Rate through 2025 and 2026, reaching around 3.25%. This forecast reflects amendments made following the Autumn Budget and an assessment of the fiscal measures and their market implications.
- 2.14 Long-term gilt yields, and therefore interest rates payable on long-term borrowing, are expected to remain broadly stable on average, though with continued volatility, and to

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end the forecast period marginally lower than current levels. Yields are likely to stay higher than in the pre-quantitative tightening era, reflecting ongoing balance sheet reduction and elevated bond issuance. Short-term fluctuations are expected to persist in response to economic data releases and geopolitical developments.

- 2.15 A more detailed economic and interest rate forecast provided by Arlingclose is in Appendix A.
- 2.16 For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate/yield of 3.8%, and that new long-term loans will be borrowed at an average rate of 4.8%.

Local Context

- 2.17 On 12th January 2026, the Authority had £103.9m borrowings and £6.2m of treasury investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.25 Actual £m	31.3.26 Estimate £m	31.3.27 Forecast £m	31.3.28 Forecast £m	31.3.29 Forecast £m
Capital financing requirement	10.9	12.5	10.5	10.5	9.8
Less: External borrowing **	0	0	9.5	9.1	8.0
Internal borrowing	10.9	12.5	1.0	1.4	1.8
Less: Usable Reserves	-17.0	-17.0	-15.0	-14.0	-12.0
Less: Working Capital	-4.9	-4.9	-4.9	-4.9	-4.9
Treasury investments	11.0	9.4	18.9	17.5	15.1

** shows only loans to which the Authority is committed and excludes optional refinancing

- 2.18 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying sums available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.
- 2.19 The Authority has an increasing CFR due to the capital programme, but minimal investments but will be funding the programme through internal borrowing.
- 2.20 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2026/27.
- 2.21 **Liability benchmark:** To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £0.2m at each year-end to maintain sufficient liquidity but minimise credit risk.

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- 2.22 The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

Table 2: Prudential Indicator: Liability benchmark

	31.3.25 Actual £m	31.3.26 Estimate £m	31.3.27 Forecast £m	31.3.28 Forecast £m	31.3.29 Forecast £m
Loans CFR	10.9	12.5	10.5	10.5	9.8
Less: Usable Reserves	-17.0	-17.0	-14.5	-14.0	-12.0
Less: Working Capital	-4.9	-4.9	-4.9	-4.9	-4.9
Net loans requirement	-11.0	-9.4	-8.9	-8.4	-7.1
Plus: Liquidity allowance	2.0	2.0	2.0	2.0	2.0
Liability benchmark	-9.0	-7.4	-6.9	-6.4	-5.1

- 2.23 Following on from the medium-term forecasts in table 2 above, the long-term liability benchmark assumes capital expenditure funded by borrowing of £2m average a year, minimum revenue provision on new capital expenditure based on a 25 year asset life and income, expenditure and reserves all increasing by inflation of 2.5% a year.

Borrowing Strategy

- 2.24 The Authority currently holds £103.9 million of loans, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Authority expects to borrow up to £9.5m in 2026/27. The Authority may however borrow to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £60 million.
- 2.25 **Objectives:** The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
- 2.26 **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. Short-term interest rates have fallen over the past year and are expected to fall a little further and it is therefore likely to be more cost effective over the medium-term to either use internal resources, or to borrow short-term loans instead. The risks of this approach will be managed by keeping the Authority's interest rate exposure within the limit set in the treasury management prudential indicators, see below.
- 2.27 By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal / short-term borrowing will be monitored regularly against the potential for incurring additional

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costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2026/27 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

- 2.28 The Authority has previously raised the majority of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.
- 2.29 In addition, the Authority may borrow short-term loans to cover unplanned cash flow shortages.
- 2.30 **Sources of borrowing:** The approved sources of long-term and short-term borrowing are:
- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
 - National Wealth Fund Ltd (formerly known as UK Infrastructure Bank Ltd)
 - any institution approved for investments (see below)
 - any other bank, building society or insurance company authorised to operate in the UK
 - any other UK public sector body
 - UK public and private sector pension funds (except Local Government Pension Scheme)
 - capital market bond investors
- 2.31 **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
 - hire purchase
 - Private Finance Initiative
 - sale and leaseback
- 2.32 **Short-term and variable rate loans:** These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).
- 2.33 **Debt rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

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Treasury Investment Strategy

- 2.35 The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's treasury investment balance has ranged between £1 and £16.5 million, and similar levels are expected to be maintained in the forthcoming year.
- 2.36 **Objectives:** The CIPFA Code requires the Authority to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Authority aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.
- 2.37 **Strategy:** As demonstrated by the liability benchmark above, the Authority expects to be a long-term investor and treasury investments will therefore include both short-term low risk instruments to manage day-to-day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services.
- 2.38 The CIPFA Code does not permit local authorities to both borrow and invest long-term for cash flow management. But the Authority may make long-term investments for treasury risk management purposes, including to manage interest rate risk by investing sums borrowed in advance for the capital programme for up to three years; to manage inflation risk by investing usable reserves in instruments whose value rises with inflation; and to manage price risk by adding diversification to the strategic pooled fund portfolio.
- 2.39 **ESG policy:** Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Authority's ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Authority will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.
- 2.40 **Business models:** Under the IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Authority aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.
- 2.41 **Approved counterparties:** The Authority may invest its surplus funds with any of the counterparty types in table 3 below, subject to the limits shown.

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Table 3: Treasury investment counterparties and limits

Credit rating	Banks unsecured	Banks secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£3m 5 years	£3m 20 years	£3m 50 years	£3m 20 years	£1m 20 years
AA+	£3m 5 years	£3m 10 years	£3m 25 years	£3m 10 years	£1m 10 years
AA	£3m 4 years	£3m 5 years	£3m 15 years	£3m 5 years	£1m 10 years
AA-	£3m 3 years	£3m 4 years	£3m 10 years	£3m 4 years	£1m 10 years
A+	£3m 2 years	£3m 3 years	£3m 5 years	£3m 3 years	£1m 5 years
A	£3m 13 months	£3m 2 years	£3m 5 years	£3m 2 years	£1m 5 years
A-	£3m 6 months	£3m 13 months	£3m 5 years	£3m 13 months	£1m 5 years
None	£1.5m 6 months	n/a	£3m 25 years	£1m 5 years	£500k 5 years
Pooled funds and real estate investment trusts		£2.5m per fund or trust			

- 2.42 **Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than [A-]. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.
- 2.43 For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £500,000 per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.
- 2.44 **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years. The counterparty limit for loans to local authorities will be increased to an unlimited amount where (a) the government has announced that this authority will merge with the borrowing authority and (b) the loan is scheduled to be repaid after the expected date of the merger.
- 2.45 **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the

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counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments. A higher limit applies for investments fully secured on UK or other-government collateral.

- 2.46 **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- 2.47 **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.
- 2.48 **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
- 2.49 **Strategic pooled funds:** Bond, equity and property funds, including exchange traded funds, that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date but can be either withdrawn after a notice period or sold on an exchange, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.
- 2.50 **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
- 2.51 **Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and unsecured loans to companies and universities. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.
- 2.52 **Operational bank accounts:** The Authority may incur operational exposures, for example though current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £2.0m per bank. The Bank

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of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

- 2.53 **Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

- 2.54 **Other information on the security of investments:** The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Authority's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
- 2.55 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008, 2020 and 2022, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.
- 2.56 **Investment limits:** The Authority's revenue reserves available to cover investment losses are forecast to be £17.958 million on 31st March 2025 and £14.989 million on 31st March 2026. In order that no more than 42% of available reserves will be put at risk in the case of a single default, the maximum that will be lent unsecured to any one organisation (other than the UK Government) will be £7 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

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- 2.57 Credit risk exposures arising from non-treasury investments, financial derivatives and balances greater than £2m in operational bank accounts count against the relevant investment limits.
- 2.58 Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

	Cash limit
Any single organisation, except the UK Central Government	£5m each
UK Central Government	Unlimited
Any group of organisations under the same ownership	£5m per group
Any group of pooled funds under the same management	£5m per manager
Negotiable instruments held in a broker's nominee account	£5m per broker
Foreign countries	£5m per country
Registered providers and registered social landlords	£2.5m in total
Unsecured investments with building societies	£2.5m in total
Loans to unrated corporates	£1m in total
Money market funds	£20m in total
Real estate investment trusts	£2.5m in total

- 2.59 **Liquidity management:** The Authority uses detailed spreadsheets to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium-term financial plan and cash flow forecast.
- 2.60 The Authority will spread its liquid cash over at least four providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

Treasury Management Prudential Indicators

- 2.61 The Authority measures and manages its exposures to treasury management risks using the following indicators.
- 2.62 **Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit [rating / score]	A-

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- 2.63 **Liquidity:** The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£2.5m

- 2.64 **Interest rate exposures:** This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£500,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£500,000

- 2.65 The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at new market rates.

- 2.66 **Maturity structure of borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	50%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	50%	0%
10 years and above	100%	0%

- 2.67 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment

- 2.68 **Long-term treasury management investments:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management investments will be:

Price risk indicator		2025/26	2026/27	2027/28	No fixed date
Limit on principal invested beyond year end		£1.0m	£0.5m	£0m	£0m

- 2.69 Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

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Related Matters

- 2.70 The CIPFA Code requires the Authority to include the following in its treasury management strategy.
- 2.71 **Financial derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
- 2.72 The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 2.73 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.
- 2.74 In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
- 2.75 **Markets in Financial Instruments Directive:** The Authority has retained retail client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a smaller range of services but with the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Director of Finance believes this to be the most appropriate status.

Financial Implications

- 2.76 The budget for investment income in 2026/27 is £870k based on an average investment portfolio of £14.5 million at an interest rate of 3.8%. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.
- 2.77 Where investment income exceeds budget, e.g. from higher risk investments including pooled funds, or debt interest paid falls below budget, e.g. from cheap short-term borrowing, then 50% of the revenue savings will be transferred to a treasury

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management reserve to cover the risk of capital losses or higher interest rates payable in future years.

Other Options Considered

2.78 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Director of Finance, having consulted the Cabinet Member for Finance and Enabling, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

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Appendix G (i) – Arlingclose Economic & Interest Rate Forecast – December 2025

Underlying assumptions:

- The Budget signalled further fiscal (tax/spend) tightening across this parliament. Most tax changes take effect from 2028, while welfare and spending start from April 2026. Taken together, the timing of these announcements means the fiscal stance is likely to be slightly looser than expected for the next two years (with increased government spending), before tightening sharply from 2028 (with large tax rises).
- Despite the near-term looser fiscal stance, the new policies add little support for activity in 2026. Even before the Budget, economic data was pointing to a slower growth outlook. Meanwhile, disinflation has been evident and planned government actions on train fares and energy bills will also dampen inflation next year.
- The close vote in November to keep Bank Rate at 4% reflected pre-Budget uncertainty. With no major growth or inflation boosts in the Budget, a cut to 3.75% in December continues to look highly likely.
- Inflation fell to 3.6% in October. Business surveys point to weaker pricing power and household inflation expectations are easing, although they remain high. Wage growth is moderating amid rising unemployment and overall activity is flat. Confidence has been hit by the run-up to the Budget and a strong rebound seems improbable in the near term.
- Weak growth and softer inflation strengthen the case for dovish MPC members to push for further Bank Rate cuts, while undermining arguments of more hawkish members. There will still be questions over whether Government can deliver the fiscal tightening it set out, given a history of U-turns, and timing ahead of the next General Election. The December meeting will offer a clearer view of how divided the MPC really is.
- Risks to the growth and inflation outlook lie to the downside, which if crystallised may ultimately deliver lower Bank Rate than our central case.
- Lower inflation expectations and a tighter fiscal stance have helped bring down gilt yields, especially at the long end. Even so, sustained heavy borrowing across advanced economies, the DMO's move towards issuing more short-dated gilts and lingering doubts about the government's fiscal plans will keep short to medium yields above the levels implied by interest rate expectations alone.

Forecast:

- Following the 2025 Budget, we continue to forecast a 0.25% Bank Rate cut in December to 3.75%.
- Continuing disinflation, rising unemployment, softening wage growth and low confidence suggests that monetary policy will be eased to stimulate activity ahead of incoming fiscal tightening post-2028.
- Arlingclose now expects Bank Rate to be cut to 3.25% by Q2 2026, with risks weighted to the downside.
- Medium and long-term gilt yields continue to incorporate premia for UK government credibility and global uncertainty. These issues may not be resolved quickly and we

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expect yields to remain higher than would normally be consistent with Bank Rate expectations.

- However, the lower path for Bank Rate maintains the downside risks to Arlingclose's gilt yield forecasts.

	Current	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28
Official Bank Rate													
Upside risk	0.00	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central Case	4.00	3.75	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
Downside risk	0.00	0.00	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
3-month money market rate													
Upside risk	0.00	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central Case	3.90	3.65	3.50	3.40	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35
Downside risk	0.00	0.00	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
5yr gilt yield													
Upside risk	0.00	0.40	0.45	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	3.92	3.90	3.85	3.80	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.80	3.80
Downside risk	0.00	-0.50	-0.60	-0.70	-0.80	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85
10yr gilt yield													
Upside risk	0.00	0.40	0.45	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	4.48	4.40	4.35	4.30	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.30	4.30
Downside risk	0.00	-0.50	-0.60	-0.70	-0.80	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85
20yr gilt yield													
Upside risk	0.00	0.40	0.45	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	5.13	4.90	4.85	4.80	4.75	4.75	4.75	4.75	4.75	4.75	4.75	4.80	4.80
Downside risk	0.00	-0.50	-0.60	-0.70	-0.80	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85
50yr gilt yield													
Upside risk	0.00	0.40	0.45	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	4.73	4.50	4.50	4.45	4.45	4.45	4.45	4.45	4.45	4.45	4.45	4.50	4.50
Downside risk	0.00	-0.50	-0.60	-0.70	-0.80	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85

PWLB Standard Rate = Gilt yield + 1.00%

PWLB Certainty Rate = Gilt yield + 0.80%

PWLB HRA Rate = Gilt yield + 0.40%

National Wealth Fund (NWF) Rate = Gilt yield + 0.40%

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Appendix G (i) – Existing Investment & Debt Portfolio Position

	12/01/2026 Actual Portfolio £m	12/01/2026 Average Rate %
External borrowing:	103.9	0
Total external borrowing	103.9	0
Treasury investments:		
Banks, MMF & building societies (unsecured)	6.2	4.7
Government (incl. local authorities)	-	4.9
Total treasury investments	6.2	4.8
Net Debt	97.7	

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Appendix H – 2026/27 Minimum Revenue Provision Statement

- 3.1 Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The *Local Government Act 2003* requires the Authority to have regard to the former Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in April 2024.
- 3.2 The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.
- 3.3 The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and provides a number of options for calculating a prudent amount of MRP but does not preclude the use of other appropriate methods. The following statement incorporates options recommended in the Guidance as well as locally determined prudent methods.
- 3.4 MRP is calculated by reference to the capital financing requirement (CFR) which is the total amount of past capital expenditure that has yet to be permanently financed, noting that debt must be repaid and therefore can only be a temporary form of funding. The CFR is calculated from the Authority's balance sheet in accordance with the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Expenditure in Local Authorities*, 2021 edition.
- For unsupported capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset as the principal repayment on an annuity with an annual interest rate of 4%, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.
 - For assets acquired by leases, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
 - Where former operating leases have been brought onto the balance sheet due to the adoption of the *IFRS 16 Leases* accounting standard, and the asset values have been adjusted for accruals, prepayments, premiums and/or incentives, then the annual MRP charges will be adjusted so that the total charge to revenue remains unaffected by the new standard.
 - For capital expenditure on loans to third parties that are repaid in annual or more frequent instalments of principal, the Council will make nil MRP but will instead apply the capital receipts arising from principal repayments to reduce the capital

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financing requirement instead. In years where there is no principal repayment, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. While this is not one of the options in the MHCLG Guidance, it is thought to be a prudent approach since it ensures that the capital expenditure incurred on the loan is fully funded over the life of the assets.

