

**Please note start
time and venue**

Dear Members

Cabinet

A meeting of the Cabinet will be held on **Thursday 19 January 2023** at **6.00pm** in the **Sheridan Room, Civic Centre, Riverside, Stafford** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.



Head of Law and Administration

CABINET - 19 JANUARY 2023

Chair - Councillor P M M Farrington

AGENDA

- 1 Minutes of 1 December 2022 as circulated and published on 2 December 2022
- 2 Apologies
- 3 Councillors' Question Time (if any)
- 4 Proposals of the Cabinet Members (as follows):-

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Membership

Chair - Councillor P M M Farrington

P M M Farrington	- Leader
F Beatty	- Economic Development and Planning Portfolio
J M Pert	- Deputy Leader and Community Portfolio
J K Price	- Climate Change Portfolio
R M Smith	- Resources Portfolio
C V Trowbridge	- Leisure Portfolio
M J Winnington	- Environment Portfolio

Agenda Item 4(a)(i)

Cabinet Date:	19 January 2023
Contact Officer:	Tim Clegg
Telephone Number:	01785 619200
Ward Interest:	Nil
Report Track:	Cabinet 19/01/2023 (Only)
Key Decision:	No
Submission by:	Councillor P M M Farrington, Leader of the Council

Staffordshire Leaders Board Amendment to Terms of Reference

1 Purpose of Report

- 1.1 To ask Members to endorse a change to the Terms of Reference set out in the **APPENDIX** that have been agreed by the Staffordshire Leaders Board.

2 Proposal of Leader of the Council

- 2.1 That the Council:

Endorse the amended Terms of Reference for the Staffordshire Leaders Board set out in the **APPENDIX** to the report.

3 Relationship to Corporate Priorities

- 3.1 The Council Leaders in Staffordshire have identified areas for joint working , as set out below, that contribute to the following corporate priorities in the Council's Business Plan vision 2021-2024:

“To deliver sustainable economic and housing growth to provide income and jobs.”

“To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.”

“To tackle Climate Change by implementing our Climate Change and Green Recovery objectives.”

Effective partnership working between the councils in Staffordshire has the potential to contribute to our objective: “To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.”

4 Key Issue and Reasons for Recommendation

- 4.1 At the Cabinet meeting 05 May 2022 Members agreed to join the Staffordshire Leaders Board on the basis of the Terms of Reference proposed at the time. The Leaders Board has since agreed an amendment to the Terms of Reference as set out in the **APPENDIX** which members are asked to endorse as a member organisation of the Board. The purpose of the amendment is to change the meeting frequency from no less than quarterly to no less than every four months.

5 Implications

5.1 Financial

There are no financial implications arising from the change to the Terms of Reference.

5.2 Legal

The change to the Terms of Reference are set out in 4.1 and the **APPENDIX**.

5.3 Human Resources

Nil

5.4 Human Rights Act

Nil

5.5 Data Protection

None at this time

5.6 Risk Management

None at this time

5.7 Community Impact Assessment Recommendations

The change of reference of the Staffordshire Leaders Board does not affect the original Community Impact Assessment considered by Members.

6 Previous Consideration

Cabinet – 5 May 2022 – Minute No CAB54/02

7 Background Papers

5 May 2022 Cabinet Agenda Item No 4(a)(i) Establishment of the Staffordshire Leaders Board



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The Staffordshire Leaders' Board

Constitution for the Joint Committee

1 Purpose

- 1.1 To establish a Joint Committee of the local authorities in Staffordshire to explore opportunities for improved joint working and to develop and implement plans for devolution from Government through a County Deal.

2 Governance

- 2.1 The Joint Committee will act as a Joint Committee under Section 9EB of the Local Government Act 2000 and pursuant to Regulation 11 of the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.
- 2.2 The Joint Committee will be known as the Staffordshire Leaders' Board ("the Leaders' Board").
- 2.3 The Leaders' Board will comprise the local authorities within the Staffordshire area: Cannock Chase District Council, East Staffordshire Borough Council, Lichfield District Council, Newcastle-under-Lyme Borough Council, South Staffordshire District Council, Stafford Borough Council, Staffordshire County Council, Staffordshire Moorlands District Council, and Tamworth Borough Council ("the constituent authorities").
- 2.4 The Leaders' Board may admit Stoke-on-Trent City Council to membership at a later date and therefrom they will become a constituent authority with all the same rights and obligations as the other constituent authorities.
- 2.5 Political Proportionality rules will not apply to the Leaders' Board as constituted.
- 2.6 The Leaders' Board will be a legally constituted body with powers delegated to it by the constituent authorities in the following areas:
- a) to prioritise and make decisions on the use of the funding that the Leaders' Board may influence or control
 - b) to review future governance requirements and delivery arrangements and how these can be best achieved in Staffordshire



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- c) to have direct oversight of the projects and initiatives which the Leaders' Board has initiated or over which it has influence or control of the funding
 - d) to have strategic oversight of other key projects and initiatives within its remit as set out herein.
- 2.7 The Leaders' Board will not hold funds or monies on behalf of the constituent authorities.
- 2.8 Should the Leaders' Board work plan necessitate a change in the delegated powers and terms of reference of the Leaders' Board any such change would require the approval of all the constituent authorities.
- 2.9 These terms of reference will be reviewed on a biennial basis or sooner if necessary.

3 Remit

- 3.1 The remit of the Leaders' Board will be:
- i. To lead and oversee the development of a county devolution deal for Staffordshire with HM Government.
 - ii. To lead and oversee the alignment of relevant local authority action on Climate Change, Waste and Sustainability.
 - iii. To lead and oversee the alignment of relevant local authority plans for Enterprise and Government Funding and Investment streams.
 - iv. To lead and oversee the alignment of local authority interaction with the Health sector in Staffordshire.
 - v. To lead and oversee the alignment of relevant local authority plans for future Infrastructure.
 - vi. To lead and oversee the alignment of relevant local authority plans in relation to Housing and Homelessness.
 - vii. To initiate, lead and oversee Staffordshire-wide joint initiatives to enhance local government efficiency and effectiveness.
 - viii. To act as a local public sector decision-making body for strategic economic growth.
 - ix. To act as a conduit to other sub-regional and regional bodies such as the Local Enterprise Partnerships and the Midlands Engine.



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- x. Where appropriate, to agree shared priorities and bids for funding to existing and new funding sources such as Local Growth Funds and the Shared Prosperity Fund.
- xi. To monitor and evaluate projects and programmes of activity commissioned directly by the Committee.
- xii. To communicate and, where unanimously agreed, to align activity across Staffordshire on a range of other key public priorities that affect citizens.
- xiii. To prioritise and make decisions on the use of the funding that the Committee may influence or control.

4 Membership

- 4.1 One member from each constituent authority (such member to be the Leader from each constituent authority) and for the purposes of these terms of reference this member will be known as the principal member.
- 4.2 Each constituent authority to have a named substitute member who must be an executive member.
- 4.3 Where both the principal member and the substitute member attend a meeting of the Leaders' Board the principal member shall be deemed as representing their authority by the Chair or Vice Chair.
- 4.4 In the event of any voting member of the Leaders' Board ceasing to be a member of the constituent authority which appointed him/her, the relevant constituent authority shall as soon as reasonably practicable appoint another voting member in their place.
- 4.5 Where a member of the Leaders' Board ceases to be a Leader of the constituent authority which appointed him/her or ceases to be a member of the Executive of the constituent authority which appointed him/her, he/she shall also cease to be a member of the Leaders' Board and the relevant constituent authority shall as soon as reasonably practicable appoint another voting member in their place.
- 4.6 Each constituent authority may remove its principal member or substitute member and appoint a different member or substitute as per that authority's rules of substitution, and by providing twenty-four hours' notice to the Chair or the Secretary.
- 4.7 The Leaders' Board may from time to time, following a unanimous vote of those present and voting, co-opt additional non-voting members ("co-opted



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members”) at its discretion but such co-opted members will not be members or officers of the constituent authorities.

- 4.8 Each constituent authority may individually terminate its membership of the Leaders’ Board by giving twelve months written notice of its intent to leave the Leaders’ Board to the Chair or the Secretary. At the end of these twelve months, but not before, the authority will be deemed to no longer be a member of the Leaders’ Board.
- 4.9 Where an authority has previously terminated its membership of the Leaders’ Board it may rejoin the Leaders’ Board with immediate effect on the same terms as existed prior to its departure.

5 Quorum

- 5.1 The quorum shall be 5 members. No business will be transacted at a meeting unless a quorum exists at the beginning of a meeting. If at the beginning of any meeting, the Chair or Secretary after counting the members present declares that a quorum is not present, the meeting shall stand adjourned.

6 Chair and Vice Chair

- 6.1 The Chair of the Leaders’ Board will be the principal member of Staffordshire County Council (subject to para 6.2 below)
- 6.2 The Leaders’ Board will vote annually at its first meeting after all the constituent authorities’ annual meetings as to whether the Chair should continue to be the principal member of the County Council or should be the principal member of one of the other constituent authorities.
- 6.3 The position of Vice Chair shall be filled by the principal member of one of the other constituent authorities of the Leaders’ Board and this role will rotate annually between those other constituent authorities.
- 6.4 The Chair or in their absence the Vice Chair or in their absence the member of the Leaders’ Board elected for this purpose, shall preside at any meeting of the Leaders’ Board.
- 6.5 Appointments will be made in May of each year.
- 6.6 Where, at any meeting or part of a meeting of the Leaders’ Board both the Chair and Vice Chair are either absent or unable to act as Chair or Vice Chair, the Leaders’ Board shall elect one of the members of the Leaders’ Board present at the meeting to preside for the balance of that meeting or part of the meeting, as appropriate. For the avoidance of doubt, the role of Chair and Vice Chair vests in the principal member concerned and in their absence the



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role of Chair or Vice Chair will not automatically fall to the relevant constituent authority's substitute member.

7 Voting

- 7.1 One member, one vote for each constituent authority.
- 7.2 All questions shall be decided by a majority of the votes of the members present, the Chair having the casting vote in addition to their vote as a member of the Committee. Voting at meetings shall be by show of hands.
- 7.3 On the requisition of any two Members, made before the vote is taken, the voting on any matter shall be recorded by the Secretary so as to show how each Member voted and there shall also be recorded the name of any Member present who abstained from voting.