- There is no requirement to charge MRP where the Capital Financing Requirement (CFR) is nil or negative at the end of the preceding financial year.
- Where the council makes a capital contribution or loan to another entity or where responsibility for a council asset with borrowing attached is transferred to a third party, then no MRP will be set aside if:
 - the payments are appropriately covered by assets
 - there are detailed plans demonstrating that all the expenditure will be recovered in an appropriately short time frame
- To ensure that this remains a prudent approach the Council will review the expenditure and income regularly to determine if the income or asset values have decreased to the point that MRP needs to be provided for. Should evidence emerge which suggests the expenditure will no longer be recovered, MRP will be provided for.
- Where the council uses internal borrowing and receipts of rental income are greater than the MRP calculated then as there are sufficient revenues to repay the capital cost, no MRP will be set aside.

3.5 Capital loans

- For capital expenditure on loans to third parties which were made primarily for financial return rather than direct service purposes, MRP will be charged in accordance with the policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. This MRP charge will be reduced by the value any repayments of loan principal received during in the year, with the capital receipts so arising applied to finance the expenditure instead.
- For capital expenditure on loans to third parties which were made primarily for service purposes, the Authority will make nil MRP except as detailed below for expected credit losses. Instead, the Authority will apply the capital receipts arising from the repayments of the loan principal to finance the expenditure in the year they are received.
- For capital loans made on or after 7th May 2024 where an expected credit loss is recognised during the year, the MRP charge in respect of the loan will be no lower

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than the loss recognised. Where expected credit losses are reversed, for example on the eventual repayment of the loan, this will be treated as an overpayment.

- For capital loans made before 7th May 2024 and for loans where expected credit losses are not applicable, where a shortfall in capital receipts is anticipated, MRP will be charged to cover that shortfall over the remaining life of the assets funded by the loan.

3.6 Housing Revenue Account

- No MRP will be charged in respect of assets held within the Housing Revenue Account but depreciation on those assets will be charged instead in line with regulations.

3.7 Capital expenditure incurred during 2025/26 will not be subject to a MRP charge until 2026/27 or later.

3.8 Based on the Authority's latest estimate of its capital financing requirement (CFR) on 31st March 2026, the budget for MRP has been set as follows:

	31.03.2026 Estimated CFR	2026/27 Estimated MRP
	£m	£m
Capital expenditure before 01.04.2008		
Supported capital expenditure after 31.03.2008		
Unsupported capital expenditure after 31.03.2008	15.5	1.226
Leases and Private Finance Initiative		
Transferred debt		
Loans to other bodies repaid in instalments		
Voluntary overpayment (or use of prior year overpayments)		
Total General Fund	15.5	1.226
Assets in the Housing Revenue Account	24.1	
HRA subsidy reform payment	98.9	
Total Housing Revenue Account	123.0	0
Total	138.5	1.226

3.9 Capital receipts

Proceeds from the sale of capital assets are classed as capital receipts and are typically used to finance new capital expenditure. Where the Authority decides instead to use capital receipts to repay debt and hence reduce the CFR, the calculation of MRP will be adjusted as follows:

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- Capital receipts arising on the repayment of principal on capital loans to third parties will be used to lower the MRP charge in respect of the same loans in the year of receipt, if any.
- Capital receipts arising on the repayment of principal on finance lease receivables will be used to lower the MRP charge in respect of the acquisition of the asset subject to the lease in the year of receipt, if any.
- Capital receipts arising from other assets which form an identified part of the Authority's MRP calculations will be used to reduce the MRP charge in respect of the same assets over their remaining useful lives, starting in the year after the receipt is applied.

Any other capital receipts applied to repay debt will be used to reduce MRP in 10 equal instalments starting in the year after receipt is applied.

Appendix I – 2026/27 Investment Strategy

Introduction

- 4.1 The Authority invests its money for three broad purposes:
- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
 - to support local public services by lending to or buying shares in other organisations (**service investments**), and
 - to earn investment income (known as **commercial investments** where this is the main purpose).
- 4.2 This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and focuses on the second and third of these categories.
- 4.3 The statutory guidance defines investments as “all of the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate a profit; for example, investment property portfolios.” The Authority interprets this to exclude (a) trade receivables which meet the accounting definition of financial assets but are not investments in the everyday sense of the word and (b) property held partially to generate a profit but primarily for the provision of local public services. This aligns the Authority’s definition of an investment with that in the 2021 edition of the CIPFA Prudential Code, a more recent piece of statutory guidance.

Treasury Management Investments

- 4.4 The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £2m and £15m during the 2026/27 financial year.
- 4.5 **Contribution:** The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.
- 4.6 **Further details:** Full details of the Authority’s policies and its plan for 2026/27 for treasury management investments are covered in a separate document, the treasury management strategy, which is part of these appendices.

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Service Investments: Loans

- 4.7 **Contribution:** The Council will lend money to its subsidiaries, local businesses, local charities and housing associations to support local public services and stimulate local economic growth.
- 4.8 **Security:** The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of borrower	31.3.2025 actual			2026/27
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit £m
Subsidiaries	0	0	0	1
Local businesses	0	0	0	0.5
Local charities	0	0	0	0.5
Housing associations	0	0	0	1
TOTAL	0	0	0	3

- 4.9 Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.
- 4.10 **Risk assessment:** The Authority assesses the risk of loss before entering into and whilst holding service loans by using specialist advice to understand the market and the potential future demands of the market and the customers in it. It will also use benchmarking data from the market to determine future potential risks which need to be planned for. External advice is only sought from credible sources eg acknowledged experts in their fields and officers ensure that they fully understand any information given to them before decision or advice is taken.

Commercial Investments: Property

- 4.11 **Contribution:** The Authority invests via Regeneration schemes such as Levelling Up Fundings via the Government in property with the intention of making a profit that will be spent on local public services. Levelling Up funding in being invested in regenerating the Market Hall site and clearing the existing Fire Station site for future regeneration.

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Table 2: Property held for investment purposes in £ millions

Property [type]	Actual	31.3.2025 actual		31.3.2026 expected	
	Purchase cost	Gains or (losses)	Value in accounts	Gains or (losses)	Value in accounts
N/A	0	0	0	0	0
TOTAL	0	0	0	0	0

- 4.12 **Security:** In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.
- 4.13 *Where value in accounts is at or above purchase cost:* A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2025/26 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full Council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.
- 4.14 *Where value in accounts is below purchase cost:* The fair value of the Authority's investment property portfolio is no longer sufficient to provide security against loss, and the Authority is therefore taking mitigating actions to protect the capital invested.
- 4.15 **Risk assessment:** The Authority assesses the risk of loss before entering into and whilst holding property investments by involving specialist advisors with expertise in the type of property being purchased, looking at historic data and speaking to other councils undertaking similar activities.
- 4.16 **Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Council ensures that properties purchased are in an active market where there is demonstrable demand to ensure that the authority does not purchase assets which it will not be able to sell on at a later date.

Loan Commitments and Financial Guarantees

- 4.17 Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and are included here for completeness.

Proportionality

- 4.18 The Council does not plan to become dependent on profit generating investment activity to achieve a balanced revenue budget.

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Borrowing in Advance of Need

- 4.19 Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The Council would only not follow this guidance if interest rate forecasts and treasury advisor guidance set out that it was more cost effective, **in terms of significantly reduced debt interest charges**, for the Council to borrow for the **approved 3 year capital programme** at a point of time rather than when that expenditure is taking place over that 3 year period. It is unlikely that this will happen however the option should not be closed off. Funds would be invested. The Council's policies in investing the money borrowed, including management of the risks, would be as per normal short term Treasury Investments.

Capacity, Skills and Culture

- 4.20 **Elected members and statutory officers:** Member training will take place annually as part of the induction process. External advisors will provide reports to support investment decisions with officers ensuring that they fully understand them and can relate them to the strategic objectives and risk profile of the Council.

- 4.21 **Commercial deals:** Significant work has been undertaken using external advisors and relevant training courses have been attended to ensure that officers are fully aware of the code and statutory requirements of a local authority which is investing.

KPMG have developed a modelling tool for the Council to use when assessing potential purchases as a precursor to engaging with external consultants to ensure that potential purchases are likely to make sense from the perspective of the authority before incurring advisor costs. However, following an internal review of the policy, it has been decided that the Council may wish to make purchases which do not make a financial return or may indeed make a loss in the short term. On these occasions a business case will be developed which specifies the non-financial benefits of the investment. These are likely to be regenerative schemes for the greater good of the area with an intended long term impact. The regenerative and redevelopment benefits which will flow from the investment will be taken into account in the development of the business case, so if the net investment yield falls below 0.75% it can still proceed if these benefits are deemed to outweigh the lower than target yield.

- 4.22 **Corporate governance:** when investment decisions are to be made, they are to be led by the Council's Director of Finance in consultation with the Corporate Management Team. They will assess the potential investment opportunity using the KPMG finance appraisal model and should they decide it presents a strong opportunity for the Council and complies with the relevant criteria a conditional offer can be made. A business case will then be developed and presented ensuring that once greater detail is included, it makes a satisfactory income yield and/or economic redevelopment and regeneration impact. When the business case is completed, if it is still compliant

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with the Council criteria, it will be presented to Cabinet for approval before purchase is completed. Once a purchase has been made the Director of Finance will provide quarterly reports in line with financial and monitoring reports on the status of the investment.

Investment Indicators

- 4.23 The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.
- 4.24 **Total risk exposure:** The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third party loans.

Table 3: Total investment exposure in £millions

Total investment exposure	31.03.2025 Actual	31.03.2026 Forecast	31.03.2027 Forecast
Treasury management investments	6.5	8	10
Service investments: Loans	0	0	0
Commercial investments: Property	0	0	0
TOTAL INVESTMENTS	6.5	8	10
Commitments to lend	0	0	0
Guarantees issued on loans	0	0	0
TOTAL EXPOSURE	6.5	8	10

- 4.25 **How investments are funded:** Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Authority's investments are funded by usable reserves and income received in advance of expenditure.

Table 4: Investments funded by borrowing in £millions

Investments funded by borrowing	31.03.2025 Actual	31.03.2026 Forecast	31.03.2027 Forecast
Treasury management investments	0	0	0
Service investments: Loans	0	0	0
Service investments: Shares	0	0	0
Commercial investments: Property	0	0	0
TOTAL FUNDED BY BORROWING	0	0	0

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4.26 **Rate of return received:** This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 5: Investment rate of return (net of all costs)

Investments net rate of return	2024/25 Actual	2025/26 Forecast	2026/27 Forecast
Treasury management investments	0.87	1	1.1
Service investments: Loans	0	0	0
Service investments: Shares	0	0	0
Commercial investments: Property	0	0	0
ALL INVESTMENTS	0.87	1	1.1

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APPENDIX J – FLEXIBLE USE OF CAPITAL RECEIPTS POLICY

1. INTRODUCTION

- 1.1 To support local authorities to deliver more efficient and sustainable services, a time limited flexibility is currently available to use capital receipts from the disposal of property, plant and equipment assets to fund the revenue cost of service reform.
- 1.2 Under normal rules, capital receipts can only be used to fund capital expenditure such as the purchase of capital assets or improvements to existing assets.
- 1.3 The Ministry of Housing, Communities and Local Government (MHCLG) have issued an extension to a Direction and published guidance that enables Councils to use income from the sale of certain assets to fund the short-term revenue costs that support Transformation, Invest-to-save and efficiency projects in order to provide revenue savings in the future.
- 1.4 The strategy has regard to the Guidance on the Flexible Use of Capital Receipts issued by the Secretary of State under Section 15 (1)(a) of the Local Government Act 2003 during March 2016, including only those projects which are designed to generate ongoing revenue savings in the delivery of services and/or transform service delivery in a way that reduces costs or demand for services.
- 1.5 This strategy sets out the intended use of this flexibility and applies to the financial year 2026/27 and for each subsequent financial year to which the flexible use of capital receipts direction applies (currently 2029/30 is the last year). The Strategy will be updated as part of the annual budget process in subsequent years.

2. BACKGROUND

- 2.1 Capital receipts can only be used for specific purposes, and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 made under Section 11 of the Local Government Act 2003.
- 2.2 The main permitted purpose is to fund capital expenditure, and the use of capital receipts to support revenue expenditure is not allowed by the regulations. The Secretary of State is empowered to issue Directions allowing revenue expenditure incurred by local authorities to be treated as capital expenditure and therefore funded by capital receipts.
- 2.3 The Secretary of State for Communities and Local Government issued a Direction in March 2016, giving local authorities greater freedoms to use capital receipts to finance expenditure, initially up until 2018/19. This allowed local authorities to treat qualifying expenditure on transformation projects as capital expenditure and to fund it from capital receipts received after April 2016.
- 2.4 Qualifying expenditure was defined as: “Expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces

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costs or demand for services in future years for any of the public sector delivery partners.”

- 2.5 There have been number of extensions to the scheme since 2018/19 and on 18 December 2023 it was confirmed as part of the Provisional Local Government Settlement that the current scheme, which currently applies to expenditure and receipts incurred between 1 April 2022 and 31 March 2025, had been extended to 31 March 2030.
- 2.6 Therefore, to make use of capital receipts flexibilities, any qualifying revenue expenditure incurred between 1 April 2024 and 31 March 2030 can be considered.
- 2.7 The Government also updated the scheme in March 2025 to remove the restrictions on redundancy costs, enabling broader application of the flexibility.

3. FLEXIBLE CAPITAL RECEIPTS STRATEGY

- 3.1 The Guidance on the Flexible Use of Capital Receipts allows set-up and implementation costs to be counted as qualifying costs, however the on-going revenue costs of new processes or arrangements cannot.
- 3.2 Only receipts from the disposal of capital assets received between 01 April 2024 and 31 March 2030 are eligible for use to fund the qualifying costs of service reform.
- 3.3 The use of capital receipts to support activity could include funding the costs associated with service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation that will be required throughout 2026/27 and over the MTFS period.
- 3.4 Service reform projects can still be financed in whole or in part from other resources. The Council is not obliged to fund these projects from capital receipts, however, on the approval of this strategy, it will have the option to do so.
- 3.5 The Council has due regard to the requirements of the Prudential Code and the impact on its prudential indicators from the application of this Flexible Use of Capital Receipts Strategy.

4. MONITORING OF THE STRATEGY

- 4.1 Projects included in the strategy will be monitored regularly as part of the quarterly Finance and Performance reporting.