8 Sub-Committees and Advisory Groups

- 8.1 The Leaders' Board may appoint sub-committees from its membership as required to enable it to execute its responsibilities effectively and may delegate tasks and powers to the sub-committee as it sees fit.
- 8.2 The Leaders' Board may set up advisory groups as required to enable it to execute its responsibilities effectively and may delegate tasks as it sees fit to these bodies, which may be formed of officers or members of the constituent authorities or such third parties as the Leaders' Board considers appropriate.

9 Hosting and Administration

- 9.1 The Leaders' Board will at their first meeting decide which of the constituent authorities will be the host authority, and the Head of Democratic Services (or equivalent post) from that authority shall be Secretary to the Committee ("the Secretary").
- 9.2 The Leaders' Board will at their first meeting decide which of the constituent authorities will provide the s151 Officer role
- 9.3 The Leaders' Board will at their first meeting decide which of the constituent authorities will provide the Monitoring Officer & Legal Adviser to the Leaders' Board.
- 9.4 The administrative costs of supporting the committee will be met equally by the constituent authorities, with each authority being responsible for receiving and paying any travel or subsistence claims from its own members.
- 9.5 The functions of the Secretary shall be:



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- a) to maintain a record of membership of the Leaders' Board and any sub-committees or advisory groups appointed
- b) to publish and notify the proper officers of each constituent authority of any anticipated "key decisions" to be taken by the Leaders' Board to enable the requirements as to formal notice of key decisions as given under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to be met;
- c) to carry out such notification to and consultation with members of any appointing constituent authority as may be necessary to enable the Leaders' Board to take urgent "key decisions" in accordance with the requirements of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012;
- d) to summon meetings of the Leaders' Board or any sub-committees or advisory groups;
- e) to prepare and send out the agenda for meetings of the Leaders' Board or any sub-committees or advisory groups; in consultation with the Chair and the Vice Chair of the Committee (or sub-committee/ advisory group);
- f) to keep a record of the proceedings of the Leaders' Board or any sub-committees or advisory groups, including those in attendance, declarations of interests, and to publish the minutes;
- g) to take such administrative action as may be necessary to give effect to decisions of the Leaders' Board or any sub-committees or advisory groups;
- h) to perform such other functions as may be determined by the Leaders' Board from time to time

10 Meetings

- 10.1 The Leaders' Board will meet no less than every four months and meetings will be aligned where necessary with deadlines for decisions on resources and investment plans.
- 10.2 Meetings will be held at such times, dates and places as may be notified to the members of the Leaders' Board by the Secretary, being such time, place and location as the Leaders' Board shall from time to time resolve.
- 10.3 Meeting papers will be circulated five clear working days in advance of any meeting. The Chair may choose to accept or reject urgent items that are tabled at any meeting.



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- 10.4 Additional ad hoc meetings may be called by the Secretary, in consultation, where practicable, with the Chair and Vice Chair of the Committee, in response to receipt of a request in writing, which request sets out an urgent item of business within the functions of the Leaders' Board, addressed to the Secretary:
- (a) from and signed by two members of the Leaders' Board, or
 - (b) from the Chief Executive of any of the constituent authorities.
- 10.5 The Secretary shall settle the agenda for any meeting of the Leaders' Board after consulting, where practicable, the Chair or in their absence the Vice Chair; and shall incorporate in the agenda any items of business and any reports submitted by:
- (a) the Chief Executive of any of the constituent authorities;
 - (b) the Chief Finance Officer to any of the constituent authorities;
 - (c) the Monitoring Officer to any of the constituent authorities; or
 - (d) any two Members of the Leaders' Board.
- 10.6 The Leaders' Board shall, unless the person presiding at the meeting or the Leaders' Board determines otherwise in respect of that meeting, conduct its business in accordance with the procedure rules set out in paragraph 13 below.

11 Access to Information

- 11.1 Meetings of the Leaders' Board will be held in public except where confidential or exempt information, as defined in the Local Government Act 1972, is being discussed.
- 11.2 These rules do not affect any more specific rights to information contained elsewhere under the law.
- 11.3 The Secretary will ensure that the relevant legislation relating to access to information is complied with. Each constituent authority is to co-operate with the Secretary in fulfilling any requirements.
- 11.4 Any Freedom of Information or Subject Access Requests received by the Leaders' Board should be directed to the relevant constituent authority(s) for that authority to deal with in the usual way, taking account of the relevant legislation. Where the request relates to information held by two or more constituent authorities, they will liaise with each other before replying to the request.



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12 Attendance at meetings

- 12.1 The Chair may invite any person, whether a member or officer of one of the constituent authorities or a third party, to attend the meeting and speak on any matter before the Leaders' Board.
- 12.2 Third parties may be invited to attend the Leaders' Board on a standing basis following a unanimous vote of those present and voting.
- 12.3 Where agenda items require independent experts or speakers, the Officer or authority proposing the agenda item should indicate this to the Secretary and provide the Secretary with details of who is required to attend and in what capacity. The participation of independent experts or speakers in Leaders' Board meetings will be subject to the discretion of the Chair.

13 Procedure Rules

13.1 Attendance

- 13.1.1 At every meeting, it shall be the responsibility of each member to enter their name on an attendance record provided by the Secretary from which attendance at the meeting will be recorded.

13.2 Order of Business

- 13.2.1 Subject to paragraph 13.2.2, the order of business at each meeting of the Leaders' Board will be:
- i. Apologies for absence
 - ii. Declarations of interests
 - iii. Approve as a correct record and sign the minutes of the last meeting
 - iv. Matters set out in the agenda for the meeting which will clearly indicate which are key decisions and which are not
 - v. Matters on the agenda for the meeting which, in the opinion of the Secretary are likely to be considered in the absence of the press and public
- 13.2.2 The person presiding at the meeting may vary the order of business at the meeting.

13.3 Disclosable Pecuniary Interests



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13.3.1 If a Member is aware that he/she has a disclosable pecuniary interest in any matter to be considered at the meeting, the Member must withdraw from the room where the meeting considering the business is being held:

- (a) in the case where paragraph 13.3.2 below applies, immediately after making representations, answering questions or giving evidence;
- (b) in any other case, wherever it becomes apparent that the business is being considered at that meeting;
- (c) unless the Member has obtained a dispensation from their own authority's Standards Committee or Monitoring Officer. Such dispensation to be notified to the Secretary prior to the commencement of the meeting.

13.3.2 Where a member has a disclosable pecuniary interest in any business of the Leaders' Board, the Member may attend the meeting (or a sub-committee or advisory group of the committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

13.4 Minutes

13.4.1 There will be no discussion or motion made in respect of the minutes other than except as to their accuracy. If no such question is raised or if it is raised then as soon as it has been disposed of, the Chair shall sign the minutes.

13.5 Rules of Debate

13.5.1 A Member wishing to speak shall address the Chair and direct their comments to the question being discussed. The Chair shall decide the order in which to take representations from members wishing to speak and shall decide all questions of order. Their ruling upon all such questions or upon matters arising in debate shall be final and shall not be open to discussion.

13.5.2 A motion or amendment shall not be discussed unless it has been proposed and seconded. When a motion is under debate no other motion shall be moved except the following:

- i. To amend the motion
- ii. To adjourn the meeting
- iii. To adjourn the debate or consideration of the item
- iv. To proceed to the next business
- v. That the question now be put



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- vi. That a member be not further heard or do leave the meeting
- vii. To exclude the press and public under Section 100A of the Local Government Act 1972

13.6 Conduct of Members

- 13.6.1 Members of the Leaders' Board will be subject to their own authority's Code of Conduct.

14 Application to Sub-Committees

- 14.1 The procedure rules and also the Access to Information provisions set out at paragraph 11 shall apply to meetings of any sub-committees of the Leaders' Board.

15 Scrutiny of decisions

- 15.1 Each constituent authority which operates executive arrangements will be able to scrutinise the decisions of the Leaders' Board in accordance with that constituent authority's overview and scrutiny arrangements.

16 Winding up of the Leaders' Board

- 16.1 The Leaders' Board may be wound up immediately by a unanimous vote of all constituent authorities.

17 Amendment of this Constitution

- 17.1 This Constitution can only be amended by resolution of each of the constituent authorities.

Agenda Item 4(b)(i)

Cabinet Date:	19 January 2022
Contact Officer:	Chris Forrester
Telephone Number:	01543 464334
Ward Interest:	Nil
Report Track:	Cabinet 19/01/2023
Key Decision:	Yes
Submission by:	Councillor R M Smith, Resources Portfolio

General Fund Revenue Budget and Capital Programme 2023-26

1 Purpose of Report

- 1.1 To propose to the Council the General Fund Revenue Budget for 2023-24, the updated Capital Programme 2023-26 and indicative budgets for 2024-25 to 2025-26.

2 Proposal of Cabinet Member

- 2.1 That the following be recommended to the Council:

- (a) The Budget Requirement for the General Fund Revenue Budget for 2023-24 be set at £16.199 million;
- (b) The indicative General Fund Revenue Budgets be set at £15.095 million for 2024-25 and £15.826 million for 2025-26;
- (c) The budget pressures, savings and income generation set out in paragraphs 5.5 - 5.6 be approved;
- (d) The General Fund working balance be set at a minimum of £1.0 million;
- (e) The detailed capital programme as set out in **APPENDIX 2** be approved;
- (f) That the Council Tax for 2023-24 be increased by 1.9% to £168.52;
- (g) The Council's Tax Base be set at 48,863.55 (as determined by the Head of Finance);
- (h) Note that the inflation parameter for fees and charges for 2023-24 was generally set at 5%.

3 Key Issues and Reasons for Recommendations

- 3.1 This report sets out the current position on the General Fund Revenue Budget for 2023-24 and indicative budgets for 2024-25 to 2025-26. It also reflects the position on the Local Government Finance Settlement 2023-24, New Homes Bonus Grant allocation, the position on the Council's Collection Fund, the Council's Tax Base for 2023-24 and the consequential Council Tax for 2023-24.
- 3.2 The budget for 2023-24 is based on the estimated outturn position for 2022-23, which has been updated to reflect known changes and estimates for 2023-24.
- 3.3 Indicative budgets have been set out for 2024-25 and 2025-26 which include the key issues which it is anticipated will have a potential impact on the Council's finances. However, it should be noted that there are substantial uncertainties regarding the central Government policy for local government finance. There is significant risk to the council's financial position in 2025-26 should the business rates reset take place. It cannot be assumed that support will be provided to manage this reduction in resources by central government at this time. The council is still operating with a one year financial settlement.

4 Relationship to Corporate Business Objectives

- 4.1 The revenue budget and the capital programme have been based on the Council's priorities.

5 Report Detail

- 5.1 Individual draft Portfolio Budgets for each of the Council's five Portfolios together with a Capital Programme were proposed by the Cabinet at its meeting on 1 December 2022. The respective Portfolio Budgets were submitted to the Economic Development and Planning Scrutiny Committee on 5 January 2023; Community Wellbeing Scrutiny Committee on the 10 January 2023 and Resources Scrutiny Committee on the 3 January 2023; as part of the Budget consultation process. The results of the consultation with the scrutiny committees are attached as **APPENDIX 8**.

Budget Issues and Adjustments 2023-24

Inflation

- 5.2 The budgets for 2023-24 reflect the £1,925 pay award for 2022-23. A provision of 4% has been included for 2023-24; then 2% for 2024-25 and 2025-26.

5.3 Individual calculations have been carried out in respect of the budgets most affected by inflation. Inflation as measured by the Consumer Prices Index (November 2022) is 10.7% and for the Retail Prices Index it is 14%. Some contracts, most significantly for Freedom Leisure but also Veolia, have been individually calculated to reflect high inflation figures (the relevant index is CPI in January, at 10%). For 2024-25 the general inflation assumption is 4% and thereafter and for other non-staffing budgets it is 2%.

Spending pressures/Loss of income

5.4 The detailed budgets have been refreshed to reflect the forecast for 2022-23. Additional provision has been made within Portfolio budgets for inflation and other general items, including for a pay award and increments.

5.5 The pressures on the 2023-24 Portfolio budgets (recurring in future years) are itemised below:

- The fireworks display in support of the Christmas lights switch-on event was previously externally funded. It is proposed that the £8,000 cost be funded by the Council.
- There is an increased cost of contractors maintaining Local Nature Reserves of £10,000.
- A small increase in the cost of the Development team of £4,000.

5.6 There are also some one-off pressures in 2023-24 that will be funded from reserves:

- A £35,000 cost of developing and implementing a developer payment regime to fulfil Biodiversity Net Gain obligations.
- A £25,000 cost of an IT solution for Land Charges to replace the current system which will cease to be supported and is needed to enable the migration of part of the service to the Land Registry.
- Additional costs associated with the leisure contract, details of which are contained in a separate report on the agenda.

Budget savings proposals

5.7 The savings proposals are set out in Table 1 below. They amount to £0.876 million in 2023-24 and a cumulative £1.711 million in 2024-25:

Table 1: Proposed budget savings

Description	2023-24 £000	2024-25 £000
Efficiencies in telephone operating system	8	8
Reduction in printers/colour printing	11	19
Reduced corporate support administration	27	27

Description	2023-24 £000	2024-25 £000
More efficient CCTV monitoring aligned to night time economy	29	29
Leasing vacant areas of the Civic Centre	233	233
Shared Services savings	144	544
Reduce maintenance budgets	25	25
Reduce energy costs through LED lighting	37	45
Remove concessionary parking	15	15
Efficiencies in Pest Control service		20
Reduced overtime	30	30
Streetscene efficiencies	45	115
Efficiencies in bedding flowers/cauldrons	45	45
Efficiencies in Bereavement	40	40
Efficiencies in cleaning at Waterfront car park and civic centre	50	50
Increase garden waste charges from 2024		187
Optimise bus shelter advertising to fund maintenance		20
Lease car park concessions		80
Development support efficiencies	13	25
New Planning fees	26	56
Reductions in underspending overhead budgets	98	98
Total	876	1,711

5.8 The above proposed savings present real challenges, in terms of the work needed to deliver them, the consultation required, and the potential impact on services. Every effort has been made to minimise the impact on front-line services and to minimise any redundancies. The challenges facing local government as a whole are exceptional when setting next year's budget - most councils will be facing decisions that involve the severe curtailment or closure of some services. Others are indicating that they cannot survive financially without additional support. The Borough's position is difficult, with significant savings underpinning next year's budget - but it is manageable, assuming the savings are approved.

Business Rates Income

5.9 Business Rates (sometimes called National Non-Domestic Rates or NNDR) income for 2023-24 has been updated to reflect the Business Rates revaluations. Business Rates increase each year in accordance with inflation, but there is no actual increase in business rates chargeable, with the Government freezing the Business Rates multiplier and local government being compensated for the difference via a Section 31 grant.

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

2021-22 Outturn

- 5.11 Due to technical and resource challenges, the final outturn for 2021-22 is only just being finalised at the time of publication of this report. However, the provisional position is for a £484,000 underspend. This is after setting aside £900,000 to mitigate the impact of the potential business rates reset. A separate 2021-22 final accounts report will be produced and will contain detailed variances. The headline reasons for the underspend are related to staffing - difficulties with recruitment and holding posts vacant pending shared services; and some fees and charges income over-achieving a budget which was set at a prudent level, following the impact of Covid.

2022-23 Forecast Outturn

- 5.12 The Budget for 2022-23 is monitored against the profiled budget. The latest position reflects the downturn in income, inflationary increases in costs and known changes in the forecast outturn. The revised forecast for the year is for a £25,000 underspend.

Local Government Finance Settlement 2023-24 and Autumn Statement

- 5.13 The Local Government Finance Settlement for 2023-24 was received by the Council in December.
- 5.14 In particular the Settlement determines both the core funding to the Council and basis of incentive funding for Business Rates. A Baseline Funding Level was determined at the commencement of the current scheme in 2013-14 with a Tariff paid to central government representing the difference between income collected and the Baseline. The Baseline Funding now represents the sole form of core funding following the demise of Revenue Support Grant.
- 5.15 The Autumn Statement on 17 November included a proposed change to the Council Tax referendum rules for lower tier councils. It is now possible to increase Council Tax by 2.99% (rather than the higher of 2% or £5) without holding a referendum. The Statement also made various updates to policy regarding Business Rates reliefs and the Household Support Fund and New Homes Bonus for one year (2023-24), but did not include statements on New Homes Bonus for the medium term, the Fair Funding Review or a Business Rates reset.
- 5.16 The 2022-23 Settlement included £455,000 for a Lower Tier Services Grant and £195,000 for a Services Grant. Both of these grants were stated as one-off, so have been excluded for 2023-24.

Business Rates Pooling and Retention

- 5.17 There is an assumption that any reset of Business Rates growth achieved to date will be deferred until at least 2025-26. The Tariff paid to Central Government has increased due to the revaluations but the council has been compensated by grant for one year to offset this increase.
- 5.18 The Budget assumes that the Staffordshire and Stoke-on-Trent Business Rates Pool will remain in place. It is also likely that even if there is a 50% reset in business rates growth with effect from 1 April 2025, then transitional relief and/or the use of the Council's reserves set aside for smoothing Business Rates fluctuations may well nullify any losses that would otherwise have been incurred in 2025-26 and 2026-27.
- 5.19 Business Rates increase each year in line with the prevailing CPI of the preceding September. The freezing of the NNDR multiplier will result in a loss of income to the Council, offset by compensation for this loss via the NNDR Multiplier Section 31 grant. Section 31 Grant will cover the whole loss.
- 5.20 An analysis of the revised Retained Business Rates income for the Council is set out in **APPENDIX 3**.

New Homes Bonus

- 5.21 Allocations for the New Homes Bonus (NHB) scheme for 2023-24 were £598k. In previous years, there were legacy payments, e.g. the NHB for 2019-20 was paid for four years. NHB became payable for one year only from 2020-21. It is therefore assumed that the amount allocated in 2023-24 over and above the amount in line with the original scheme will not be reflected in 2024-25 and 2025-26.
- 5.22 The Budget assumes a total allocation for Stafford of £598k for 2023-24 and £356k for each of 2024-25 and 2025-26.

Lower Tier Services Grant

- 5.23 The Government introduced a Lower Tier Services Grant payment in 2022-23 of £455,000, which it was stated was one-off. It has not been repeated in 2023-24.

Rural Services Delivery Grant

- 5.24 The 2022-23 allocation of £26,000 has not been repeated in 2023-24.

Services Grant

- 5.25 The Government introduced a Services Grant payment in 2022-23 of £195,000 which it was stated was one-off. It has not been repeated in 2023-24.

Funding guarantee grant and core spending power grant

- 5.26 Two new grants have been allocated to the council for 2023-24. These are the funding guarantee grant of £1.594 million and the core spending power grant of £110k. It is assumed that these are one off payments and are therefore not reflected in budgets post 2023-24.

Revenue Budget Summary 2023-24

- 5.27 The Portfolio Budget position set out below reflects the forecast outturn position for 2022-23, the proposed budget for 2023-24, and indicative budgets for 2024-25 and 2025-26. The detailed budgets are included in **APPENDIX 1**.

Table 2: Revenue Budget Recommended to Council

	Forecast Outturn 2022-23 £000	Budget 2023-24 £000	Indicative Budget 2024-25 £000	Indicative Budget 2025-26 £000
Net Expenditure				
Portfolio budgets	15,197	16,172	15,867	16,304
Invest income and technical financing adjustments	842	772	- 275	19
Net Spending				
Less: government Grants				
NDR multiplier - S.31	- 147	- 147	- 147	- 147
One off Service Grant	- 195			
New Homes Bonus	- 1,702	- 598	- 350	- 350
Budget Requirement	13,995	16,199	15,095	15,826
Financing				
Business Rates	- 5,545	- 6,256	- 6,377	- 5,692
Lower Tier Grant	- 455			
Council Tax Income	- 8,020	- 8,235	- 8,475	- 8,722
Fund guarantee grant		- 1,594		
Core spending power grant		- 110		
Total Financing	- 14,020	- 16,195	- 14,852	- 14,414
Transfer from/(to) Balances	- 25	4	243	1,412

- 5.28 The above budgets are in general based upon the maintenance of existing service provision and delivery of the priorities set out in the Corporate Business Plan. The portfolio budgets incorporate the proposed pressures and savings in paragraphs 5.5-5.7.
- 5.29 As indicated above details are only currently available for the 2023-24 financial year. Limited amendments have been made to assumptions in relation to the new funding regime for 2024-25 and onwards. The Business Rates Scheme in particular carries the greatest uncertainty, along with any outcome from the Fair Funding Review. In light of the uncertainty as reflected in various sections of this report, it is difficult to project the true overall position over the medium term.
- 5.30 The Indicative Budget for 2023-24 brought to Cabinet on the 1 December 2022 suggested a £0.900 million gap. When comparing the currently proposed 2023-24 Budget to the anticipated 2023-24 Indicative Budget from December, the major differences are as set out in Table 3. This list represents the reasons why there is a minimal drawdown from reserves in 2023-24:

Table 3: Changes in 2023-24 budget assumptions

Description	Change £000
Portfolio budgets higher than anticipated	160
Investment income and technical financing adjustments higher than anticipated	1,000
New Homes Bonus higher than anticipated	-98
Business Rates higher than anticipated	-252
Other unbudgeted for grants	-1,704
Total	-894

- 5.31 The primary changes in the table above are the new grants paid to the council as a one off (Funding guarantee grant £1.594m and Core spending power grant £0.110m) and the technical adjustment moving £1.000m to a reserve to offset the borrowing cost for Future High Streets Fund.
- 5.32 Table 2 identifies £0.243 million in 2024-25 that represents an unfunded budget gap that will need to be identified. This compares to the budget gap of £4k in 2023-24.
- 5.33 A Business Rates reset will have a negative impact on the Borough, as the amount currently received is based on a low baseline - above which the Borough retains Business Rates income. A Business Rates review is likely to reset this baseline to a higher level for Stafford, which will leave less scope to generate the same level of income as in the past. There is no certainty that this change will happen in 2025-26, but an assumption needed to be made,

because the Government has signalled in the past that such a review will be forthcoming. The Council has long anticipated the change and holds a reserve to provide a buffer for significant fluctuations, and this will enable losses of the magnitude set out above, at least in the short term, to have no impact on the revenue budget. It is also likely that such a major change would be accompanied by transitional relief, which will soften the losses resulting from the policy change, albeit for a limited period.

Reserves and Balances

- 5.34 Reserves and balances comprise general reserves, the Working Balance and Earmarked Reserves. They help the Council to cope with unpredictable financial pressures and plan for future spending commitments. They are an essential part of good financial management and assist the Section 151 Officer in providing reassurance to Council on the robustness of the estimates and the adequacy of reserves. (see **APPENDIX 6**)
- 5.35 The Council holds a number of earmarked reserves for specific purposes. Earmarked reserves are itemised in **APPENDIX 4**. The main change since the budget report that was taken in December 2022 is the creation of a £1.569m reserve offset the cost of borrowing for the Future High Streets Fund.
- 5.36 The Working Balance - the current policy has for a number of years been to maintain the level of the General Fund balance at a minimum of £1 million. This is maintained over the planning period, and supplemented by the Revenue Surplus reserve.

Capital Programme 2022-23 to 2025-26

- 5.37 The Capital Programme is attached as **APPENDIX 2**.
- 5.38 By far the most significant project is regarding the Future High Streets Fund. Some £2.18 million is programmed to be spent this year on this project, with a further £19.3 million over 2023-24 and 2024-25.

Council Tax Base and Collection Fund

- 5.39 The final part of the consideration of the Budget is the Council Tax Base. This is the number of properties in the borough expressed in terms of Band D equivalents. (**APPENDIX 5**)
- 5.40 The Council's Tax Base is now estimated to be 48,863.55 representing an increase of 0.77% on 2022-23. The increase reflects the net increase in new properties built, offset by the cost of the Local Council Tax Reduction scheme.
- 5.41 The Tax Base has been calculated as follows:

Council Tax base for budget setting purposes	52,238.79
Less: impact of Local Council Tax Reduction Scheme	<u>-3,375.24</u>

- 5.42 The Local Council Tax Reduction scheme is anticipated to incorporate changes to reflect a Cost of Living adjustment. This will be proposed to take the form of a more generous scheme for those most in need. A separate report will be seeking approval for the revised scheme in due course.
- 5.43 The Council's Collection Fund has been reviewed as part of the budget process.

Council Tax 2023-24

- 5.44 In determining the level of Council Tax for 2023-24 Cabinet will need to take into account the medium term financial position and the Council Tax Referendum Thresholds.
- 5.45 The current indicative budget for 2023-24 assumed that Council Tax would increase by 1.9% for 2023-24.
- 5.46 This proposed increase is within the guidelines for district councils as contained in existing Government policy, which until the Government's Autumn Statement required a referendum if a council proposed an increase of 1.99% or more (or up to £5) whichever is the higher. The Autumn Statement has proposed allowing the referendum threshold to be increased to 2.99%. Increasing the proposed council tax from 1.9% has not been assumed at this stage, but an additional 1% increase in Council Tax would generate approximately £80,000 a year.
- 5.47 The proposed level of Stafford's Council Tax for 2023-24 is £168.52 for a Band D property with the overall level of Council Tax subject to final determination by Council on 15 February 2023. The figures set out in this report may require minor amendment if any further information emerges before then. Such an increase amounts to £3.14 on a Band D property, or about 6p per week.
- 5.48 The total Council Tax for the Borough will reflect the spending decision made by the County Council, the Office of the Police and Crime Commissioner and the Fire Authority. In addition, in certain areas, parish council precepts are also added to the overall bill.

Financial Planning

- 5.49 The Government has intended to introduce a new financial regime for local government for a number of years. There was an original delay, then Covid, then the Ukraine war, cost of living crisis and change in Prime Minister and Cabinet. These major changes have understandably made it difficult for Government to focus on longer term planning for local government finance, just as the same issues make it difficult for local authorities themselves to plan. The changes to the local government financial regime potentially include Business Rates Retention and the reset of Business Rates, a replacement for New Homes Bonus and a Fair Funding Review.
- 5.50 Each of these issues have been discussed in previous years' budget reports, with the conclusion that it was impossible to determine how both Core and Incentive based funding will change under the new regime. Material variances exist between the best /worst case future scenarios and it is essential that a prudent approach is adopted until further details become available.
- 5.51 The Council has at the present date minimal uncommitted capital resources. Its future programme will be financed by the generation of capital receipts and prudential borrowing subject to its financing being prudent, sustainable and affordable. Although with the advent of higher interest rates, it is becoming harder to justify borrowing to fund capital spending, especially as there is also an opportunity cost to borrowing, of foregoing an investment return.
- 5.52 The major potential adverse impact over the medium term is regarding Government policy, a Business Rates reset being the most significant. However, any reset is likely to be accompanied by a reasonable lead-in, with transitional relief. The Council also holds a reserve to soften the impact of Business Rates fluctuations, which could support the 2024-25 Budget is needs be.

6 Implications

6.1 Financial

Contained in the report.

6.2 Legal

Nil.

6.3 Human Resources

Nil.

6.4 Human Rights Act

Nil.

6.5 Data Protection

Nil.

6.6 Risk Management

A risk register is included in **APPENDIX 7**.

6.7 Community Impact Assessment Recommendations

Impact on Public Sector Equality Duty:

The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

Wider Community Impact:

Consultation will be carried out if there are any changes to services that have a significant impact on customers or the community.

7 Previous Consideration - N/A.

8 Background Papers - files are available in Financial Services.

Environment

	Outturn 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
	£	£	£	£
1 Management & Support				
Employee Expenses	365,210	436,770	445,620	454,720
Transport Related Expenditure	7,270	2,920	2,920	2,920
Supplies & Services	33,080	33,080	33,080	33,080
Total Expenditure	405,560	472,770	481,620	490,720
Management & Support Net Expenditure	405,560	472,770	481,620	490,720
2 Regulatory Services				
Employee Expenses	606,710	645,340	658,940	672,860
Premises Related Expenditure	8,840	9,950	10,150	10,350
Transport Related Expenditure	30,350	34,170	34,790	35,110
Supplies & Services	67,840	67,840	67,840	67,840
Total Expenditure	713,740	757,300	771,720	786,160
Income	(246,050)	(263,360)	(263,360)	(263,680)
Total Income	(246,050)	(263,360)	(263,360)	(263,680)
Regulatory Services Net Expenditure	467,690	493,940	508,360	522,480
3 Strategic Health Delivery				
Employee Expenses	91,060	58,220	59,460	60,730
Transport Related Expenditure	2,460	4,100	4,100	4,100
Total Expenditure	93,520	62,320	63,560	64,830
Income	(35,350)	-	-	-
Total Income	(35,350)	-	-	-
Strategic Health Delivery Net Expenditure	58,170	62,320	63,560	64,830
4 Partnerships Environmental Management				
Employee Expenses	44,130	47,820	48,780	49,780
Premises Related Expenditure	90	90	90	90
Transport Related Expenditure	190	190	190	190
Supplies & Services	24,210	54,600	19,600	19,600
Total Expenditure	68,620	102,700	68,660	69,660
Income	(9,880)	(45,080)	(10,080)	(10,280)
Total Income	(9,880)	(45,080)	(10,080)	(10,280)
Partnerships Environmental Management Net Expenditure	58,740	57,620	58,580	59,380

Environment

	Outturn 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £	Budget 2025-2026 £
5 Waste & Recycling				
Employee Expenses	61,000	68,800	70,330	71,930
Transport Related Expenditure	5,080	5,080	5,080	5,080
Supplies & Services	152,420	157,850	157,850	158,050
Third Party Payments	4,197,770	4,817,060	4,914,100	5,057,980
Total Expenditure	4,416,270	5,048,790	5,147,360	5,293,040
Income	(2,935,380)	(2,953,770)	(3,209,900)	(3,281,670)
Total Income	(2,935,380)	(2,953,770)	(3,209,900)	(3,281,670)
Waste & Recycling Net Expenditure	1,480,890	2,095,020	1,937,460	2,011,370
6 Bereavement Services				
Employee Expenses	303,250	274,670	281,140	285,000
Premises Related Expenditure	211,100	242,940	256,230	265,300
Transport Related Expenditure	6,960	6,960	6,960	6,960
Supplies & Services	302,540	251,630	252,200	253,170
Total Expenditure	823,850	776,200	796,530	810,430
Income	(1,752,570)	(1,840,110)	(1,895,180)	(1,929,950)
Total Income	(1,752,570)	(1,840,110)	(1,895,180)	(1,929,950)
Bereavement Services Net Expenditure	(928,720)	(1,063,910)	(1,098,650)	(1,119,520)
7 Misc Highways Functions (ex Planning)				
Premises Related Expenditure	42,540	43,990	45,330	46,080
Supplies & Services	630	630	630	630
Total Expenditure	43,170	44,620	45,960	46,710
Income	(5,000)	(5,000)	(25,000)	(25,000)
Total Income	(5,000)	(5,000)	(25,000)	(25,000)
Misc Highways Functions (ex Planning) Net Expenditure	38,170	39,620	20,960	21,710
8 Drainage Services				
Premises Related Expenditure	4,460	4,550	4,550	4,640
Supplies & Services	106,110	110,100	110,100	112,300
Total Expenditure	110,570	114,650	114,650	116,940
Drainage Services Net Expenditure	110,570	114,650	114,650	116,940
9 Street Scene				
Employee Expenses	1,970,530	2,021,200	2,043,570	2,086,000
Premises Related Expenditure	58,520	71,070	76,010	79,080
Transport Related Expenditure	308,600	307,300	307,300	313,360
Supplies & Services	472,370	418,960	418,960	420,990
Total Expenditure	2,810,020	2,818,530	2,845,840	2,899,430
Income	(763,790)	(768,210)	(768,210)	(782,720)
Total Income	(763,790)	(768,210)	(768,210)	(782,720)
Street Scene Net Expenditure	2,046,230	2,050,320	2,077,630	2,116,710