5. QUALIFYING PROJECTS AND ESTIMATED COSTS / SAVINGS

Subject to agreement of the strategy a schedule of any recommended projects and associated savings will be presented to Cabinet by the section 151 officer.

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APPENDIX J – FEES & CHARGES

REDDITCH BOROUGH COUNCIL					
<u>Business Transformation & Organisational Development</u>					
Rounded to the nearest 10p.					
Service Category	Actual Charge 24/25 £	Actual Increase 25/26	Actual Charge 25/26 £	Charge Increase 26/27	Proposed Charge 26/27 £
<u>New & Existing Properties</u>					
Naming a Street	386.50	4%	402.00	2%	410.00
Additional charge for each new premise on a street	180.70	4%	187.90	2%	191.70
Naming and numbering of an individual premise	181.30	4%	188.60	2%	192.40
Additional charge for each adjoining premise (eg Blocks of flats)	95.20	4%	99.00	2%	101.00
Confirmation of address to solicitor/conveyancer/ occupier or owner	45.00	4%	46.80	2%	47.70
Additional charge including naming of building	126.30	4%	131.40	2%	134.00

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<u>Community & Housing Services</u>					
Roundings to the nearest 10p.					
Service Category	Actual Charge 24/25	Actual Increase 25/26	Actual Charge 25/26	Charge Increase 26/27	Proposed Charge 26/27
<u>Private Sector Housing</u>					
House Fitness Inspections	157.00	4%	163.30	2%	166.60
Registration of housing in multiple occupation: per occupant	154.50	4%	160.70	2%	163.90
Service and Administration of Improvement,	43.30	4%	45.00	2%	45.90
Enforcement of Statutory Notices, Supervision of Work in Default etc	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
<u>Lifeline</u>					
Installation Fee - New Charge (Private & HRA)	55.60	4%	57.80	2%	59.00
Alarms private user pre April 2004 x 52 weeks*	2.60	N/A	2.60	N/A	2.60
Replacement Pendant	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
- Key Safe	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
- GSM Alarm Hire	5.50	N/A	5.50	4%	5.80
- GPS Tracker Hire	5.50	N/A	5.50	4%	5.80
- Daily Living Activity Equipment	7.90	4%	8.20	2%	8.40
*This is a lifetime set price and cannot be increased					
<u>Hire Products (Linked to Lifeline and activated in the monitoring centre)</u>					
Hire of smoke alarm per week	1.60	N/A	1.60	2%	1.60
CO2 Detector per week	1.60	N/A	1.60	2%	1.60
Bogus Caller Panic Button (per week)	1.60	N/A	1.60	2%	1.60
Flood Detector (per week)	1.60	N/A	1.60	2%	1.60
Falls Detector (per week)	1.60	N/A	1.60	2%	1.60
Additional pendant (per week)	1.60	N/A	1.60	2%	1.60
<u>Dial a Ride Service</u>					
Minibus - single journey	6.00	4%	3.50	15%	4.00
Minibus - single journey with concessionary pass	5.00	4%	2.50	15%	3.00
Customers with a concessionary bus pass (per single medical journey)	6.00	4%	3.50	15%	4.00
Customers without a concessionary bus pass (per single medical journey)	7.00	4%	2.50	15%	3.00
Registration fee	15.00	4%	15.60	3%	16.00
Promotional offer for customers who register with both dial a ride and shopmobility (with the new charges it would normally be £30.00 - £15.00 per service)	22.00	N/A	22.00	5%	23.00
<u>Shopmobility</u>					
Annual registration fee	17.70	4%	15.60	3%	16.00
Daily Charge (Redditch resident)	4.80	4%	4.80	3%	5.00
Daily Charge (Non Redditch resident)	6.40	4%	6.40	3%	6.60
Daily Escort fee charge	6.40	4%	12.00	3%	12.40
Daily Pay as you go charge (no registration fee)	8.00	4%	8.00	3%	8.20
Manual Wheelchair (resident)	3.20	4%	3.20	3%	3.30
Manual Wheelchair (non-resident)	4.30	4%	4.30	3%	4.40
Wheelchair Hire - per day	6.40	4%	6.40	3%	6.60
Wheelchair Hire - per week	26.80	4%	26.80	3%	27.60
Wheelchair Hire - per month	85.60	4%	85.60	3%	88.20

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<u>Corporate Services</u>					
Roundings to the nearest 10p.					
Service Category	Actual Charge 24/25 £	Actual Increase 25/26	Actual Charge 25/26 £	Charge Increase 26/27	Proposed Charge 26/27 £
Corporate Charges					
Copy P60	6.90	4%	7.20	2%	7.30
Replacement ID badge	6.90	4%	7.20	2%	7.30
Attachment of Earnings per deduction	1.30	4%	1.40	2%	1.40
Venue hire additional services					
Feature on official social media & website	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Place your promotional material in reception	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Print your materials	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Full design & print services:					
Luxury roll-up banner - Flat rate	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
- any additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Vinyl banner	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
- any additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Posters (10)	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
- any additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Leaflets (500)	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
- any additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Printing up to A0 size, with a range of finishing options on papers and cards. Tiny labels to large banners, binding and laminating, booklets, copies, reports, posters, duplicate pads, brochures, leaflets, flyers & more. Integrated in-house Design team services also available.	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Your bespoke requirements	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery

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<p>PLUS</p> <p>Boost your event with our simple options.</p> <ul style="list-style-type: none">• Promotional serviceso Reach the local community with our official social mediao Show up on Google with our special website optionso Promote your event in our busy public spaces• Design serviceso Stand outo Bespoke for you, from our professional design team• Printing serviceso All your printing needs in one placeo Signs, flyers, agendas, welcome banners, and more <p>Packages available from as little as £30.</p> <p>To find out more contact 01527 881296 or venues@bromsgrove.gov.uk.</p> <p>www.bromsgrove.gov.uk/venues</p> <p>Beautiful wedding stationery to suit your budget</p> <p>The personal touch for all your guests, with bespoke packages from £25</p> <ul style="list-style-type: none">• Choose beautiful invitations• Add table plans, place settings, & more• Photo displays & banners• Signs• Use your own designs, or our designers <p>To find out more just contact 01527 881296 or weddings@bromsgrove.gov.uk.</p> <p>www.bromsgrove.gov.uk/weddings</p>			
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<u>Environmental Services</u>					
Roundings are generally rounded to the nearest £1					
Service Category	Actual Charge 24/25 £	Actual Increase 25/26	Actual Charge 25/26 £	Charge Increase 26/27	Proposed Charge 26/27 £
<u>REFUSE COLLECTION</u>					
<u>Bulky Household Waste</u>					
Proposed Charges					
The Bulky Service operates based on a standard unit price based on size and					
Bulky collection - base price for a single unit*	Full Cost Recovery	N/A	12.00	8%	13.00
*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	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Items not on the boundary of the property	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Litter and Dog Bins (Yearly Charge)					
High Usage Site First Bin	1000.5	4%	1,040.50	2%	1,061.00
High Usage Site Additional Bins (each)	412.00	4%	428.50	2%	437.00
Medium Usage Site First Bin	500.20	4%	520.20	2%	531.00
Medium Usage Site Additional Bins (each)	206.00	4%	214.20	2%	219.00
Low Usage Site First Bin	247.20	4%	257.10	2%	262.00
Low Usage Site Additional Bins (each)	105.90	4%	110.10	2%	112.00
Parish Lengthsman Work					
Hourly Rate	18.50	4%	19.20	4%	20.00
High Hedge Complaints					
High Hedge Complaints	735.50	4%	764.90	2%	780.00
High Hedge Complaints - reduced for people on benefits	293.70	4%	305.40	2%	312.00
Investigation of Abandoned Vehicles on Private Land					
Per Vehicle	70.60	4%	73.40	2%	75.00
Mechanically Sweep Private Road / Car Park - Sweeper per Hour + disposal costs	58.90	4%	61.30	2%	63.00
Garden Waste Collection Service					
2026/27	54.10	4%	56.30	7%	60.00
2027/28					60.00
Garden waste set up fee				NEW	22.00
Road Closures					
New Charge - £80 per Road closure plus VAT	85.60	4%	89.00		60.00

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<u>Bereavement Services</u>			
Roundings to the nearest 10p.			
Service Category	Actual Charge 25/26 £	Actual Increase 26/27	Actual Charge 26/27 £
Purchase of Exclusive Right of Burial. Including the Right to Erect a Memorial for 75 Years	£2,100.00	2%	2,142.00
Exclusive Right of Burial in a Child's Grave (4' X 2') For 75 Years	£384.00	2%	391.00
Exclusive Right of Burial in a Babies Grave (2' X 1') For 75 Years (Under One Year)	£361.00	2%	368.00
Exclusive Right of Burial in Cremated Remains Grave for 75 Years	£803.00	2%	819.00
Adult sized plot Exclusive Right of Burial Purchase in Reserve Including the Right to Erect a Memorial For 75 Years	N/A		N/A
Cremated remains plot Exclusive Right of Burial Purchase in Reserve Including the Right to Erect a Memorial For 75 Years	N/A		N/A
Extending Rights of Burial in Existing Grave for 25 Years	£599.00	2%	611.00
Extending Rights in Child's Grave for 25 years	£127.00	2%	130.00
Extending Rights in Cremated Remains Grave for 25 Years	£234.00	2%	239.00
INTERMENT FEES (Full Earth Burial)			
Under 1 year (Residents)	No Charge		No Charge
Under 1 year (Non-residents)	New Charge	N/A	150.00
1 year to 17 years (Residents)	No Charge		No Charge
1 year to 17 years (Non-residents)	New Charge	N/A	217.00
18 years and over Single depth	£834.00	2%	851.00
18 years and over double depth	£934.00	2%	953.00
INTERMENT FEES (Cremated Remains)			
Under 1 year	No Charge		No Charge
1 year to 17 years	No Charge		No Charge
18 years and over	£278.00	2%	284.00
Scattering Cremated Remains in Grave or in rose/memorial garden (Roll Back Turf) 18 years and over	£116.00	2%	118.00
ADDITIONAL INFORMATION			
Cemetery Memorial Application Fee	£136.00	2%	139.00
Purchase of Wooden Casket	£153.00	2%	156.00
Purchase of Babies Casket	P.O.E		P.O.E
Dis-Interment of Cremated Remains	£730.00	2%	745.00
Dis-Interment of Full Earth Burial	P.O.E		P.O.E
Concrete burial chamber (In addition to other fee)	£650.00	2%	663.00

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MISCELLANEOUS			
Transfer of Exclusive Right	£136.00	2%	139.00
Certified copy of entry in register burials (inc VAT)	£30.00	3%	31.00
CREMATION FEES			
Body Part where original cremation was at Redditch	No Charge		No Charge
Body Part where original cremation was elsewhere	£216.00	2%	220.00
Saturday cremation (in addition to normal fee)	£392.00	2%	400.00
Under 18 years	No Charge		No Charge
18 Years + Direct	£400.00	2%	408.00
18 Years + Service Times 9.00am & 09:30	£740.00	2%	755.00
18 Years+ Service Times 10:15am onwards	£922.00	2%	942.00
ADDITIONAL SERVICES			
Organist's Fee (inc VAT)	£75.00	3%	77.00
Extra Service Time in Chapel	£233.00	2%	238.00
Late arrival / service overrun charge	£234.00	2%	239.00
Weekday Witness Scattering of Ashes (Where the cremation was at Redditch)	No Charge		No Charge
Weekday Scattering of Ashes from Other Crematoria	£82.00	2%	84.00
Certified Extract from Cremation Register (inc VAT)	£29.00	3%	30.00
Additional Disposal Certificate of Cremation (inc VAT)	£15.00	7%	16.00
BURIAL / MEMORIAL SERVICES			
Use of Chapel for Any Burial / Memorial Service (Burial in RBC / BDC Cemetery Only)	£233.00	2%	238.00
Use of Chapel for Burial / Memorial Service of child 16 or under (Burial in RBC / BDC Cemetery Only)	£108.00	2%	110.00
Use of Chapel for Burial / Memorial Service 09:00am & 9.30am (Not RBC Cemeteries)	£742.00	2%	757.00
Use of Chapel for Burial / Memorial Service 10:15am onwards (Not RBC Cemeteries)	£959.00	2%	978.00
Use of Chapel for Burial / Memorial Service of child 16 or under (Not RBC Cemeteries)	£324.00	2%	330.00

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OBITUS (all charges inc VAT)			
Webcast Live & 28-day view inc downloadable version	£64.00	3%	66.00
DVD / USB / Blu-Ray / Audio CD	£95.00	2%	97.00
Extra Copies of DVD / USB / Blu-Ray / Audio CD	£57.00	2%	58.00
Video Book	£106.00	2%	108.00
Memory Box	£145.00	2%	148.00
Halo Photo	No Charge		No Charge
Basic Slideshow (up to 25 photos)	£96.00	2%	98.00
Music Slideshow (up to 25 photos set to music)	£127.00	6%	135.00
Themed Tribute	£172.00	2%	175.00
Extra Single photo (per photo following Halo image)	£22.00	5%	23.00
Family made video checking	£31.00	10%	34.00
Bespoke Tribute	£445.00	2%	454.00
Extra Work Charge	£49.00	2%	50.00
Each extra 25 photos	£49.00	2%	50.00
Tribute Download	£18.00	6%	19.00
MEMORIAL OPTIONS (REDDITCH CREMATORIUM)			
BOOK OF REMEMBRANCE (all charges inc VAT)			
Name and one other line	£121.00	2%	124.00
Each additional line per line	£45.00	2%	46.00
*Motifs – a flower or bird	£76.00	3%	78.00
*Badge or other	£91.00	2%	93.00
Miniature Leather Book, name and one other line	£107.00	2%	109.00
Each additional line per line	£37.00	3%	38.00
Remembrance Cards, name and one other line	£53.00	2%	54.00
Each additional line per line	£37.00	3%	38.00
MEMORIAL BENCH			
Bench & top rail engraving (max 40 letters) 10-year lease	£1,454.00	2%	1,483.00
Bench & silver plaque (max 60 letters) 10-year lease	£1,383.00	2%	1,411.00
Replacement plaque (max 60 letters)	£200.00	2%	204.00
5-year lease renewal	£592.00	2%	604.00
MEMORIAL WALL PLAQUES (REDDITCH CREMATORIUM)			
Indoor Single - 12" x 3" 5 years	£257.00	2%	262.00
Indoor Single - 12" x 3" 10 years	£409.00	2%	417.00
Indoor Single - 12" x 3" 20 years	£560.00	2%	571.00
Indoor Double - 12" x 6" 5 years	£409.00	2%	417.00
Indoor Double - 12" x 6" 10 years	£560.00	2%	571.00
Indoor Double - 12" x 6" 20 years	£712.00	2%	726.00
Outdoor - 8" x 4" one size 5 years	£288.00	2%	294.00
Outdoor - 8" x 4" one size 10 years	£440.00	2%	449.00
Outdoor - 8" x 4" one size 20 years	£590.00	2%	602.00
Memorial Extension Fee (all types exc indoor tree)	£189.00	2%	193.00
Photo or Motif on Outdoor Plaques only	£242.00	2%	247.00
Additional Inscription on Plaque	P.O.E		P.O.E
Memorial Plaque (Bronze)	£246.00	2%	251.00

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BIRD BATH MEMORIAL			
5 Year Lease			
Size 1 - Small	£273.00	2%	278.00
Size 2	£303.00	2%	309.00
Size 3	£334.00	2%	341.00
Size 4	£364.00	2%	371.00
Size 5 - Large	£395.00	2%	403.00
10 Year Lease			
Size 1 - Small	£424.00	2%	432.00
Size 2	£455.00	2%	464.00
Size 3	£486.00	2%	496.00
Size 4	£515.00	2%	525.00
Size 5 - Large	£544.00	2%	555.00
20 Year Lease			
Size 1 - Small	£576.00	2%	588.00
Size 2	£607.00	2%	619.00
Size 3	£638.00	2%	651.00
Size 4	£667.00	2%	680.00
Size 5 - Large	£698.00	2%	712.00
Motif for the Bird Bath	£152.00	2%	155.00
OCTAGONAL PLANTER (Barbican Memorial)			
3 Year Lease			
Single size only	£337.00	2%	344.00
Standard Motif	£135.00	2%	138.00
Photo of 1 person	£162.00	2%	165.00
Photo of 2person	£256.00	2%	261.00
Photo of 3 person	£330.00	2%	337.00
All other items	P.O.E		P.O.E
INDOOR MEMORIAL TREE			
3 Year Lease			
Standard Leaf	£89.00	2%	91.00
Additional Leaf	£62.00	2%	63.00
Renewal of lease	£27.00	4%	28.00

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REDDITCH BOROUGH COUNCIL

Finance and Customer Services

Roundings to the nearest 10p.