Environment

	Outturn 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
	£	£	£	£
10 Cleansing Services				
Premises Related Expenditure	44,960	46,310	47,350	48,590
Supplies & Services	18,830	18,850	18,850	18,870
Total Expenditure	63,790	65,160	66,200	67,460
Income	(350)	(360)	(360)	(370)
Total Income	(350)	(360)	(360)	(370)
Cleansing Services Net Expenditure	63,440	64,800	65,840	67,090
11 Pest Control				
Employee Expenses	176,500	198,480	182,640	186,850
Transport Related Expenditure	12,170	10,220	10,220	10,420
Supplies & Services	44,070	44,070	44,070	44,070
Total Expenditure	232,740	252,770	236,930	241,340
Income	(151,470)	(177,480)	(177,480)	(181,030)
Total Income	(151,470)	(177,480)	(177,480)	(181,030)
Pest Control Net Expenditure	81,270	75,290	59,450	60,310
12 Dog Warden Service				
Supplies & Services	4,370	5,170	5,170	5,170
Third Party Payments	6,150	6,360	6,360	6,490
Total Expenditure	10,520	11,530	11,530	11,660
Income	(11,420)	(11,640)	(11,640)	(11,870)
Total Income	(11,420)	(11,640)	(11,640)	(11,870)
Dog Warden Service Net Expenditure	(900)	(110)	(110)	(210)
13 CCTV				
Premises Related Expenditure	11,010	12,350	13,590	14,270
Supplies & Services	17,820	16,480	16,480	16,480
Third Party Payments	116,780	94,860	99,810	101,810
Total Expenditure	145,610	123,690	129,880	132,560
CCTV Net Expenditure	145,610	123,690	129,880	132,560
Environment Net Expenditure	4,026,720	4,586,020	4,419,230	4,544,370

Environment Portfolio**Variation Statement 2022/2023 to 2024/2025**

	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	2024/2025 Indicative	Real Terms / Efficiency Variations	2024/2025 Budget	Inflation	Real Terms / Efficiency Variations	2025/2026 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	3,626	125	3,751	3,732	58	3,790	68	10	3,868
Premises Related Costs	322	109	431	333	120	453	9	7	469
Transport Related Costs	383	- 12	371	383	- 11	372	6	-	378
Supplies and Services	1,218	- 39	1,179	1,218	- 73	1,145	6	- 1	1,150
Third Party Payments	4,518	401	4,919	4,680	340	5,020	99	47	5,166
Total Expenditure	10,067	584	10,651	10,346	434	10,780	188	63	11,031
Income	- 6,216	151	- 6,065	- 6,264	- 97	- 6,361	- 80	- 46	- 6,487
Net Expenditure	3,851	735	4,586	4,082	337	4,419	108	17	4,544

Environment Portfolio**Proposed Real Terms / Efficiency Variations****2023/24 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and Pension changes		216
Increased utility charges		114
Reduced leased car costs		-12
Waste		
Inflation	515	
Revised property growth	-14	
Reduced postage and advertising	-10	
Dry recycling gate fees - changes in prices and glass provision	-94	
Green gate fees - revised tonnage due to take up	5	
Increased recycling credits - revised tonnage	-5	
Sale of dry recycling materials - increased prices	-93	304
Garden waste income - reduced income		70
CCTV contract inflation		21
Reduced bereavement income		207
Reduced sow and penk drainage levy		-6
Budget savings		
More efficient CCTV monitoring aligned to night time economy	-29	
Reduce maintenance budgets	-5	
Reduced overtime	-30	
Streetscene efficiencies	-20	
Efficiencies bedding flowers / cauldrons	-45	
Efficiencies in Bereavement	-40	
Reduction in underspending overhead budgets	-15	-184
Budget pressures		
Increased cost of contractors maintaining Local Nature Reserves		10
Develop and implement regime to fulfil Biodiversity Net Gain Obligations		
Expenditure	35	
Reserve funding	-35	
minor variations		-5
		<u>735</u>

2024/25 Change

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and pension changes		188
Increased utility charges		125
Reduced leased car costs		-11
Waste		
Inflation	403	
Revised property growth	-11	
Reduced postage and advertising	-10	
Dry recycling gate fees - changes in prices and glass provision	-65	
Green gate fees - revised tonnage due to take up	6	
Increased recycling credits - revised tonnage	-13	
Sale of dry recycling materials - increased prices	-93	217
Garden waste income - reduced income		57
CCTV contract inflation		26
Reduced bereavement income		151
Reduced sow and penk drainage levy		-6
Budget savings		
More efficient CCTV monitoring aligned to night time economy	-29	
Reduce maintenance budgets	-5	
Reduced overtime	-30	
Streetscene efficiencies	-40	
Efficiencies bedding flowers / cauldrons	-45	
Efficiencies in Bereavement	-40	
Increase garden waste charges from 2024	-187	
Optimise bus shelter advertising to fund maintenance	-20	
Reduction in underspending overhead budgets	-15	-411
Budget pressures		
Increased cost of contractors maintaining Local Nature Reserves		10
Develop and implement regime to fulfil Biodiversity Net Gain Obligations		
Expenditure	35	
Reserve funding	-35	-
minor variations		-9
		<u>337</u>

2025/26 Change

	£'000	£'000
<u>Real Term Variations</u>		
Increase in pension costs		9
Waste		
Property growth	33	
Dry recycling gate fees	15	
Garden waste income	<u>-42</u>	6
Minor variation		2
		<u><u>17</u></u>

Community

	Outturn 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £	Budget 2025-2026 £
1 Private Sector Housing (Standards)				
Employee Expenses	140,450	124,450	127,110	129,820
Transport Related Expenditure	4,320	3,620	3,620	3,620
Supplies & Services	25,370	25,670	25,670	25,670
Total Expenditure	170,140	153,740	156,400	159,110
Income	(19,440)	(6,390)	(6,390)	(6,520)
Total Income	(19,440)	(6,390)	(6,390)	(6,520)
Private Sector Housing (Standards) Net Expenditure	150,700	147,350	150,010	152,590
2 Housing Act Sewerage Works				
Premises Related Expenditure	2,230	2,170	2,170	2,210
Total Expenditure	2,230	2,170	2,170	2,210
Housing Act Sewerage Works Net Expenditure	2,230	2,170	2,170	2,210
3 Private Sector Hsg (Loans & Mortgages)				
Premises Related Expenditure	5,900	5,730	5,730	5,850
Total Expenditure	5,900	5,730	5,730	5,850
Income	(11,310)	(11,490)	(11,490)	(11,670)
Total Income	(11,310)	(11,490)	(11,490)	(11,670)
Private Sector Hsg (Loans & Mortgages) Net Expenditure	(5,410)	(5,760)	(5,760)	(5,820)
4 Partnerships				
Supplies & Services	25,290	25,290	25,290	25,290
Total Expenditure	25,290	25,290	25,290	25,290
Partnerships Net Expenditure	25,290	25,290	25,290	25,290
5 Homelessness & Housing Advice				
Employee Expenses	449,870	490,300	500,560	510,940
Premises Related Expenditure	58,150	58,290	59,480	61,030
Transport Related Expenditure	8,290	5,670	5,670	5,670
Supplies & Services	134,580	124,700	124,700	126,910
Total Expenditure	650,890	678,960	690,410	704,550
Income	(56,400)	(57,000)	(57,000)	(57,000)
Total Income	(56,400)	(57,000)	(57,000)	(57,000)
Homelessness & Housing Advice Net Expenditure	594,490	621,960	633,410	647,550
6 Glover Street				
Premises Related Expenditure	18,890	19,620	20,750	21,530
Supplies & Services	650	650	650	650
Total Expenditure	19,540	20,270	21,400	22,180
Income	(20,870)	(21,200)	(21,200)	(21,630)
Total Income	(20,870)	(21,200)	(21,200)	(21,630)
Glover Street Net Expenditure	(1,330)	(930)	200	550

Community

	Outturn 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
	£	£	£	£
7 Grants & Contributions				
Supplies & Services	128,960	128,960	128,960	128,960
Total Expenditure	128,960	128,960	128,960	128,960
Grants & Contributions Net Expenditure	128,960	128,960	128,960	128,960
Community Net Expenditure	894,930	919,040	934,280	951,330

Community Portfolio

Variation Statement 2023/2024 to 2025/2026

	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	2024/2025 Indicative	Real Terms / Efficiency Variations	2024/2025 Budget	Inflation	Real Terms / Efficiency Variations	2025/2026 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	591	24	615	609	19	628	12	1	641
Premises Related Costs	65	21	86	66	22	88	2	1	91
Transport Related Costs	16	- 7	9	16	- 7	9	-	-	9
Supplies and Services	316	- 11	305	316	- 11	305	2	-	307
Total Expenditure	988	27	1,015	1,007	23	1,030	16	2	1,048
Income	- 88	- 8	- 96	- 88	- 8	- 96	- 1	-	- 97
Net Expenditure	900	19	919	919	15	934	15	2	951

Community Portfolio**Proposed Real Terms / Efficiency Variations****2023/24 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and pension changes		27
Increased utility charges		13
Additional licence fee income		-8
Budget savings		
Reduction in underspending overhead budgets	-16	-16
Minor variations		3
		<u>19</u>

2024/25 Change

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and pension changes		21
Increased utility charges		14
Additional licence fee income		-8
Budget savings		
Reduction in underspending overhead budgets	-16	-16
Minor variations		4
		<u>15</u>