Service Category	Actual Charge 24/25	Actual Increase 25/26	Actual Charge 25/26	Charge Increase 26/27	Proposed Charge 26/27
<u>Revenues</u>					
<u>Court Costs</u>					
Council Tax					
Summons	65.80	4%	68.40	3.800%	71.00
Liability Order	35.00	4%	36.40	3.800%	37.80
Magistrates Court Fee	0.60	4%	0.60	0.000%	0.50
<u>NDR</u>					
Summons	65.80	4%	68.40	3.800%	71.00
Liability Order	35.00	4%	36.40	3.800%	37.80
Magistrates Court Fee	0.60	4%	0.60	0.000%	0.50

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REDDITCH BOROUGH COUNCIL					
HRA Services					
Roundings to the nearest 10p.					
Service Category	Actual Charge 24/25 £	Actual Increase 25/26	Actual Charge 25/26 £	Charge Increase 26/27	Proposed Charge 26/27 £
<u>Sheltered Scheme (VAT inclusive)</u>					
Use of washing machines - per load	3.60	4%	3.70	2%	3.80
Use of drying machines	2.80	4%	2.90	2%	3.00
Use of guest bedrooms per night	37.10	4%	38.60	2%	39.40
Use of communal lounge - per hour	18.60	4%	19.30	2%	19.70
<u>Bredon House, Mendip House and Malvern House</u>					
Heating - Bedsit	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Heating - 1 bedroom	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
<u>General Repairs</u>					
Gain Entry or where a warrant is required	29.70	4%	30.90	2%	31.50
Call out charge or make safe + the repair work undertaken	29.70	4%	30.90	2%	31.50
Boarding up window or door - Small, Medium & Large	58.90	4%	61.30	2%	62.50
<u>Glazing</u>					
Replace single glazed 6mm thick glass pane - Small, Medium & Large	101.30	4%	105.40	2%	107.50
Replace 28mm double glazed unit - window or door (all sizes)	179.30	4%	186.50	2%	190.20
<u>Plumbing</u>					
Unblock sinks, wash basin, bath or WC	39.50	4%	41.10	2%	41.90
Replacing plugs and chains to baths, sinks and wash hand basins	19.80	4%	20.60	2%	21.00
Replace wash hand basin- Inc. fixtures & fittings	179.30	4%	186.50	2%	190.20
Replace WC pan & cistern - Inc. fixtures & fittings	179.30	4%	186.50	2%	190.20
Replace bath - Inc. fixtures & fittings (not Inc. bath panel)	583.30	4%	606.60	2%	618.70
Replace bath panel	82.90	4%	86.20	2%	87.90
Replace stainless steel sink Inc. F&F	210.10	4%	218.50	2%	222.90
Blocked drainage systems and soil stacks	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Replace toilet seat	39.50	4%	41.10	2%	41.90

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Carpentry					
Replace keys and locks to doors, windows and garages if they are lost or stolen	74.20	4%	77.20	2%	78.70
Replace lost or stolen key fobs	6.80	4%	7.10	2%	7.20
Replace kitchen unit draw or door	90.30	4%	93.90	2%	95.80
Replace cupboard latches and handles	37.10	4%	38.60	2%	39.40
Repair kitchen unit draw or door	90.30	4%	93.90	2%	95.80
Replace internal doors - none fire door 110/door	123.60	4%	128.50	2%	131.10
Replace external doors (UVPC) - None Fire Door	908.40	4%	944.70	2%	963.60
Replace Wooden door - Fire door Inc. Intumescent strips	636.50	4%	662.00	2%	675.20
Replace door handles and latches (internal doors only)	63.10	4%	65.60	2%	66.90
Electrics					
Replace florescent light fitting and tubes/starters	58.10	4%	60.40	2%	61.60
Re-fix or renew electrical accessories - switch, sockets, pendant	64.30	4%	66.90	2%	68.20
Replace damaged/broken 240v smoke alarm + new test certificate	113.70	4%	118.20	2%	120.60
Disconnect/remove illegal wiring & electrical accessories & reinstate wiring + Tests	506.70	4%	527.00	2%	537.50
Carry out electrical test certificate	152.10	4%	158.20	2%	161.40
Gas					
Turning gas on following capping	64.30	4%	66.90	2%	68.20
Rehang radiator	100.20	4%	104.20	2%	106.30
Replace TRV thermostat	44.50	4%	46.30	2%	47.20
Building					
Repair Plastering	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Repair of walls/patio's	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Environmental					
Garden maintenance	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Garden rubbish removal - small	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Garden rubbish removal - large (skip load/van load)	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Bulky Waste removal - per single unit	10.50	4%	10.90	4%	11.30
Loft clearances	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Property Clean - Easy Clean	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Property Clean - Deep clean	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Pest control TBC	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery

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External					
Fencing (other than privacy panels)	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Gate and shed latches, bolts and catches	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Replacement Key Fobs (each)	6.80	4%	7.10	2%	7.20
<u>St Davids House Luncheon Club</u>					
Residents Hot 2 Course Meal	5.90	4%	6.10	15%	7.00
Residents Light Lunch				NEW	4.50
Meal Delivery				NEW	2.00
Non Residents	7.10	4%	7.40	22%	9.00
Christmas Day Dinner/New Years Day Dinner	14.10	4%	14.70	36%	20.00
Christmas Day Dinner/New Years Day Dinner (Guest)	24.70	4%	25.70	36%	35.00
Boxing Day and New Years Eve Meal Dinner				NEW	15.00
Boxing Day and New Years Eve Meal Dinner (Guest)				NEW	20.00
<u>Home Support Service</u>					
Weekly well being home visit - per half hour	10.50	4%	10.90	4%	11.30
Weekly Individual Support visiting service - per hour	20.80	4%	21.60	4%	22.50
<u>Tenants' Support - St David's House/Queen's Cottages</u>					
Full Charge	51.30	4%	53.40	2%	54.50
<u>St David's House</u>					
Heating charge - per week	11.80	4%	12.30	4%	12.80
Water charge - per week	5.90	4%	6.10	4%	6.30
Laundry Charge - per load	8.80	4%	9.20	4%	9.60
Guest Bedroom per night	31.00	4%	32.20	4%	33.50
Guest Bedroom per night (benefit eligibility)	19.50	4%	20.30	4%	21.10
Extra Care costs (private funders) WCC charge plus 20%					
<u>Landlords References</u>					
Landlords References	75.40	4%	78.40	2%	80.00

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REDDITCH BOROUGH COUNCIL

Legal and Democratic Services

Roundings to the nearest 10p.

Service Category	Actual Charge 24/25 £	Actual Increase 25/26	Actual Charge 25/26 £	Charge Increase 26/27	Proposed Charge 26/27 £
<u>Legal Costs</u>					
Legal work - General hourly rate	183.10	4%	190.40	2%	194.20
Legal Consent - Admin Fee	32.60	4%	33.90	2%	34.60
Mortgage Redemption Fee	86.90	4%	90.40	2%	92.20
Second Mortgage questionnaire	59.70	4%	62.10	2%	63.30
Surrender of Garage Lease	99.20	4%	103.20	2%	105.30
Discount questionnaire	45.30	4%	47.10	2%	48.00
Leasehold Questionnaire	104.50	4%	108.70	2%	110.90
Notice of Postponement during Right to Buy	33.00	4%	34.30	2%	35.00
Notice of Postponement post Right to Buy	45.30	4%	47.10	2%	48.00
Re-mortgage	77.60	4%	80.70	2%	82.30
Consent for alterations to former Council house/flat	201.10	4%	209.10	2%	213.30
Retrospective Consent for alterations to former Council house/flat	251.50	4%	261.60	2%	266.80
Garden licence - initial administration fee (plus annual fee)	311.70	4%	324.20	2%	330.70
WayLeave Agreement	467.50	4%	486.20	2%	495.90
Deed of Grant/Easement	490.00	4%	509.60	2%	519.80
* Licence to Assign	490.00	4%	509.60	2%	519.80
* Rent Deposit Deed	490.00	4%	509.60	2%	519.80
* Authorised Guarantee Agreement	490.00	4%	509.60	2%	519.80
* Licence for Alterations	490.00	4%	509.60	2%	519.80
* Licence to Sub-let	490.00	4%	509.60	2%	519.80
* Deed of Variation	490.00	4%	509.60	2%	519.80
* Grant of Lease	662.70	4%	689.20	2%	703.00
* Extended Lease	662.70	4%	689.20	2%	703.00
* Deed of Surrender	490.00	4%	509.60	2%	519.80
* Please note that each document shall be charged for separately, except where one transaction involves more than two documents, in which case fees will be capped at £765.00					

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Tenancy at Will	490.00	4%	509.60	2%	519.80
Renewal of Lease	490.00	4%	509.60	2%	519.80
Minor land sales - legal fees upto the value of £1,000	643.30	4%	669.00	2%	682.40
Major land sales - legal fees £10,000+ - 2.75% of the purchase price, with a minimum charge of £500	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Major land sales - legal fees £50,000+ - 2.75% of the purchase price, with a minimum charge of £750	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Deed of release of covenant - 1% of the release consideration with a minimum of £750	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Footpath Diversion Orders	2,701.70	4%	2,809.80	2%	2,866.00
Freehold reversions - admin fee	490.00	4%	509.60	2%	519.80
Copy of lease (up to 25 pages)					
Copies of RTB service charges (up to last three years)					
Extra copies of valuation - S.125 Notice					
Section 106					
Private Owner	660.70	4%	687.10	2%	700.80
Each additional unit added (up to a maximum of £1,500) *	88.70	4%	92.20	2%	94.00
100% Affordable housing schemes	1,227.70	4%	1,276.80	2%	1,302.30
Deed of Variation **	466.60	4%	485.30	2%	495.00
Fee for agreeing a unilateral undertaking	466.60	4%	485.30	2%	495.00
LOCAL LAND CHARGES					
Search Type					
Official Certificate of Search (LLC1) only	N/A	N/A	N/A	N/A	N/A
CON29R Enquiries of Local Authority (2016)					
- Residential	131.40	4%	136.70	2%	139.40
- Commercial	184.00	4%	191.40	2%	195.20
Standard Search Fee: LLC1 and CON 29R combined					
- Residential	N/A	N/A	N/A	N/A	N/A
- Commercial	N/A	N/A	N/A	N/A	N/A
CON 290 Optional enquiries of Local Authority (2007)					
(Questions 5,6,8,9,11,15) per question	16.70	4%	17.40	2%	17.70
(Questions 7,10,12,13,14,16-21) per question	8.40	4%	8.70	2%	8.90
(Question 22)	35.30	4%	36.70	2%	37.40
(Question 4)	17.80	4%	18.50	2%	18.90
Extra written enquiries (Refer to Worcestershire County Council for Highways enquiries)	65.10	4%	67.70	2%	69.10
Each additional parcel of land (LLC1 and CON29R)	30.50	4%	31.70	2%	32.30
Expedited (within 48 hrs)	41.70	4%	43.40	2%	44.30

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<u>Committee Room 1:</u>					
4 hour minimum - Standard	72.30	4%	75.20	2%	76.70
Concession 25	54.30	4%	56.50	2%	57.60
Concession 50	36.20	4%	37.60	2%	38.40
Concession 75	18.10	4%	18.80	2%	19.20
8 hour minimum - daytime and/or evening	95.50	4%	99.30	2%	101.30
Concession 25	71.60	4%	74.50	2%	76.00
Concession 50	47.80	4%	49.70	2%	50.70
Concession 75	23.90	4%	24.90	2%	25.40
<u>CIVIC SUITE COMMERCIAL CHARGES</u>					
<u>Committee Room 2/3:</u>					
4 hour minimum - daytime	145.10	4%	150.90	2%	153.90
Concession 25	108.80	4%	113.20	2%	115.50
Concession 50	72.50	4%	75.40	2%	76.90
Concession 75	36.30	4%	37.80	2%	38.60
8 hour minimum - daytime and/or evening	206.00	4%	214.20	2%	218.50
Concession 25	154.10	4%	160.30	2%	163.50
Concession 50	103.00	4%	107.10	2%	109.20
Concession 75	51.40	4%	53.50	2%	54.60
<u>Council Chamber:</u>					
4 hour minimum - daytime	199.90	4%	207.90	2%	212.10
Concession 25	149.50	4%	155.50	2%	158.60
Concession 50	99.90	4%	103.90	2%	106.00
Concession 75	49.90	4%	51.90	2%	52.90
8 hour minimum - daytime and/or evening	326.00	4%	339.00	2%	345.80
Concession 25	244.80	4%	254.60	2%	259.70
Concession 50	163.00	4%	169.50	2%	172.90
Concession 75	81.60	4%	84.90	2%	86.60

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<u>Full Civic Suite: Monday to Saturday (including servery)</u>					
4 hour minimum - daytime	326.00	4%	339.00	2%	345.80
Concession 25	244.80	4%	254.60	2%	259.70
Concession 50	163.00	4%	169.50	2%	172.90
Concession 75	81.60	4%	84.90	2%	86.60
8 hour minimum - daytime and/or evening	592.60	4%	616.30	2%	628.60
Concession 25	443.70	4%	461.40	2%	470.60
Concession 50	296.00	4%	307.80	2%	314.00
Concession 75	148.10	4%	154.00	2%	157.10
<u>Full Civic Suite: Sunday - exceptional (including servery)</u>					
4 hour minimum - daytime	370.80	4%	385.60	2%	393.30
Concession 25	278.40	4%	289.50	2%	295.30
Concession 50	185.50	4%	192.90	2%	196.80
Concession 75	92.70	4%	96.40	2%	98.30
8 hour minimum - daytime and/or evening	674.40	4%	701.40	2%	715.40
Concession 25	506.10	4%	526.30	2%	536.80
Concession 50	337.20	4%	350.70	2%	357.70
Concession 75	168.90	4%	175.70	2%	179.20
<u>CIVIC SUITE COMMERCIAL CHARGES</u>					
<u>Equipment Hire</u>					
OHP/Screen	29.20	4%	30.40	2%	31.00
TV/Video	29.20	4%	30.40	2%	31.00
Conferencing Sound System	29.20	4%	30.40	2%	31.00
Flipchart stand					
4 hour minimum - daytime	9.70	4%	10.10	2%	10.30
8 hour minimum - daytime and/or evening	11.10	4%	11.50	2%	11.70
<u>Other Fees</u>					
Security	307.20	4%	319.50	2%	325.90
Retainer					

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<u>CIVIC SUITE - REFRESHMENT CHARGES</u>					
Teas and Coffees	1.40	4%	1.50	2%	1.50
Commercial - per cup					
<u>Learning online</u>					
Personal Development					
<i>Unemployed</i>					
Maths *	FREE	FREE	FREE	FREE	FREE
English *	FREE	FREE	FREE	FREE	FREE
*Must demonstrate a need after initial assessment.					
<i>Employed</i>					
Maths *	FREE	FREE	FREE	FREE	FREE
English *	FREE	FREE	FREE	FREE	FREE
*Must demonstrate a need after initial assessment.					
<i>IA Eligibility</i>					
IA Not Eligible **	412.00	4%	428.50	2%	437.10
*Must demonstrate a need after initial assessment.	412.00	4%	428.50	2%	437.10
**When the IA shows you are working above Level 2 and therefore not eligible for government funding but wish to gain a recognised qualification.					
[Full course includes OCR registration, online materials, offline resources, practice papers, tests & certification]					
Computer Courses					
Full Awards [Full course includes BCS registration, online materials, offline resources, practice papers, tests & certification]					
<i>Unemployed</i>					
BCS IT Level 1 (ECDL) (3 units)	353.10	4%	367.20	2%	374.50
BCS Level 2 (ECDL Extra) 4 units	423.70	4%	440.60	2%	449.40
<i>Employed</i>					
BCS IT Level 1 (ECDL) (3 units)	353.10	4%	367.20	2%	374.50
BCS Level 2 (ECDL Extra) 4 units	423.70	4%	440.60	2%	449.40

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Testing only option [Testing only option includes BCS Registration, 4 tests and certification]					
<i>Unemployed</i>					
Tests only	N/A	N/A	N/A	N/A	N/A
Practice papers & tests only	N/A	N/A	N/A	N/A	N/A
Resits	N/A	N/A	N/A	N/A	N/A
<i>Unemployed - no benefits not seeking work</i>					
Tests only	235.40	4%	244.80	2%	249.70
Practice papers & tests only	282.50	4%	293.80	2%	299.70
Resits	35.30	4%	36.70	2%	37.40
<i>Employed - Less than 16 hours</i>					
Tests only	N/A	N/A	N/A	N/A	N/A
Practice papers & tests only	N/A	N/A	N/A	N/A	N/A
Resits	N/A	N/A	N/A	N/A	N/A
<i>Employed</i>					
Tests only	235.40	4%	244.80	2%	249.70
Practice papers & tests only	282.50	4%	293.80	2%	299.70
Resits	35.30	4%	36.70	2%	37.40
Single Awards 1 unit only [includes BCS registration, online materials, offline resources,					
<i>Unemployed</i>					
Word Processing	N/A	N/A	N/A	N/A	N/A
Spreadsheets	N/A	N/A	N/A	N/A	N/A
Presentations (PowerPoint)	N/A	N/A	N/A	N/A	N/A
Improving productivity	N/A	N/A	N/A	N/A	N/A
<i>Unemployed - no benefits not seeking work</i>					
Word Processing	94.20	4%	98.00	2%	100.00
Spreadsheets	94.20	4%	98.00	2%	100.00
Presentations (PowerPoint)	94.20	4%	98.00	2%	100.00
Improving productivity	94.20	4%	98.00	2%	100.00

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Employed					
Word Processing	94.20	4%	98.00	2%	100.00
Spreadsheets	94.20	4%	98.00	2%	100.00
Presentations (PowerPoint)	94.20	4%	98.00	2%	100.00
Improving productivity	94.20	4%	98.00	2%	100.00
Testing only option Per module [Testing only option includes BCS Registration, 1 test and					
Unemployed					
Tests only	N/A	N/A	N/A	N/A	N/A
Practice papers & tests only	N/A	N/A	N/A	N/A	N/A
Resits	N/A	N/A	N/A	N/A	N/A
Unemployed - no benefits not seeking work					
Tests only	58.90	4%	61.30	2%	62.50
Practice papers & tests only	70.60	4%	73.40	2%	74.90
Resits	35.30	4%	36.70	2%	37.40
Employed					
Tests only	58.90	4%	61.30	2%	62.50
Practice papers & tests only	70.60	4%	73.40	2%	74.90
Resits	35.30	4%	36.70	2%	37.40

Enrolments and testing can only be carried out at our registered training centre (Greenlands Business Centre, Redditch, Worcestershire B98 7HD).

You must be able to provide proof of ID in the form of a current passport or driving licence or two forms of ID that show your current address. To be eligible for free courses you must show proof of eligibility if self-declaring.

To sign up for a course call or email us to arrange a date and time to meet and set up the initial assessments.

Enrolments need to be done in the Centre because of the need for I.D. checks, however the initial assessments and learning can take place from home.

Contact details for further information: Learningonline - Redditch 01527 524762

Email: learningonline@redditchbc.gov.uk

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<u>Planning & Leisure Services</u>					
Roundings to the nearest 10p.					
Service Category	Actual Charge 24/25 £	Actual Increase 25/26	Actual Charge 25/26 £	Charge Increase 26/27	Proposed Charge 26/27 £
<u>TABLE A: STANDARD CHARGES FOR THE CREATION OR CONVERSION TO NEW HOUSING</u>					
1,2,3 or More Properties:					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
<u>TABLE B: Domestic Extensions and alterations to a Single Building (please contact us)</u>					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Garage Conversion to habitable room					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Extension project Consolidated to just the Table B heading					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
All other extensions Consolidated to just the Table B heading					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Loft Conversions Consolidated to just the Table B heading					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Detached garage over Consolidated to just the Table B heading					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Additional	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery

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Electrical works by non-qualified electrician	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Renovation of thermal element					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Installing steel beam(s) within an existing house					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Window replacment					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Installing a new boiler or wood burner etc.					
Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Regularisation	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
<u>TABLE C: All Other works - Alterations and new build</u>					
£0 +	Please Contact Us	N/A	Please Contact Us	N/A	Please Contact Us

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

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
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

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. 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 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

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<u>ARCHIVED APPLICATIONS</u>					
Process request to re-open archived building control file, resolve case and issue completion certificate	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Each visit to site in connection with resolving archived building control cases	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
<u>WITHDRAWN APPLICATIONS</u>					
Process request	Full Cost Recovery	N/A	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	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Withdraw Building Notice application where inspections have taken place	Full Cost Recovery	N/A	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	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Withdraw Full Plans application after plan check but before any inspections on site	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Withdraw Full Plans application after plan check and after site inspections made	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
<u>RE-DIRECT INSPECTION FEES / ISSUE COPY DOCUMENTS</u>					
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	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Optional Consultancy Services	Please Contact Us	N/A	Please Contact Us	N/A	Please Contact Us

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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

<u>DEVELOPMENT MANAGEMENT</u>					
Pre Application Fee					
Residential Development/ Development Site Area/Proposed Gross Floor Area					
Householder Development	128.29	4%	133.40	5%	140.10
Household in Curtilage Development				NEW	133.40
1* Dwelling	275.42	4%	286.40	2%	292.10
2-4 Dwellings	411.95	4%	428.40	2%	437.00
5-9 Dwellings	823.90	4%	856.90	2%	874.00
10 - 49 Dwellings	1,647.80	4%	1,713.70	5%	1,799.40
50 - 99 Dwellings	3,020.18	4%	3,141.00	5%	3,298.10
100 - 199 Dwellings	4,119.50	4%	4,284.30	5%	4,498.50
200 - 299 Dwellings	5,490.71	4%	5,710.30	5%	5,995.80
300 - 499 Dwellings		NEW	7,423.05	5%	7,794.20
500 - 749 Dwellings		NEW	9,649.90	5%	10,132.40
750 - 999 Dwellings		NEW	12,544.80	5%	13,172.00
1000 - 1499 Dwellings		NEW	16,308.40	5%	17,123.80
1500 + Dwellings		NEW	21,200.90	5%	22,260.90
Non-residential development (floor space)					
Floor area is measured externally					
Less than 500sqm	381.35	4%	396.60	2%	404.50
500 - 999sqm	687.37	4%	714.90	2%	729.20
1000 - 1999sqm	1,373.56	4%	1,428.50	5%	1,499.90
2000 - 4999sqm	2,744.76	4%	2,854.60	5%	2,997.30
5000 - 9999sqm	3,432.13	4%	3,569.40	5%	3,747.90
10,000 - 14,999sqm	4,119.50	4%	4,284.30	5%	4,498.50
15,000 - 19,999sqm		NEW	5,355.40	5%	5,623.20
20,000 - 24,999sqm		NEW	6,694.20	5%	7,028.90
25,000 - 29,999sqm		NEW	8,367.80	5%	8,786.20
30,000 + sqm		NEW	10,459.70	5%	10,982.70

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Non-residential development (site area) where no building operations are proposed					
Less than 0.5ha	413.13	4%	429.70	2%	438.30
0.5 - 0.99ha	823.90	4%	856.90	2%	874.00
1 - 1.25ha	1,373.56	4%	1,428.50	5%	1,499.90
1.26 - 2ha	2,744.76	4%	2,854.60	5%	2,997.30
2 - 2.9ha	4,119.50	4%	4,284.30	5%	4,498.50
3 - 4.9ha		NEW	5,783.80	5%	6,073.00
5 - 9.9ha		NEW	7,808.10	5%	8,198.50
10 - 19.9ha		NEW	10,541.00	5%	11,068.10
20 - 29.9ha		NEW	14,230.20	5%	14,941.70
30 - 39.9ha		NEW	19,210.80	5%	20,171.30
40 - 49.9ha		NEW	25,934.50	5%	27,231.20
50+ ha		NEW	35,011.40	5%	36,762.00
Variation/removal of conditions and engineering operations (flat fee)	254.20	4%	264.40	2%	269.70
Recovering Costs for seeking specialist advice in connection with Planning proposals	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
<u>Monitoring Fees to be applied to Planning Obligations</u>					
Obligations where the Council is the recipient					
All contributions (financial or non-monetary) - PER OBLIGATION	368.40	4%	383.10	2%	390.80
Pre-commencement trigger - PER OBLIGATION	128.30	4%	133.40	2%	136.10
Other Triggers (Phased Payments/Provision of Infrastructure) - PER TRIGGER POINT	190.70	4%	198.30	2%	202.30
Other obligations (eg. Occupation restrictions or removal of Permitted Development rights) - PER CLAUSE	153.00	4%	159.10	2%	162.30
Specific cost for BNG Obligation			NEW		500.00
Obligations for another signatory (eg. Worcestershire County Council)					
All contributions (financial or non-monetary) - PER OBLIGATION	222.50	4%	231.40	2%	236.00
Pre-commencement trigger - PER OBLIGATION	77.70	4%	80.80	2%	82.40
Other Triggers (Phased Payments/Provision of Infrastructure) - PER TRIGGER POINT	114.20	4%	118.80	2%	121.20
Ongoing Monitoring of large sites	507.30	4%	527.60	2%	538.20

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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%.

<u>SPORTS DEVELOPMENT CHARGES</u>					
Adult fitness Sessions	4.40	4%	4.60	2%	4.70
Community exercise class	4.40	4%	4.60	2%	4.70
Health & Well Being Sessions	4.40	4%	4.60	2%	4.70
Curriculum Cost					
Schools Hire – lunchtime / after school sessions					
Inclusive Activities	4.10	4%	4.30	2%	4.40
PSI Falls Prevention	4.40	4%	4.60	2%	4.70
Activity Referral	20.00	4%	20.80	2%	21.20
Junior Sports Sessions	4.90	4%	5.10	2%	5.20
Couch 2 5k - new charge	1.20	4%	1.20	2%	1.20

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<u>Outdoor Fitness Session</u>					
Commercial Rates (Per Day)					
Summer Fee (Apr to Sept) One day maximum usage per week	488.50	4%	508.00	2%	518.20
Summer Fee (Apr to Sept) Two days maximum usage per week	788.60	4%	820.10	2%	836.50
Summer Fee (Apr to Sept) Three days maximum usage per week	853.30	4%	887.40	2%	905.10
Winter Fee (Oct to Mar) One day maximum usage per week	243.60	4%	253.30	2%	258.40
Winter Fee (Oct to Mar) Two days maximum usage per week	488.50	4%	508.00	2%	518.20
Winter Fee (Oct to Mar) Three days maximum usage per week	729.70	4%	758.90	2%	774.10
Annual Fee One day maximum usage per week	635.60	4%	661.00	2%	674.20
Annual Fee Two days maximum usage per week	1,035.80	4%	1,077.20	2%	1,098.70
Annual Fee Three days maximum usage per week	1,235.90	4%	1,285.30	2%	1,311.00
Community Rates (Per Day)					
Summer Fee (Apr to Sept) One day maximum usage per week	241.30	4%	251.00	2%	256.00
Summer Fee (Apr to Sept) Two days maximum usage per week	361.30	4%	375.80	2%	383.30
Summer Fee (Apr to Sept) Three days maximum usage per week	423.70	4%	440.60	2%	449.40
Winter Fee (Oct to Mar) One day maximum usage per week	96.50	4%	100.40	2%	102.40
Winter Fee (Oct to Mar) Two days maximum usage per week	241.30	4%	251.00	2%	256.00
Winter Fee (Oct to Mar) Three days maximum usage per week	361.30	4%	375.80	2%	383.30
Annual Fee One day maximum usage per week	300.10	4%	312.10	2%	318.30
Annual Fee Two days maximum usage per week	541.40	4%	563.10	2%	574.40
Annual Fee Three days maximum usage per week	602.60	4%	626.70	2%	639.20
Trial fee (1 day per week - MAX 4 week trial)	123.60	4%	128.50	2%	131.10
The Bird Box - NEW CHARGE	2.00	4%	2.10	2%	2.10
Use of Power connection					
<u>Additional Costs for Outdoor Fitness Space:</u>					
1 Set up and Clearance charged @ 50% of applicable rate					