2025/26 Change

	£'000	£'000
<u>Real Term Variations</u>		
Increase in pension costs		2
		<u>2</u>

Leisure and Culture

	Outturn 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £	Budget 2025-2026 £
1 Leisure Section				
Employee Expenses	104,460	108,940	111,280	113,650
Transport Related Expenditure	3,180	3,180	3,180	3,180
Supplies & Services	10,150	5,360	5,360	5,360
Total Expenditure	117,790	117,480	119,820	122,190
Income	(31,560)	(31,560)	(31,560)	(31,560)
Total Income	(31,560)	(31,560)	(31,560)	(31,560)
Leisure Section Net Expenditure	86,230	85,920	88,260	90,630
2 Allotments				
Premises Related Expenditure	4,540	4,510	4,510	4,600
Supplies & Services	14,040	14,400	14,400	14,400
Total Expenditure	18,580	18,910	18,910	19,000
Income	(1,200)	(1,200)	(1,200)	(1,200)
Total Income	(1,200)	(1,200)	(1,200)	(1,200)
Allotments Net Expenditure	17,380	17,710	17,710	17,800
4 Ancient High House				
Premises Related Expenditure	10,650	10,330	10,330	10,540
Total Expenditure	10,650	10,330	10,330	10,540
Ancient High House Net Expenditure	10,650	10,330	10,330	10,540
5 Broadeye Windmill				
Premises Related Expenditure	3,120	5,830	6,340	6,630
Supplies & Services	70	70	70	70
Total Expenditure	3,190	5,900	6,410	6,700
Broadeye Windmill Net Expenditure	3,190	5,900	6,410	6,700
6 Izaak Walton Cottage				
Premises Related Expenditure	8,570	8,310	8,310	8,480
Total Expenditure	8,570	8,310	8,310	8,480
Izaak Walton Cottage Net Expenditure	8,570	8,310	8,310	8,480
7 Stafford Castle				
Premises Related Expenditure	13,090	12,690	12,690	12,940
Total Expenditure	13,090	12,690	12,690	12,940
Stafford Castle Net Expenditure	13,090	12,690	12,690	12,940
8 Borough Tourism				
Supplies & Services	26,640	16,640	16,640	16,640
Total Expenditure	26,640	16,640	16,640	16,640
Borough Tourism Net Expenditure	26,640	16,640	16,640	16,640

Leisure and Culture

	Outturn 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £	Budget 2025-2026 £
9 Leisure Management Contract				
Supplies & Services	160,590	277,630	377,210	441,470
Third Party Payments	682,710	681,550	602,280	565,610
Total Expenditure	843,300	959,180	979,490	1,007,080
Income	(87,530)	(145,170)	(159,370)	(185,330)
Total Income	(87,530)	(145,170)	(159,370)	(185,330)
Leisure Management Contract Net Expenditure	755,770	814,010	820,120	821,750
10 Leisure Strategy				
Employee Expenses	411,640	322,260	330,910	340,020
Premises Related Expenditure	5,100	4,950	4,950	5,050
Transport Related Expenditure	1,500	1,500	1,500	1,500
Supplies & Services	90,230	90,230	90,230	90,230
Total Expenditure	508,470	418,940	427,590	436,800
Leisure Strategy Net Expenditure	508,470	418,940	427,590	436,800
11 Parks & Open Spaces				
Employee Expenses	263,320	267,300	233,330	237,640
Premises Related Expenditure	429,170	511,540	433,280	443,830
Transport Related Expenditure	5,250	5,350	5,350	5,460
Supplies & Services	176,240	142,710	54,470	54,460
Total Expenditure	873,980	926,900	726,430	741,390
Income	(187,430)	(246,600)	(103,740)	(105,660)
Total Income	(187,430)	(246,600)	(103,740)	(105,660)
Parks & Open Spaces Net Expenditure	686,550	680,300	622,690	635,730
Leisure and Culture Net Expenditure	2,116,540	2,070,750	2,030,750	2,058,010

Leisure PortfolioVariation Statement 2022/2023 to 2024/2025

	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	2024/2025 Indicative	Real Terms / Efficiency Variations	2024/2025 Budget	Inflation	Real Terms / Efficiency Variations	2025/2026 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	804	- 105	699	863	- 187	676	6	9	691
Premises Related Costs	470	88	558	452	29	481	10	1	492
Transport Related Costs	10	-	10	10	-	10	-	-	10
Supplies and Services	559	- 12	547	618	- 60	558	-	65	623
Third Party Payments	628	54	682	544	58	602	12	- 48	566
Total Expenditure	2,471	25	2,496	2,487	- 160	2,327	28	27	2,382
Income	- 323	- 102	- 425	- 296	-	- 296	- 2	- 26	- 324
Net Expenditure	2,148	- 77	2,071	2,191	- 160	2,031	26	1	2,058

Leisure Portfolio**Proposed Real Terms / Efficiency Variations****2023/24**

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and Pension changes		-120
Increased utility charges		30
Leisure Management Contract		
Third Party Payments - Inflation		53
HLF Victoria Park (rephased)		
Employees	39	
Premises	63	
Supplies	-2	
Income	-100	0
Budget savings		
Reduce maintenance budgets	-6	
Streetscene efficiencies	-25	
Reduction in underspending overhead budgets	-10	-41
minor variations		1
		<u>-77</u>

2024/25

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and Pension changes		-163
Increased utility charges		34
Leisure Management Contract		
Third Party Payments - Inflation		59
Budget savings		
Reduce maintenance budgets	-6	
Streetscene efficiencies	-75	
Reduction in underspending overhead budgets	-10	-91
minor variations		1
		<u>-160</u>

2025/26 Change

	£'000	£'000
<u>Real Term Variations</u>		
Increase in pension costs		10
Leisure management contract		
Base contract change	-49	
Equalisation reserve	47	
Equalisation reserve Income	-9	-11
minor variations		2
		<u>1</u>

Planning and Regeneration

	Outturn 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £	Budget 2025-2026 £
1 Management and Support				
Employee Expenses	352,360	347,070	341,510	349,120
Transport Related Expenditure	4,860	4,860	4,860	4,860
Supplies & Services	72,290	60,920	60,920	60,920
Total Expenditure	429,510	412,850	407,290	414,900
Income	(28,620)	(29,080)	(29,080)	(29,550)
Total Income	(28,620)	(29,080)	(29,080)	(29,550)
Management and Support Net Expenditure	400,890	383,770	378,210	385,350
2 Building Control				
Supplies & Services	2,180	2,180	2,180	2,180
Third Party Payments	169,470	181,090	184,740	188,530
Total Expenditure	171,650	183,270	186,920	190,710
Building Control Net Expenditure	171,650	183,270	186,920	190,710
3 Development Management				
Employee Expenses	1,081,560	1,074,760	1,097,640	1,120,280
Transport Related Expenditure	29,790	25,740	26,050	26,210
Supplies & Services	193,390	193,390	193,390	193,390
Total Expenditure	1,304,740	1,293,890	1,317,080	1,339,880
Income	(1,020,910)	(866,830)	(896,830)	(897,950)
Total Income	(1,020,910)	(866,830)	(896,830)	(897,950)
Development Management Net Expenditure	283,830	427,060	420,250	441,930
4 Forward Planning				
Employee Expenses	280,900	291,340	297,370	303,400
Transport Related Expenditure	9,490	11,550	11,860	12,020
Supplies & Services	80,040	270,650	169,610	51,190
Total Expenditure	370,430	573,540	478,840	366,610
Income	(32,220)	(224,460)	(123,420)	(5,000)
Total Income	(32,220)	(224,460)	(123,420)	(5,000)
Forward Planning Net Expenditure	338,210	349,080	355,420	361,610
5 Land Charges - Local Searches				
Employee Expenses	53,010	55,740	56,940	58,140
Supplies & Services	73,060	98,060	73,060	73,060
Total Expenditure	126,070	153,800	130,000	131,200
Income	(88,620)	(146,840)	(121,840)	(121,840)
Total Income	(88,620)	(146,840)	(121,840)	(121,840)
Land Charges - Local Searches Net Expenditure	37,450	6,960	8,160	9,360

Planning and Regeneration

	Outturn 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
	£	£	£	£
6 Off Street Parking Services				
Employee Expenses	74,880	79,630	81,310	83,020
Premises Related Expenditure	862,870	863,810	893,160	917,660
Transport Related Expenditure	1,140	1,140	1,140	1,140
Supplies & Services	108,760	102,960	102,960	103,160
Third Party Payments	415,800	457,360	475,660	485,180
Total Expenditure	1,463,450	1,504,900	1,554,230	1,590,160
Income	(2,392,420)	(2,399,510)	(2,479,510)	(2,481,110)
Total Income	(2,392,420)	(2,399,510)	(2,479,510)	(2,481,110)
Off Street Parking Services Net Expenditure	(928,970)	(894,610)	(925,280)	(890,950)
7 Land & Properties				
Premises Related Expenditure	70,710	67,260	67,420	68,780
Supplies & Services	8,810	2,010	2,010	2,010
Total Expenditure	79,520	69,270	69,430	70,790
Income	(53,290)	(51,690)	(51,690)	(51,690)
Total Income	(53,290)	(51,690)	(51,690)	(51,690)
Land & Properties Net Expenditure	26,230	17,580	17,740	19,100
8 Economic Growth and Strategic Projects				
Employee Expenses	323,760	349,750	357,050	363,910
Premises Related Expenditure	36,140	38,260	38,620	39,510
Transport Related Expenditure	2,500	2,500	2,500	2,500
Supplies & Services	30,690	31,860	31,860	31,860
Total Expenditure	393,090	422,370	430,030	437,780
Income	(99,450)	-	-	-
Total Income	(99,450)	-	-	-
Economic Growth and Strategic Projects Net Expenditure	293,640	422,370	430,030	437,780
9 Borough Markets				
Employee Expenses	117,640	142,790	145,900	148,980
Premises Related Expenditure	166,710	192,180	201,620	208,400
Transport Related Expenditure	850	850	850	850
Supplies & Services	70,630	70,910	70,910	71,220
Total Expenditure	355,830	406,730	419,280	429,450
Income	(182,070)	(200,880)	(200,880)	(201,330)
Total Income	(182,070)	(200,880)	(200,880)	(201,330)
Borough Markets Net Expenditure	173,760	205,850	218,400	228,120
Planning and Regeneration Net Expenditure	796,690	1,101,330	1,089,850	1,183,010