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<u>Regeneration Services</u>					
Roundings to the nearest 10p.					
Service Category	Actual Charge 24/25 £	Actual Increase 25/26	Actual Charge 25/26 £	Charge Increase 26/27	Proposed Charge 26/27 £
<u>Business Centres</u>					
Secretarial					
- minimum charge	14.80	4%	15.40	2%	15.70
- charge per hour	17.80	4%	18.50	2%	18.90
Postal Address Facility - per month					
55.30		4%	57.50	2%	58.70
Telephone Divert:					
Normal - per quarter	141.50	4%	147.20	2%	150.10
Gold - per quarter	267.50	4%	278.20	2%	283.80
Photocopying:					
A4 single side	0.20	4%	0.20	2%	0.20
A4 double side	0.30	4%	0.30	2%	0.30
A3 single side	0.40	4%	0.40	2%	0.40
A3 double side	0.70	4%	0.70	2%	0.70
Photocopying:					
A4 single side - non tenants	0.20	4%	0.20	2%	0.20
Conference Room (per hour):					
Greenlands Tenants	14.90	4%	15.50	2%	15.80
Greenlands Non Tenants	29.70	4%	30.90	2%	31.50
<u>Heming Rd (monthly charge) :</u>					
Unit 1	339.70	4%	353.30	2%	360.40
Unit 2	581.20	4%	604.40	2%	616.50
Units 3-6	483.00	4%	502.30	2%	512.30
Unit 7	512.50	4%	533.00	2%	543.70
Units 8-19	327.30	4%	340.40	2%	347.20
Units 20-28	483.00	4%	502.30	2%	512.30
Unit 29a	151.10	4%	157.10	2%	160.20
Unit 29c	230.80	4%	240.00	2%	244.80
Unit 29b	261.30	4%	271.80	2%	277.20

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<u>Greenlands (monthly charge) :</u>					
Unit 1 Ground Floor Suited Office	1,170.40	4%	1,217.20	2%	1,241.50
Unit 2 First Office	338.30	4%	351.80	2%	358.80
Unit 3 Ground Floor Office	1,497.60	4%	1,557.50	2%	1,588.70
Unit 4 Ground Floor Office	1,198.10	4%	1,246.00	2%	1,270.90
Unit 5 First Floor Office	327.20	4%	340.30	2%	347.10
Unit 6 First Floor Office	346.50	4%	360.40	2%	367.60
Unit 7 Ground Floor Office	826.10	4%	859.10	2%	876.30
Unit 8 Ground Floor Office	812.40	4%	844.90	2%	861.80
Unit 9 Ground Floor Office	1,495.10	4%	1,554.90	2%	1,586.00
Unit 10 First Office	415.80	4%	432.40	2%	441.00
Units 11 & 12 First Floor Office	368.80	4%	383.60	2%	391.30
Unit 13 Ground Floor Office	471.30	4%	490.20	2%	500.00
Unit 14 First Floor Office	901.00	4%	937.00	2%	955.70
Unit 15 First Floor Office	901.00	4%	937.00	2%	955.70
Unit 16 First Floor Office	804.00	4%	836.20	2%	852.90
Unit 17 First Floor Office	451.90	4%	470.00	2%	479.40
Unit 18 First Floor Office	451.90	4%	470.00	2%	479.40
Unit 19 First Floor Office	684.80	4%	712.20	2%	726.40
Unit 20 First Floor Office	668.20	4%	694.90	2%	708.80
Unit 21 First Floor Office	1,510.20	4%	1,570.60	2%	1,602.00
Units 22 & 23 First Floor Office	324.40	4%	337.40	2%	344.10
Unit 24 First Floor Office	346.50	4%	360.40	2%	367.60
Unit 25 First Floor Office	363.20	4%	377.70	2%	385.30
Unit 26 First Floor Office	449.10	4%	467.10	2%	476.40
Unit 27 First Floor Office	299.40	4%	311.40	2%	317.60
Unit 28 First Floor Office	840.00	4%	873.60	2%	891.10
Unit 29 First Floor Office	806.80	4%	839.10	2%	855.90
Unit 30 First Floor Office	1,487.60	4%	1,547.10	2%	1,578.00
Unit 31 First Office	413.10	4%	429.60	2%	438.20
Unit 32 First Floor Suited Office	1,206.00	4%	1,254.20	2%	1,279.30
Unit 33 First Office	424.20	4%	441.20	2%	450.00
Unit 34 First Floor			438.96	2%	447.70
Unit 35 First Floor			441.20	2%	450.00
<u>Allotment Charges</u>					
<u>Small (>177m2)</u>					
Standard	36.20	4%	37.60	2%	38.40
Concession 25%	27.20	4%	28.30	2%	28.90
Concession 50%	18.10	4%	18.80	2%	19.20
Additional water charge	29.40	4%	30.60	2%	31.20

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<u>Medium (>177<254m2)</u>					
Standard	62.20	4%	64.70	2%	66.00
Concession 25%	46.70	4%	48.60	2%	49.60
Concession 50%	31.10	4%	32.30	2%	32.90
Additional water charge	32.90	4%	34.20	2%	34.90
<u>Large (<254m2)</u>					
Standard	91.10	4%	94.70	2%	96.60
Concession 25%	68.30	4%	71.00	2%	72.40
Concession 50%	45.60	4%	47.40	2%	48.30
Additional water charge	34.80	4%	36.20	2%	36.90
Water charge is only applicable where water is present, and billed to Redditch Borough Council.					
<u>Events, Open and Civic Spaces Hire</u>					
<u>£250 - £1500 Bond Payable</u>					
Events					
Commercial Rates					
Small Attendance = 0 to 99					
Per half day	188.30	4%	195.80	2%	199.70
Per Day	341.30	4%	355.00	2%	362.10
Medium Attendance = 100 to 499					
Per half day	264.80	4%	275.40	2%	280.90
Per Day	453.10	4%	471.20	2%	480.60
Large Attendance = 500 to 1999					
Per half day	341.30	4%	355.00	2%	362.10
Per Day	570.80	4%	593.60	2%	605.50
Community Rates					
Small Attendance = 0 to 99					
Per half day	77.70	4%	80.80	2%	82.40
Per Day	126.50	4%	131.60	2%	134.20
Medium Attendance = 100 to 499					
Per half day	95.30	4%	99.10	2%	101.10
Per Day	160.10	4%	166.50	2%	169.80
Large Attendance = 500 to 1999					
Per half day	113.00	4%	117.50	2%	119.90
Per Day	196.60	4%	204.50	2%	208.60

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<u>Charities / Not For Profit Organisations</u>					
Small Attendance = 0 to 99					
Per half day	53.00	4%	55.10	2%	56.20
Per Day	87.10	4%	90.60	2%	92.40
Medium Attendance = 100 to 499					
Per half day	63.60	4%	66.10	2%	67.40
Per Day	105.30	4%	109.50	2%	111.70
Large Attendance = 500 to 1999					
Per half day	76.50	4%	79.60	2%	81.20
Per Day	139.20	4%	144.80	2%	147.70
	529.70	4%	550.90	2%	561.90
<u>Fairs & Circuses Min of 3 day Hire</u>					
Additional Costs for Outdoor Event Space:					
Ø Set up and Clearance charged @ 50% of applicable rate (bond)					
Ø Any event in excess of 1999 attendees is STN					
Event - Officer Support for event (per hour)	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
Power and Water Supply Additional Charges	Full Cost Recovery	Full cost	Full Cost Recovery	Full cost	Full Cost Recovery
<u>Additional Costs for Outdoor Fitness Space:</u>					
1 Set up and Clearance charged @ 50% of applicable rate					
<u>Outdoor Open Space/ Civic Space Event Hire</u>					
<u>Small Attendance = 0-100</u>					
Commercial Rates	63.60	4%	66.10	2%	67.40
Concession 50	30.00	4%	31.20	2%	31.80
Concession 75	14.70	4%	15.30	2%	15.60
<u>Medium 101- 499</u>					
Commercial Rates	127.10	4%	132.20	2%	134.80
Concession 50	60.00	4%	62.40	2%	63.60
Concession 75	29.40	4%	30.60	2%	31.20
<u>Large 500+</u>					
Commercial Rates	187.10	4%	194.60	2%	198.50
Concession 50	90.00	4%	93.60	2%	95.50
Concession 75	44.10	4%	45.90	2%	46.80

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<u>Band Stand</u>					
Criteria and eligibility guidance notes attached in events toolkit					
Bandstand Hire T/centre					
Commercial Rates per day	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Community Rates per day	32.50	4%	33.80	2%	34.50
Charities / Not for Profit Organisations per day	32.50	4%	33.80	2%	34.50
<u>Parks and Open Spaces Fitness Hire (eg Bootcamps)</u>					
<u>Summer Fee (Apr to Sept) One day maximum usage per week</u>					
Commercial	494.30	4%	514.10	2%	524.40
Concession 25	370.80	4%	385.60	2%	393.30
Concession 50	247.20	4%	257.10	2%	262.20
<u>Summer Fee (Apr to Sept) Two days maximum usage per week</u>					
Commercial	803.30	4%	835.40	2%	852.10
Concession 25	602.00	4%	626.10	2%	638.60
Concession 50	401.70	4%	417.80	2%	426.20
<u>Summer Fee (Apr to Sept) Three days maximum usage per week</u>					
Commercial	865.10	4%	899.70	2%	917.70
Concession 25	648.80	4%	674.80	2%	688.30
Concession 50	432.50	4%	449.80	2%	458.80
<u>Winter Fee (Oct to Mar) One day maximum usage per week</u>					
Commercial	247.20	4%	257.10	2%	262.20
Concession 25	185.40	4%	192.80	2%	196.70
Concession 50	123.60	4%	128.50	2%	131.10
<u>Winter Fee (Oct to Mar) Two days maximum usage per week</u>					
Commercial	494.30	4%	514.10	2%	524.40
Concession 25	370.80	4%	385.60	2%	393.30
Concession 50	247.20	4%	257.10	2%	262.20
<u>Winter Fee (Oct to Mar) Three days maximum usage per week</u>					
Commercial	741.50	4%	771.20	2%	786.60
Concession 25	556.10	4%	578.30	2%	589.90
Concession 50	370.80	4%	385.60	2%	393.30

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<u>Annual Fee One day maximum usage per week</u>					
Commercial	642.60	4%	668.30	2%	681.70
Concession 25	482.00	4%	501.30	2%	511.30
Concession 50	321.30	4%	334.20	2%	340.90
<u>Annual Fee Two days maximum usage per week</u>					
Commercial	1,050.50	4%	1,092.50	2%	1,114.40
Concession 25	787.90	4%	819.40	2%	835.80
Concession 50	525.20	4%	546.20	2%	557.10
<u>Annual Fee Three days maximum usage per week</u>					
Commercial	1,235.90	4%	1,285.30	2%	1,311.00
Concession 25	926.90	4%	964.00	2%	983.30
Concession 50	617.90	4%	642.60	2%	655.50
<u>Undercover Market</u> (Street trading licence required) - New Charge					
- Trading hours to be agreed by Events team.					
Electricity (per hour)	1.90	4%	2.00	2%	2.00
<u>Property Services</u>					
Minor Land Sales Request for Information	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Minor Land Sales Full Application	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Advertising - Estimated Fee per Advert (new charge based on cost per advert)	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery
Surveyors Fees - Estimated Fee (new charge based on an hourly cost)	Full Cost Recovery	N/A	Full Cost Recovery	N/A	Full Cost Recovery

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<u>REDDITCH BOROUGH COUNCIL</u>			
<u>Licencing Fees and Charges</u>			
Roundings to the nearest 10p.			
Service Category	Actual Charge 24/25	Actual Charge 25/26	Actual Charge 26/27
Hackney Carriage Vehicle Licence	£296.60	£308.50	£318.00
Private Hire Vehicle Licence	£296.60	£308.50	£318.00
Temporary Hackney Carriage Vehicle Licence	£222.50	£231.40	£238.00
Temporary Private Hire Vehicle Licence	£222.50	£231.40	£238.00
Private Hire Operator Licence (5 year)(1 - 3 vehicles)	£681.60	£708.90	£730.00
Private hire operator licence (per additional vehicle)	£18.20	£18.90	£19.00
Dual Hackney carriage / Private Hire driver licence (3 years)	£168.50	£175.20	£180.00
Private hire driver licence (3 years)	£168.50	£175.20	£180.00
Knowledge Test	£25.90	£26.90	£28.00
Administration Charge - new applications	£41.60	£43.30	£45.00
Replacement vehicle licence plate	£25.90	£26.90	£28.00
Replacement driver's licence	£14.70	£15.30	£16.00
Amendment to paper licence e.g. change of address	£13.50	£14.00	£14.00
Transfer of ownership of a licensed vehicle	£57.40	£59.70	£61.00
Criminal Record (DBS) Check	£62.90	£65.40	£67.00
Replacement hackney carriage / private hire door signs (per sign)	£13.40	£13.90	£14.00
ANIMAL ACTIVITY LICENCES			
Hiring out horses, breeding of dogs, providing or arranging the provision of boarding for cats or dogs and selling animals as pets			
Application fee	£355.00	£365.70	£377.00
Licence fee (1 year)	£199.00	£205.00	£211.00
Licence fee (2 years)	£393.00	£404.80	£417.00
Licence fee (3 years)	£590.00	£607.70	£626.00
Application to vary a licence	£259.00	£266.80	£275.00
Veterinary fees (if applicable)	Recovered at cost	Recovered at cost	Recovered at cost
Local authority inspection (on request of licence holder)	£177.00	£182.30	£187.00

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ANIMAL ACTIVITY FRANCHISE			
Application fee			£377.00
Application to vary a licence			£275.00
Inspection Fee (per hour)			£187.00
Keeping or training animals for exhibition (only)			
Application fee	£237.00	£244.10	£251.00
Licence fee (3 years)	£324.00	£333.70	£344.00
Application to vary a licence	£170.00	£175.10	£180.00
Veterinary fees (if applicable)	Recovered at cost	Recovered at cost	Recovered at cost
Local authority inspection (on request of licence holder)	£177.00	£182.30	£187.00
Keeping of Primates			
Application for grant of a licence (3 years)			£366.00
Application for renewal of a licence			£300.00
Application for variation of a licence			£267.00
Inspection fees			£182.00
Vet inspection fees			Recovered at cost
ACUPUNCTURE, COSMETIC PIERCING, SEMI-PERMANENT SKIN COLOURING, TATTOOING, ELECTROLYSIS			
Fee to register a premises	£152.80	£158.90	£164.00
Fee to register a practitioner	£100.00	£104.00	£107.00
Application to vary a licence			£74.00
GAMBLING ACT 2005 (inc. SMALL LOTTERIES)			
Small society lotteries			
Fee to register a small society lottery	£40.00	£40.00	£40.00
Small society lottery annual maintenance fee	£20.00	£20.00	£20.00

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Application for the grant of a premises licence			
Betting (excluding tracks)	£2,081.90	£2,165.20	£2,230.00
Betting Tracks	£2,081.90	£2,165.20	£2,230.00
Bingo	£2,439.20	£2,536.80	£2,613.00
Adult Gaming Centres	£1,393.10	£1,448.80	£1,492.00
Family Entertainment Centres	£1,393.10	£1,448.80	£1,492.00
Premises licence annual fees			
Betting (excluding tracks)	£416.90	£433.60	£447.00
Betting Tracks	£416.90	£433.60	£447.00
Bingo	£718.00	£746.70	£769.00
Adult Gaming Centres	£718.00	£746.70	£769.00
Family Entertainment Centres	£662.90	£689.40	£710.00
Application to vary a premises licence			
Betting (excluding tracks)	£1,040.40	£1,082.00	£1,114.00
Betting Tracks	£1,040.40	£1,082.00	£1,114.00
Bingo	£1,219.10	£1,267.90	£1,306.00
Adult Gaming Centres	£718.00	£746.70	£769.00
Family Entertainment Centres	£718.00	£746.70	£769.00
Application to transfer a premises licence			
Betting (excluding tracks)	£833.60	£866.90	£893.00
Betting Tracks	£833.60	£866.90	£893.00
Bingo	£837.10	£870.60	£897.00
Adult Gaming Centres	£1,200.00	£1,200.00	£1,200.00
Family Entertainment Centres	£696.60	£724.50	£746.00
Application for a provisional statement			
Betting (excluding tracks)	£2,081.90	£2,165.20	£2,230.00
Betting Tracks	£2,081.90	£2,165.20	£2,230.00
Bingo	£2,439.20	£2,536.80	£2,613.00
Adult Gaming Centres	£1,393.10	£1,448.80	£1,492.00
Family Entertainment Centres	£1,393.10	£1,448.80	£1,492.00
Application for the grant of a premises licence (provisional statement holders)			
Betting (excluding tracks)	£833.60	£866.90	£893.00
Betting Tracks	£833.60	£866.90	£893.00
Bingo	£837.10	£870.60	£897.00
Adult Gaming Centres	£837.10	£870.60	£897.00
Family Entertainment Centres	£696.60	£724.50	£746.00

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Application for reinstatement of a premises licence			
Betting (excluding tracks)	£837.10	£870.60	£897.00
Betting Tracks	£837.10	£870.60	£897.00
Bingo	£837.10	£870.60	£897.00
Adult Gaming Centres	£837.10	£870.60	£897.00
Family Entertainment Centres	£683.10	£710.40	£732.00
Premises licence fees (miscellaneous)			
Copy of a premises licence (all types)	£25.00	£25.00	£25.00
Notification of a change in respect of a premises licence (all types)	£50.00	£50.00	£50.00
Licensed Premises Gaming Machine Permits			
Application for grant of a permit	£150.00	£150.00	£150.00
Application for variation of a permit	£100.00	£100.00	£100.00
Application for the transfer of a permit	£25.00	£25.00	£25.00
Annual permit fee	£50.00	£50.00	£50.00
Change of name shown on a permit	£25.00	£25.00	£25.00
Request for a copy of a permit	£15.00	£15.00	£15.00
Licensed Premises Gaming Machines (Automatic Entitlement)			
Fee to serve notification	£50.00	£50.00	£50.00
Club Gaming Permits			
Application for grant of a permit	£200.00	£200.00	£200.00
Application for grant of a permit (Club premises certificate holders)	£100.00	£100.00	£100.00
Application for variation of a permit	£100.00	£100.00	£100.00
Application for renewal of a permit	£200.00	£200.00	£200.00
Application for renewal of a permit (club premises certificate holders)	£100.00	£100.00	£100.00
Annual permit fee	£50.00	£50.00	£50.00
Request for a copy of a permit	£15.00	£15.00	£15.00
Club Machine Permits			
Application for grant of a permit	£200.00	£200.00	£200.00
Application for grant of a permit (Club premises certificate holders)	£100.00	£100.00	£100.00
Application for variation of a permit	£100.00	£100.00	£100.00
Application for renewal of a permit	£200.00	£200.00	£200.00
Application for renewal of a permit (club premises certificate holders)	£100.00	£100.00	£100.00
Annual permit fee	£50.00	£50.00	£50.00
Request for a copy of a permit	£15.00	£15.00	£15.00

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Family Entertainment Centre Gaming Machine Permit			
Application for grant of a permit	£300.00	£300.00	£300.00
Application for renewal of a permit	£300.00	£300.00	£300.00
Change of name shown on a permit	£25.00	£25.00	£25.00
Request for a copy of a permit	£15.00	£15.00	£15.00
Prize Gaming Permits			
Application for grant of a permit	£300.00	£300.00	£300.00
Application for renewal of a permit	£300.00	£300.00	£300.00
Change of name shown on a permit	£25.00	£25.00	£25.00
Request for a copy of a permit	£15.00	£15.00	£15.00
Temporary Use Notices			
Fee to serve a Temporary Use Notice	£348.30	£362.20	£373.00
Fee for a copy of a Temporary Use Notice	£18.00	£18.70	£19.00
STREET TRADING			
Annual street trading consent - food - initial	£1,625.80	£1,690.80	£1,742.00
Annual street trading consent - food - renewal	£1,490.90	£1,550.50	£1,597.00
Annual street trading consent - non-food - initial	£1,356.10	£1,410.30	£1,453.00
Annual street trading consent - non-food - renewal	£1,219.10	£1,267.90	£1,306.00
Day licence			£80.00
Consecutive day fee			£25.00
SCRAP METAL DEALERS LICENCES			
Application for a new site licence	£311.00	£320.30	£330.00
Fee per additional site	£160.00	£164.80	£170.00
Application for renewal of a site licence	£257.00	£264.70	£273.00
Fee per additional site	£170.00	£175.10	£180.00
Application for a new collectors licence	£155.00	£159.70	£165.00
Application for renewal of a collectors licence	£102.00	£105.10	£108.00
Variation of a licence	£70.00	£72.10	£74.00
Request for a copy of a licence (if lost or stolen)	£27.00	£27.80	£29.00
ZOO LICENCES			
Application for grant or renewal of a licence	£267.50	£278.20	£287.00
Secretary of state inspector and veterinary fees	Recovered at cost	Recovered at cost	Recovered at cost

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DANGEROUS WILD ANIMALS (DWA)			
Application for grant or renewal of a licence	£251.50	£261.60	£269.00
Inspector and Vet's fees (for every inspection)	Recovered at cost	Recovered at cost	Recovered at cost
SEX ESTABLISHMENTS			
Application for grant or renewal of a licence	£1,091.40	£1,135.10	£1,169.00
Application for transfer of a licence	£535.00	£556.40	£573.00
Application for variation of a licence	£1,091.40	£1,135.10	£1,169.00
PAVEMENT LICENCES			
Application for a new pavement licence - 2 years		£500.00	£500.00
Application for a renewal pavement licence - 2 years		£350.00	£350.00
HYPNOTISM			
Application for authorisation	£53.50	£55.60	£57.00
An admin charge will be payable on receipt of refund request for any type of licence			£30.00

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LICENSING ACT 2003 - FEES SET BY CENTRAL GOVERNMENT - SAME FOR ALL DISTRICT COUNCILS

Temporary Event Notices

Fee to serve a Temporary Event Notice (TEN)	£21.00
Copy of a TEN (if lost or stolen)	£10.50

Personal licences

Application for the grant of a personal licence	£37.00
Fee for a replacement personal licence (if lost or stolen)	£10.50
Fee to notify a change of name or address on a personal licence	£10.50

Applications for new premises licences or club premises certificates

Applications for the grant of a premises licence or club premises certificate	
Band A (NDRV 0 - 4300)	£100.00
Band B (NDRV 4301 - 33000)	£190.00
Band C (NDRV 33001 - 87000)	£315.00
Band D (NDRV 87001 - 125000)	£450.00
Band E (NDRV 125001 +)	£635.00

Applications for the grant of a premises licence or club premises certificate (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises)

Band A (NDRV 0 - 4300)	£100.00
Band B (NDRV 4301 - 33000)	£190.00
Band C (NDRV 33001 - 87000)	£315.00
Band D (NDRV 87001 - 125000)	£900.00
Band E (NDRV 125001 +)	£1,905.00

Additional fees for grant of a premises licences (for large venues with capacities over 5000)

5000 - 9999	£1,000.00
10000 - 14999	£2,000.00
15000 - 19999	£4,000.00
20000 - 29999	£8,000.00
30000 - 39999	£16,000.00
40000 - 49999	£24,000.00
50000 - 59999	£32,000.00
60000 - 69999	£40,000.00
70000 - 79999	£48,000.00
80000 - 89999	£56,000.00

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Applications to vary premises licences and club premises certificates

Applications to vary a premises licence or club premises certificate

Band A (NDRV 0 - 4300)	£100.00
Band B (NDRV 4301 - 33000)	£190.00
Band C (NDRV 33001 - 87000)	£315.00
Band D (NDRV 87001 - 125000)	£450.00
Band E (NDRV 125001 +)	£635.00

Applications to vary a premises licence (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises)

Band A (NDRV 0 - 4300)	£100.00
Band B (NDRV 4301 - 33000)	£190.00
Band C (NDRV 33001 - 87000)	£315.00
Band D (NDRV 87001 - 125000)	£900.00
Band E (NDRV 125001 +)	£1,905.00

Application for a minor variation of a premises licence or club premises certificate **£89.00**

Annual maintenance fees

Annual premises licence or club premises certificate fee

Band A (NDRV 0 - 4300)	£70.00
Band B (NDRV 4301 - 33000)	£180.00
Band C (NDRV 33001 - 87000)	£295.00
Band D (NDRV 87001 - 125000)	£320.00
Band E (NDRV 125001 +)	£350.00

Annual premises licence (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises)

Band A (NDRV 0 - 4300)	£70.00
Band B (NDRV 4301 - 33000)	£180.00
Band C (NDRV 33001 - 87000)	£295.00
Band D (NDRV 87001 - 125000)	£640.00
Band E (NDRV 125001 +)	£1,050.00

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Additional annual fees premises licences (for large venues with capacities over 5000)

5000 - 9999	£500.00
10000 - 14999	£1,000.00
15000 - 19999	£2,000.00
20000 - 29999	£4,000.00
30000 - 39999	£8,000.00
40000 - 49999	£12,000.00
50000 - 59999	£16,000.00
60000 - 69999	£20,000.00
70000 - 79999	£24,000.00
80000 - 89999	£28,000.00

Other applications and notifications

Application to transfer a premises licence	£23.00
Application to vary a premises licence to nominate a premises supervisor	£23.00
Fee to change name or address of the holder of a premises licence	£10.50
Fee to change the name or address of a designated premises supervisor on a premises licence	£10.50
Fee for a replacement premises licence or club premises certificate (if lost or stolen)	£10.50
Fee to notify licensing authority of a property interest in a premises	£21.00
Notification of change of club name or alteration to club rules	£10.50
Notification of change of registered address of club	£10.50
Interim authority notice following death, incapacity or insolvency of licence holder	£23.00
Application for grant of a provisional statement	£315.00

Appendix L**PAY POLICY STATEMENT 2026/27**

Relevant Portfolio Holder	Councillor Spilsbury
Portfolio Holder Consulted	
Relevant Assistant Director	Hannah Corredor, Assistant Director of Transformation and Corporate Services
Report Author Becky Talbot	Job Title: Human Resources and Organisational Development Manager Contact email: becky.talbot@bromsgroveandredditch.gov.uk Contact Tel: 01527 64252 ext:3385
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Council Priority	Sustainability
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Committee is asked to RECOMMEND to Council that

1) the Pay Policy 2026/27 be approved.

2. BACKGROUND

2.1 The Localism Act 2011 requires English local authorities to produce a Pay Policy Statement ('the statement'). The Act requires the statement to be approved by Full Council and to be adopted by 31st March each year for the subsequent financial year.

The proposed Pay Policy Statement 2026/27 for the Council is included at Appendix 1.

The Statement must set out policies relating to-

- (a) The remuneration of its chief officers,
- (b) The remuneration of its lowest-paid employees, and
- (c) The relationship between-
 - (i) The remuneration of its chief officers, and
 - (ii) The remuneration of its employees who are not chief officers.

The provisions within the Localism Act 2011 bring together the strands of increasing accountability, transparency and fairness in the setting of local pay.

3. OPERATIONAL ISSUES

- 3.1 The Pay Policy Statement is in place to ensure that employees receive the appropriate remuneration during the financial year.

4. FINANCIAL IMPLICATIONS

- 4.1 All financial implications will be addressed as part of the budget setting process and posts are fully budgeted for.

5. LEGAL IMPLICATIONS

- 5.1 The Localism Act 2011 requires English local authorities to produce a Pay Policy Statement. The Act requires the statement to be approved by Full Council and to be adopted by 31st March each year for the subsequent financial year.

6. OTHER - IMPLICATIONS

6.1 Local Government Reorganisation

There are no specific implications for local government reorganisation.

6.2 Climate Change Implications

There are no specific climate change implications.

6.3 Equalities and Diversity Implications

There are no implications in relation to this report.

7. RISK MANAGEMENT

- 7.1 There is a risk that if Members do not approve the Pay Policy Statement, then the Council will not be compliant with legal requirements.

8. APPENDICES and BACKGROUND PAPERS

Appendix A – Pay Policy 2026/27

REDDITCH BOROUGH COUNCIL PAY POLICY STATEMENT

Introduction and Purpose

1. Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as authority thinks fit”. This pay policy statement sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. It shall apply for the financial year 2026/27 and each subsequent financial year, until amended.
2. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;
 - a. the methods by which salaries of all employees are determined;
 - b. the detail and level of remuneration of its most senior staff i.e. chief officers’, as defined by the relevant legislation;
 - c. the Committee(s) responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and for recommending any amendments to the full Council.
3. Once approved by the full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis, in accordance with the relevant legislation prevailing at that time.

Legislative Framework

4. In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favorable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the equal pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms. These directly relate salaries to the requirements, demands and responsibilities of the role.

Pay Structure

5. The Council’s pay and grading structure comprises grades 1 – 11. These are followed by grades for Managers, Assistant Director 1, Assistant Director 2, Director WRS, Executive Director, Deputy Chief Executive and then Chief Executive; all of which arose following the introduction of shared services with Bromsgrove District Council (BDC).

6. Within each grade there are a number of salary / pay points. Up to and including grade 11 scale, at spinal column point 43, the Council uses the nationally negotiated pay spine. Salary points above this are locally determined. The Council's Pay structure is set out below.

Grade	Spinal Column Points		Nationally determined rates	
			Minimum £	Maximum £
1	2	2	24,413	24,413
2	2	5	24,796	25,583
3	5	9	25,583	27,254
4	9	14	27,254	29,540
5	14	19	29,540	32,061
6	19	24	32,061	35,412
7	25	30	36,363	40,777
8	30	34	40,777	45,091
9	34	37	45,091	48,226
10	37	40	48,226	51,356
11	40	43	51,356	54,495
Manager Hay	Hay Evaluated	38%	57,180	59,490
Manager Hay Grade 1	Hay evaluated	43%	66,163	68,772
Manager Hay Grade 2	Hay evaluated	45%	68,772	71,510
Assistant Director 1	Hay evaluated	51%	78,510	81,203
Assistant Director 2	Hay evaluated	61%	92,956	96,665
Director of WRS	Hay evaluated	68%	103,842	107,566
Executive Director	Hay evaluated	74%	114,282	118,694
Director of Finance S151	Hay evaluated	74%	114,282	118,694
Chief Executive	Hay evaluated	100%	150,472	154,572

7. All Council posts are allocated to a grade within this pay structure, based on the application of a Job Evaluation process. Posts at Managers and above are evaluated by an external assessor using the Hay Job Evaluation scheme. Where posts are introduced as part of a shared service, and where these posts are identified as being potentially too 'large' and 'complex' for this majority scheme, they will be double tested under the Hay scheme, and where appropriate, will be taken into the Hay scheme to identify levels of pay. This scheme identifies the salary for these posts based on a percentage of Chief Executive Salary (for ease of presentation these are shown to the nearest whole % in the table above). Posts below this level (which are the majority of employees) are evaluated under the "Gauge" Job Evaluation process.
8. In common with the majority of authorities the Council is committed to the Local Government Employers national pay bargaining framework in respect of the national pay spine and annual cost of living increases negotiated with the trade unions.
9. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community; delivered effectively and efficiently and at all times those services are required.
10. New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.
11. For staff not on the highest point within the salary scale there is a system of annual progression to the next point on the band.