Planning and Regeneration Portfolio

Variation Statement 2022/2023 to 2024/2025

	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	2024/2025 Indicative	Real Terms / Efficiency Variations	2024/2025 Budget	Inflation	Real Terms / Efficiency Variations	2025/2026 Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Employee Costs	2,216	125	2,341	2,282	96	2,378	45	4	2,427
Premises Related Costs	1,104	58	1,162	1,131	70	1,201	24	9	1,234
Transport Related Costs	59	- 13	46	59	- 12	47	-	-	47
Supplies and Services	625	208	833	685	22	707	1	- 118	590
Third Party Payments	584	54	638	591	69	660	13	1	674
Total Expenditure	4,588	432	5,020	4,748	245	4,993	83	- 104	4,972
Income	- 3,243	- 676	- 3,919	- 3,303	- 600	- 3,903	- 4	118	- 3,789
Net Expenditure	1,345	- 244	1,101	1,445	- 355	1,090	79	14	1,183

Planning and Regeneration Portfolio

Proposed Real Terms / Efficiency Variations

2023/24 Change

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and Pension changes		152
Increased utility charges		104
Leased Car		4
Local Plan Expenditure & Rephasing		
Supplies	195	
Income	<u>-195</u>	-
Parking contract		38
Building Control Shared Service Adjustment		15
Reduced car allowances		-10
Markets income		62
Parking income		-494
Budget savings		
Reduce maintenance budgets	-8	
Reduce energy costs through LED lighting	-30	
Remove concessionary parking	-15	
Efficiencies in cleaning at Waterfront car park	-10	
Development support efficiencies	-13	
New planning fees	-26	
Reduction in underspending overhead budgets	<u>-28</u>	-130
Budget pressures		
Fireworks display Christmas lights switch on event	8	
Increase cost of Development team	<u>4</u>	12
Land Charges IT to enable part migration of service to Land Registry		
Expenditure	25	
Reserve funding	<u>-25</u>	-
minor variations		3
		<u><u>-244</u></u>

2024/25 Change

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and Pension changes		135
Increased utility charges		115
Leased Car		5
Local Plan Expenditure & Rephasing		
Supplies	33	
Income	-33	-
Parking contract		56
Building Control Shared Service Adjustment		13
Reduced car allowances		-10
Markets income		62
Parking income		-494
Budget savings		
Reduce maintenance budgets	-8	
Reduce energy costs through LED lighting	-30	
Remove concessionary parking	-15	
Efficiencies in cleaning at Waterfront car park	-10	
Lease car park concessions	-80	
Development support efficiencies	-26	
New planning fees	-56	
Reduction in underspending overhead budgets	-28	-253
Budget pressures		
Fireworks display Christmas lights switch on event	8	
Increase cost of Development team	4	12
Land Charges IT to enable part migration of service to Land Registry		
Expenditure	25	
Reserve funding	-25	-
Minor variations		4
		<u>-355</u>

2025/26 Change

	£'000	£'000
<u>Real Term Variations</u>		
Increase in pension costs		5
Increased utility charges		10
Local Plan Expenditure & Rephasing		
Supplies	-118	
Income	<u>118</u>	-
Minor variations		-1
		<u>14</u>

Resources

	Outturn 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £	Budget 2025-2026 £
1 Public Buildings				
Employee Expenses	82,380	85,740	87,650	88,990
Premises Related Expenditure	1,214,740	1,337,380	1,359,230	1,394,750
Transport Related Expenditure	30	30	30	30
Supplies & Services	149,050	122,440	127,630	129,860
Total Expenditure	1,446,200	1,545,590	1,574,540	1,613,630
Income	(582,290)	(720,130)	(674,940)	(674,940)
Total Income	(582,290)	(720,130)	(674,940)	(674,940)
Public Buildings Net Expenditure	863,910	825,460	899,600	938,690
2 Facilities Management				
Employee Expenses	227,410	237,380	243,130	249,190
Transport Related Expenditure	7,380	7,380	7,380	7,380
Supplies & Services	3,840	3,840	3,840	3,840
Total Expenditure	238,630	248,600	254,350	260,410
Facilities Management Net Expenditure	238,630	248,600	254,350	260,410
3 Executive Management				
Employee Expenses	154,250	194,490	198,520	202,550
Transport Related Expenditure	2,600	2,600	2,600	2,600
Supplies & Services	30,870	30,870	30,870	30,870
Total Expenditure	187,720	227,960	231,990	236,020
Executive Management Net Expenditure	187,720	227,960	231,990	236,020
4 Corporate Business and Partnerships				
Employee Expenses	319,090	334,970	342,660	349,950
Transport Related Expenditure	2,280	2,280	2,280	2,280
Supplies & Services	34,860	34,860	34,860	34,860
Total Expenditure	356,230	372,110	379,800	387,090
Corporate Business and Partnerships Net Expenditure	356,230	372,110	379,800	387,090
5 Communications				
Employee Expenses	142,750	149,260	152,400	156,570
Transport Related Expenditure	80	80	80	80
Supplies & Services	17,710	25,140	25,140	25,170
Total Expenditure	160,540	174,480	177,620	181,820
Communications Net Expenditure	160,540	174,480	177,620	181,820
6 Customer Services				
Employee Expenses	331,520	351,540	359,320	365,000
Supplies & Services	19,610	11,800	11,800	11,800
Total Expenditure	351,130	363,340	371,120	376,800
Customer Services Net Expenditure	351,130	363,340	371,120	376,800

Resources

	Outturn 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £	Budget 2025-2026 £
7 Out of Hours Service				
Supplies & Services	6,980	6,980	6,980	6,980
Total Expenditure	6,980	6,980	6,980	6,980
Out of Hours Service Net Expenditure	6,980	6,980	6,980	6,980
8 Law and Administration				
Employee Expenses	1,325,470	1,384,290	1,414,800	1,436,400
Premises Related Expenditure	2,430	2,360	2,360	2,410
Transport Related Expenditure	7,260	7,260	7,260	7,310
Supplies & Services	132,620	129,020	129,020	129,340
Third Party Payments	38,970	39,830	40,570	41,330
Total Expenditure	1,506,750	1,562,760	1,594,010	1,616,790
Income	(415,190)	(435,660)	(441,720)	(451,270)
Total Income	(415,190)	(435,660)	(441,720)	(451,270)
Law and Administration Net Expenditure	1,091,560	1,127,100	1,152,290	1,165,520
9 Finance				
Supplies & Services	1,560	1,560	1,560	1,560
Third Party Payments	653,070	724,270	739,560	755,790
Total Expenditure	654,630	725,830	741,120	757,350
Finance Net Expenditure	654,630	725,830	741,120	757,350
10 Human Resources Services				
Employee Expenses	623,270	649,510	663,140	677,240
Transport Related Expenditure	11,950	4,510	4,510	4,510
Supplies & Services	122,110	122,110	122,110	122,110
Total Expenditure	757,330	776,130	789,760	803,860
Income	(288,650)	(292,460)	(298,490)	(304,730)
Total Income	(288,650)	(292,460)	(298,490)	(304,730)
Human Resources Services Net Expenditure	468,680	483,670	491,270	499,130
11 Technology				
Employee Expenses	1,140,090	1,189,020	1,215,850	1,242,960
Transport Related Expenditure	17,660	17,660	17,660	17,660
Supplies & Services	662,560	643,490	636,860	637,310
Total Expenditure	1,820,310	1,850,170	1,870,370	1,897,930
Income	(874,800)	(902,970)	(918,620)	(934,830)
Total Income	(874,800)	(902,970)	(918,620)	(934,830)
Technology Net Expenditure	945,510	947,200	951,750	963,100

Resources

	Outturn 2022-2023 £	Budget 2023-2024 £	Budget 2024-2025 £	Budget 2025-2026 £
12 Members Services				
Employee Expenses	4,000	4,000	4,000	4,000
Transport Related Expenditure	5,700	5,700	5,700	5,700
Supplies & Services	290,620	301,100	301,100	306,690
Total Expenditure	300,320	310,800	310,800	316,390
Members Services Net Expenditure	300,320	310,800	310,800	316,390
13 Revenues & Benefits				
Supplies & Services	76,230	94,820	94,820	94,820
Third Party Payments	1,495,920	1,560,200	1,594,410	1,628,710
Total Expenditure	1,572,150	1,655,020	1,689,230	1,723,530
Income	(752,110)	(802,150)	(802,150)	(802,150)
Total Income	(752,110)	(802,150)	(802,150)	(802,150)
Revenues & Benefits Net Expenditure	820,040	852,870	887,080	921,380
14 Housing Benefit Payments				
Supplies & Services	10,000	10,000	10,000	10,000
Transfer Payments	16,129,590	15,087,700	13,838,210	12,691,180
Total Expenditure	16,139,590	15,097,700	13,848,210	12,701,180
Income	(16,339,590)	(15,297,700)	(14,048,210)	(12,901,180)
Total Income	(16,339,590)	(15,297,700)	(14,048,210)	(12,901,180)
Housing Benefit Payments Net Expenditure	(200,000)	(200,000)	(200,000)	(200,000)
15 Parish Councils				
Supplies & Services	51,000	51,000	51,000	51,000
Total Expenditure	51,000	51,000	51,000	51,000
Parish Councils Net Expenditure	51,000	51,000	51,000	51,000
16 Corporate and Democratic Core				
Supplies & Services	178,120	287,070	287,070	287,070
Total Expenditure	178,120	287,070	287,070	287,070
Corporate and Democratic Core Net Expenditure	178,120	287,070	287,070	287,070
17 Non-Distributed Costs				
Employee Expenses	230,000	235,260	235,260	239,970
Third Party Payments	41,620	42,450	43,300	44,170
Total Expenditure	271,620	277,710	278,560	284,140
Non-Distributed Costs Net Expenditure	271,620	277,710	278,560	284,140
18 Asset Management/Energy Conservation				
Supplies & Services	41,940	41,940	41,940	41,940
Total Expenditure	41,940	41,940	41,940	41,940
Asset Management/Energy Conservation Net Expenditure	41,940	41,940	41,940	41,940