Senior Management Remuneration

12. For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2025 (assuming no inflationary increase for these posts).
13. Redditch Borough Council (RBC) is managed by a senior management team who manage shared services across both RBC and BDC.

Councils. All of the posts listed below have been job evaluated on this basis, with the salary costs for these posts split equally between both Councils.

a) Chief Executive

Employed by RBC and shared with BDC.

John Leach is in post with a current salary of £154,572.

b) Deputy Chief Executive

Employed by BDC and shared with RBC.

This post is currently vacant.

c) Executive Director

Employed by RBC and shared with BDC.

d) WRS Director

Employed by BDC. This is a shared post across 6 District authorities.

e) Assistant Directors

Employed by RBC and shared with BDC

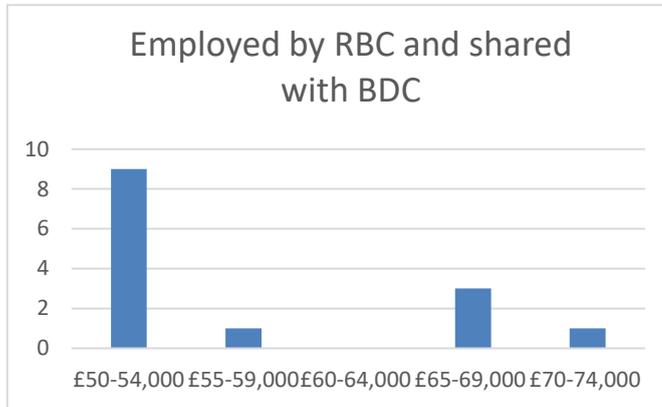
4 x Assistant Director 2

Employed by BDC and shared with RBC

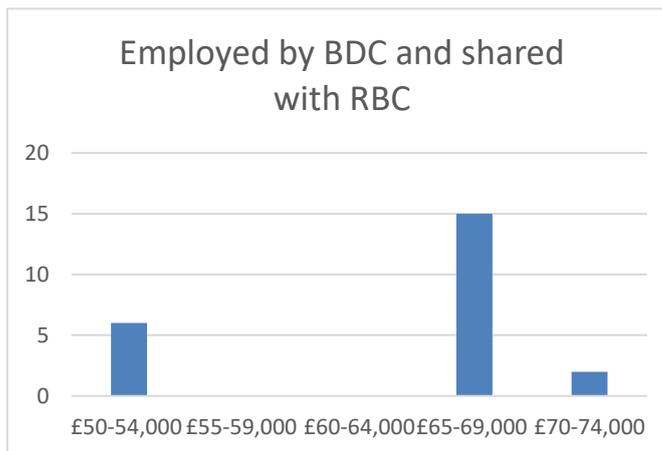
3 x Assistant Director 2

Employees below Assistant Directors with a salary above £50,000 based on FTE

Employed by RBC and shared with BDC



Employed by BDC and shared with RBC



Title	% of Chief executive salary	Pay range (minimum) £	Pay range (maximum) £	Incremental points	Cost to Redditch Borough Council £
Chief Executive	100%	150,472	154,572	3	50%
Deputy Chief Executive & S151	80%	121,059	125,712	3	50%
Executive Director Environment and Communities	74%	114,282	118,694	3	35%
Director Worcestershire Regulatory Services	68%	103,842	107,566	3	<i>This is a shared post across 6 district Authorities. Redditch equates to 14.45%</i>
Assistant Director Finance and Customer Services	61%	92,956	96,665	3	50%
Assistant Director Planning and Leisure Services	61%	92,956	96,665	3	50%
Assistant Director Transformation and Corporate Services	61%	92,956	96,665	3	50%
Assistant Director Legal, Democratic & Election Services	61%	92,956	96,665	3	50%
Assistant Director Environmental and Housing Property Services	61%	92,956	96,665	3	35%
Assistant Director Community and Housing Services	61%	92,956	96,665	3	35%
Assistant Director Regeneration & Property Services	61%	92,956	96,665	3	50%

Recruitment of Chief Officers

14. The Council's policy and procedures with regard to recruitment of chief officers is set out within the Officer Employment Procedure Rules as set out in the Council's Constitution. When recruiting to all posts the Council will take full and proper account of its own equal opportunities, recruitment and redeployment Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements in accordance with its relevant policies.
15. Where the Council remains unable to recruit chief officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any Chief Officers under such arrangements.

Performance-Related Pay and Bonuses – Chief Officers

16. The Council does not apply any bonuses or performance-related pay to its chief officers. Any progression through the incremental scale of the relevant grade is subject to satisfactory performance which is assessed on an annual basis.

Additions to Salary of Chief Officers (applicable to all staff)

17. In addition to the basic salary for the post, all staff may be eligible for other payments under the Council's existing policies. Some of these payments are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfilment of duties. The list below shows some of the kinds of payments made.
 - a. reimbursement of mileage. At the time of preparation of this statement, the Council pays an allowance of 45p per mile for all staff, with additional or alternative payments for carrying passengers or using a bicycle.
 - b. professional fees. The Council pays for or reimburses the cost of one practicing certificate fee or membership of a professional organisation provided it is relevant to the post that an employee occupies within the Council.
 - c. long service awards. The Council pays staff an additional amount if they have completed 25 years of service and having completed 40

- years' service.
- d. honoraria, in accordance with the Council's policy on salary and grading. Generally, these may be paid only where a member of staff has performed a role at a higher grade;
 - e. fees for returning officer and other electoral duties, such as acting as a presiding officer of a polling station. These are fees which are identified and paid separately for local government elections, elections to the UK Parliament and EU Parliament and other electoral processes such as referenda;
 - f. pay protection – where a member of staff is placed in a new post and the grade is below that of their previous post, for example as a result of a restructuring, pay protection at the level of their previous post is paid for the first 12 months. In exceptional circumstance pay protection can be applied for greater than 12 months with the prior approval of the Chief Executive.
 - g. market forces supplements in addition to basic salary where identified and paid separately;
 - h. salary supplements or additional payments for undertaking additional responsibilities such as shared service provision with another local authority or in respect of joint bodies, where identified and paid separately;
 - i. attendance allowances.

Payments on Termination

- 18. The Council's approach to discretionary payments on termination of employment of chief officers prior to reaching normal retirement age is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.
- 19. Any other payments falling outside the provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the full Council or relevant elected members, committee or panel of elected members with delegated authority to approve such payments.
- 20. Redundancy payments are based upon an employee's actual weekly salary and, in accordance with the Employee Relations Act 1996, will be up to 30 weeks, depending upon length of service and age.

Publication

- 21. Upon approval by the full Council, this statement will be published on the Council's website. In addition, for posts where the full time equivalent salary is at least £50,000, the Council's Annual Statement of Accounts will include a note on Officers Remuneration setting out the total amount of:
 - a. Salary, fees or allowances paid to or receivable by the person in the

- current and previous year;
- b. Any bonuses so paid or receivable by the person in the current and previous year;
- c. Any sums payable by way of expenses allowance that are chargeable to UK income tax;
- d. Any compensation for loss of employment and any other payments connected with termination;
- e. Any benefits received that do not fall within the above.

Lowest Paid Employees

- 22. The Council's definition of lowest paid employees is persons employed under a contract of employment with the Council on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 1st April 2025 this is £24,413 per annum.
- 23. The Council also employs apprentices (or other such categories of workers) who are not included within the definition of 'lowest paid employees' (as they are employed under a special form of employment contract; which is a contract for training rather than actual employment).
- 24. The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.
- 25. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest

paid person in the organisation. The report concluded that "it would not be fair or wise for the Government to impose a single maximum pay multiple across the public sector". The Council accepts the view that the relationship to median earnings is a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the authority's workforce.

- 26. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

Accountability and Decision Making

- 28. In accordance with the Constitution of the Council, the Council is

responsible for setting the policy relating to the recruitment, pay, terms and conditions and severance arrangements for employees of the Council. Decisions about individual employees are delegated to the Chief Executive.

29. The Appointments Committee is responsible for recommending to Council matters relating to the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer, Section 151 Officer and Chief Officers as defined in the Local Authorities (Standing Orders) Regulations 2001 (as amended);
30. For the Head of Paid Service, Monitoring Officer and the Chief Finance Officer, the Statutory Officers Disciplinary Action Panel considers and decides on matters relating to disciplinary action.

Appendix M - Public Consultation – Council Tax

Redditch Borough Council - Budget Consultation for 2026/27

This survey was launched to give residents/businesses of Redditch Borough an opportunity to have their say on how the Council should spend the money it has available and where it should prioritise spending.

The survey ran from 17 November 2025 to 29 December 2025. An invite was sent directly to all members of the Community Panel and links were sent to partners to share with their contacts and the survey was publicised in local media and numerous times on social media.

A total of 143 valid surveys were returned from the panel, resulting in a response rate of 31.4%, which is a significant drop from the previous year, where there was a 44% response rate from the panel. A total of 143 surveys were received from the general public.

The final figure of **286 completed surveys** for analysis, which is lower than last year, where there were 323 valid responses. There was also at least one response from every area within the Borough.

Question 1: Are you a resident of Redditch Borough and/or have a business based here?

97.9% of respondents were a resident of the Borough.

8.1% of respondents had a business based in the Borough.

Question 2: Please tell us where you live or where your business is located. (Please note, if you live and have a business in the Borough, please only tell us where you live)

There was at least one response from every area within the Borough, ranging from Abbey Park, St. Georges and Wire Hill (1 response respectively) to Headless Cross (27 responses) and Batchley (24 responses).

Question 3: How important are the current Redditch Borough Council priorities to you?

- Economy, Regeneration & Prosperity: Extremely important = 48.2%
- **Green, Clean & Safe: Extremely important = 54.2%**
- Community & Housing: Extremely important = 42.3%

The comments for this question mostly fell into three main topics:

- Environment
 - Importance of street cleansing and maintenance, problem of littering and fly tipping, need to make town attractive

- Housing
 - Need to build more, ensure current stock is in order, make use of empty properties, need fair access to appropriate of housing (including bungalows), need to move people into the right size of housing, homelessness is an issue
- Community safety
 - Feeling safe is crucial to wellbeing, drug users are an issue, a rise in ASB

Question 4: Which services do you think it is important for the Council to invest in?

The top three areas for investment were:

1. Community Safety = 52.5%
2. Community Parks & Open Spaces = 39.4%
3. Local Economic development & Employment = 39.1%

Community Safety remains the top service, as per the previous survey. However, the other top areas last year were 'Maintenance of the Landscape & Environment' and 'Housing'.

Of the small numbers of comments regarding this question, focusing on needs was the main concern, in particular wellbeing, community and youth support.

Question 5: How important are the following council services to you when considering how Redditch Borough Council manages its budget?

The top three services when considering the budget were:

1. Environmental Services = 81.8%
2. Community & Housing Services = 71.6%
3. Regeneration & Property = 62.4%

Council Service	Extremely or very important
Business Transformation & Organisational Development	33.8%
Community & Housing Services	71.6%
Corporate Services	15.5%
Environmental Services	81.8%
Financial & Customer Services	50.5%
Legal, Democratic & Elections Services	30.5%
Planning & Leisure Services	57.6%
Regeneration & Property	62.4%
Regulatory Services	37.5%
Rubicon Leisure	44.8%

Question 6: Do you support fees and charges (such as hire costs) rising by 4% to keep them in line with inflation and rising staffing costs?

- Agree = 48.8%
- Disagree = 24.8%

Strongly agree	13.8%
Agree	35%
Neither agree nor disagree	26.5%
Disagree	17.7%
Strongly disagree	7.1%

Question 7: In order to maintain services, what level of increase to Redditch Borough Council's proportion of Council Tax do you support?

- Increase of 1.99%
 - Agree = 57%
 - Disagree = 20.4%
- Increase of 2.99%
 - Agree = 34.6%
 - Disagree = 45.2%

Question 8: Please let us know your suggestions for investing in the Borough to increase prosperity and enhance appeal for residents and businesses alike

Responses to this question provided many suggestions and comments regarding the Borough. The top four themes were the importance of infrastructure (roads, public transport, amenities, maintenance of infrastructure), the environment, business support and the Town Centre.

These topics were also the top four in the previous survey, suggesting consistency in both the public's priorities and areas of concern. These themes had many cross overs, including the need for more investment, supporting the right businesses and maintaining the environment and making the Borough more attractive.

Suggestions included:

- Reducing business rates / relief
- Reducing parking costs (or make it free)
- More accessible parking
- Supporting independent retailers
- Understanding offer in Town Centre- too many charity shops, cafes, & hair businesses
- Utilise empty shops
- Improve the market
- Make the town vibrant, attractive & distinctive- develop attractions, encourage visitors
- Improve the appearance & maintenance of the Town Centre

- Improved public transport

Question 9: Please let us know any other comments on the budget or ideas for reducing costs or increasing income to ensure Council services remain sustainable

Of the responses to this question, as with the previous year, the largest category fell into the theme of efficiency and value for money. Other themes included the environment, housing, infrastructure and suggestions for commercial activity.

Suggestions included:

- Stop expenses (in particular Councillors)
- Review staffing & wages (in particular management)
- Reduce waste
- Effective maintenance
- Do more online
- Explore alternative methods of delivery
- Commercial opportunities e.g. better events, chargeable services
- Reduce events
- Promote heritage
- Community use of amenities & buildings
- Increase enforcement e.g. fly tipping & parking

Question 10: What is your current housing status?

- 77.5% of respondents either owned their homes outright or had a mortgage

Question 11: Which of the following best describes our age?

- 48.4% of respondents were 60 or over

16-19yrs	1.4%
20-29yrs	2.5%
30-39yrs	9.3%
40-49yrs	16.8%
50-59yrs	19.7%
60-69yrs	22.2%
70-79yrs	21.9%
80+ years	4.3%
Prefer not to say	1.8%

Question 12: Do you have any long-standing health condition or disability?

- Yes = 33.2%
- No = 58.1%

Question 13: Which of the following best describes your gender?

- Female = 47%
- Male = 48%

Question 14: Is the gender you identify with the same as your sex registered at birth?

- Yes = 94.6%
- No = 0.4%
- Prefer not to say = 5%

Question 15: Which best describes your ethnicity?

White English/Welsh/Scottish/Northern Irish/British	87.8%
Any other White background	3.2%
Mixed or Multiple ethnic groups	2.9%
Asian or Asian British	2.2%
Black, African, Caribbean or Black British Arab	0.4%
Prefer not to say	3.2%
Other ethnic group (please specify):	0.4%

Question 16: Which of the following best describes your religion or belief?

Atheist	11.6%
Buddhist	0.4%
Christian	48.0%
Humanist	2.2%
Hindu	0.4%
Jewish	0.0%
Muslim	0.7%
Pagan	0.7%
Sikh	0.4%
No religion/belief	24.7%
Prefer not to say	7.3%
Other (please specify):	3.6%