Resources

	Outturn 2022-2023	Budget 2023-2024	Budget 2024-2025	Budget 2025-2026
	£	£	£	£
19 Electoral Registration				
Employee Expenses	2,150	2,150	2,150	2,150
Supplies & Services	41,050	41,050	41,050	41,050
Total Expenditure	43,200	43,200	43,200	43,200
Electoral Registration Net Expenditure	43,200	43,200	43,200	43,200
20 Elections				
Employee Expenses	-	118,350	-	-
Premises Related Expenditure	-	49,470	-	-
Supplies & Services	39,500	78,100	39,500	39,500
Total Expenditure	39,500	245,920	39,500	39,500
Income	-	(206,420)	-	-
Total Income	-	(206,420)	-	-
Elections Net Expenditure	39,500	39,500	39,500	39,500
21 Items to be Allocated				
Employee Expenses	(45,990)	(110,000)	(110,000)	(110,000)
Supplies & Services	100,000	(47,880)	(347,880)	(342,350)
Total Expenditure	54,010	(157,880)	(457,880)	(452,350)
Items to be Allocated Net Expenditure	54,010	(157,880)	(457,880)	(452,350)
22 Audit, Risk, Resilience and Procurement				
Supplies & Services	150	150	150	150
Third Party Payments	253,250	259,300	263,620	268,060
Total Expenditure	253,400	259,450	263,770	268,210
Audit, Risk, Resilience and Procurement Net Expenditure	253,400	259,450	263,770	268,210
23 Insurance Premiums				
Third Party Payments	183,010	186,670	190,400	194,210
Total Expenditure	183,010	186,670	190,400	194,210
Insurance Premiums Net Expenditure	183,010	186,670	190,400	194,210
Resources Net Expenditure	7,361,680	7,495,060	7,393,330	7,567,600

Resources Portfolio**Variation Statement 2022/2023 to 2024/2025**

	2023/2024 Indicative	Real Terms / Efficiency Variations	2023/2024 Budget	2024/2025 Indicative	Real Terms / Efficiency Variations	2024/2025 Budget	Inflation	Real Terms / Efficiency Variations	2025/2026 Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Employee Costs	4,698	128	4,826	4,719	90	4,809	79	17	4,905
Premises Related Costs	1,321	68	1,389	1,288	74	1,362	27	8	1,397
Transport Related Costs	59	- 11	48	59	- 12	47	-	1	48
Supplies and Services	2,103	- 114	1,989	2,064	- 415	1,649	8	7	1,664
Third Party Payments	2,696	117	2,813	2,776	96	2,872	58	2	2,932
Transfer Payments	14,535	553	15,088	13,331	507	13,838	-	- 1,147	12,691
Total Expenditure	25,412	741	26,153	24,237	340	24,577	172	- 1,112	23,637
Income	- 17,938	- 720	- 18,658	- 16,566	- 618	- 17,184	- 33	1,148	- 16,069
Net Expenditure	7,474	21	7,495	7,671	- 278	7,393	139	36	7,568

Resources Portfolio**Proposed Inflation/ Real Terms Efficiency Variations****2023/24 Change**

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and Pension changes		192
Increased utility charges		127
Reduced Civic Centre rental income		151
Reduced rates		-46
Leased cars		-7
Contract cleaning		22
Audit fees		130
Items to be allocated - contract provision		-100
Shared Service Cost Rate Increase	116	
Shared Service Rate Increase on Income	-55	61
Housing benefits review of spend		
Expenditure	556	
Income	-556	-
Reduced pension act increases		-33
Bank charges		30
Budget savings		
Efficiencies in telephone operating system	-8	
Reduction in printers / colour printing	-12	
Reduced corporate support administration	-27	
Leasing vacant areas of the Civic Centre	-233	
Shared Service savings	-144	
Reduce maintenance budgets	-6	
Reduce energy costs through LED lighting	-8	
Efficiencies in cleaning at Civic Centre	-40	
Reduction in underspending overhead budgets	-28	-506
minor variations		-
		<u>21</u>

2024/25 Change

	£'000	£'000
<u>Real Term Variations</u>		
Pay award and Pension changes		154
Increased utility charges		142
Reduced Civic Centre rental income		196
Reduced rates		-47
Leased cars		-7
Contract cleaning		28
Audit fees		130
Shared Service Cost Rate Increase	96	
Shared Service Rate Increase on Income	-45	51
Housing benefits review of spend		
Expenditure	511	
Income	-511	-
Reduced pension act increases		-33
Bank charges		30
Budget savings		
Efficiencies in telephone operating system	-8	
Reduction in printers / colour printing	-19	
Reduced corporate support administration	-27	
Leasing vacant areas of the Civic Centre	-233	
Shared Service savings	-544	
Reduce maintenance budgets	-6	
Reduce energy costs through LED lighting	-15	
Efficiencies in cleaning at Civic Centre	-40	
Reduction in underspending overhead budgets	-28	-920
Minor variations		-2
		<u>- 278</u>

2025/26 Change

	£'000	£'000
<u>Real Term Variations</u>		
Increase in pension changes and increments		20
Increased utility charges		11
Housing benefits review of spend following implementation of Universal Credit		
Expenditure	- 1,147	
Income	1,147	-
Shared services additional cost	7	
Shared Service additional income	- 3	4
Minor variations		1
		<u>36</u>

DRAFT GENERAL FUND CAPITAL PROGRAMME 2022/23 TO 2025/26					Appendix 2
	2022/23	2023/24	2024/25	2025/26	Programmed but not allocated
	£000	£000	£000	£000	£000
ENVIRONMENT					
Streetscene equipment	-	66	-	-	101
Streetscene Fleet replacement	-	105	-	-	-
Waste Contract - replacement green containers	80	88	35	35	-
Waste Contract - replacement blue bins	40	38	11	11	-
Waste Contract - replacement waste containers	10	88	4	4	-
Riverway Site Improved Depot Facilities	101	-	-	-	-
Total	231	385	50	50	101
COMMUNITY					
Disabled Facilities Grants	1,000	3,560	1,522	1,522	2,075
Private Sector Housing Assistance	25	105	-	-	-
Improvements at Glover St caravan site	5	-	-	-	-
Empty Homes	10	70	-	-	-
Rough Sleeper Accommodation	140	-	-	-	-
Total	1,180	3,735	1,522	1,522	2,075
LEISURE					
Stone Leisure Strategy (part s106)	-	-	-	-	-
Stone Leisure Strategy Phase 2 (part s106)	535	1,826	-	-	-
Stafford Castle - H&S Works	-	-	-	-	16
Victoria Park Refurbishment	-	-	-	-	-
Victoria Park Pedestrian Bridge	-	91	-	-	-
Charnley Road Destination Park (s106)	-	-	-	-	-
Gatehouse - MET rigging	5	-	-	-	-
Jubilee Playing Field Leisure Facilities (s106)	104	-	-	-	-
Gnosall Leisure Facilities	-	-	-	-	-
Yarnfield Recreational Facilities	17	-	-	-	-
Total	661	1,917	-	-	16
PLANNING AND REGENERATION					
Growth Point capital	50	-	-	-	-
Stafford Town Centre Enhancement	19	-	-	-	-
Pearl Brook Path Improvements	-	-	-	-	-
Stafford Western Access Route	-	-	-	-	-
Victoria Street Car Park Improvements	-	-	-	-	48
New Gypsy & Traveller Site	150	-	-	-	-
Station Gateway	-	-	-	-	3,500
Eccleshall Road Cemetery Biodiversity	28	-	-	-	-
Future High Streets Fund - Public Realm	2,180	-	-	-	-
Future High Streets Fund - Mixed Use	-	13,801	5,500	-	-
Total	2,427	13,801	5,500	-	3,548
RESOURCES					
Corporate IT equipment	142	50	50	50	-
Contact Centre Phone system	-	-	-	-	30
Civic Centre Generator	-	-	-	-	50
Financial Management System	-	-	-	-	-
Accommodation transformation & rationalisation	11	-	-	-	670
Total	153	50	50	50	750
TOTAL CAPITAL PROGRAMME	4,652	19,888	7,122	1,622	6,490

							Appendix 3
Business Rates Retention							
		2022-23	2023-24	2024-25	2025-26		
			Estimate	Estimate	Estimate		
		Revised	50% Scheme	50% Scheme	50% Scheme		
A. Business Rates Collection Fund		£	£	£	£		
Gross Rates		-61,120,636	-67,416,003	-68,764,320	-70,139,610		
Less Reliefs etc.							
Mandatory Relief		7,428,898	8,075,623	8,237,140	8,401,880		
Discretionary relief		227,662	254,440	259,530	264,720		
Exemptions		1,993,631	2,188,477	2,232,250	2,276,900		
Cost Of Collection		171,196	171,713	171,760	171,810		
Losses on collection		2,400,702	2,901,419	2,959,450	3,018,640		
Non Domestic Rates Income		-48,898,549	-53,824,331	-54,904,190	-56,005,660		
Less amount due to							
Government		24,449,270	26,912,170	27,452,100	28,002,830		
County		4,400,870	4,844,190	4,941,380	5,040,510		
Fire		488,990	538,240	549,040	560,060		
Net Business attributable to SBC		-19,559,419	-21,529,731	-21,961,670	-22,402,260		
B. General Fund determination of retained Business Rates							
Net Business Rates attributable to SBC		-19,559,419	-21,529,731	-21,961,670	-22,402,260		
less	Tariff	14,735,030	15,891,440	16,209,270	16,533,460		
	Reset		0	0	1,156,147		
Core Funding		2,824,420	2,930,119	2,988,720	3,048,490		
	Growth	-1,999,969	-2,708,173	-2,763,680	-1,664,163		
Plus	New Burdens funding subject to Levy						
Business Rates S.31 Grants		-1,579,442	-1,735,518	-1,770,230	-1,805,630		
Amount subject to Pool levy		-3,579,411	-4,443,691	-4,533,910	-3,469,793		
	Pool Levy	1,789,705	2,221,845	2,266,955	1,734,896		
Business Rates Growth		-1,789,705	-2,221,845	-2,266,955	-1,734,896		
Retained Business Rates							
	Core Funding	-2,824,420	-2,930,119	-2,988,720	-3,048,490		
	Growth	-1,789,705	-2,221,845	-2,266,955	-1,734,896		
	S&SOT Redistribution	-715,882	-888,738	-906,782	-693,959		
	Pooling agreement	-215,000	-215,000	-215,000	-215,000		
TOTAL Retained Income		-5,545,007	-6,255,702	-6,377,457	-5,692,345		

APPENDIX 4				
GENERAL FUND RESERVES & BALANCES AND CAPITAL RESOURCES 2022 - 2026				
	01/04/2023	01/04/2024	01/04/2025	01/04/2026
	£	£	£	£
Contingency				
Working Balances	1,000,000	1,000,000	1,000,000	1,000,000
Revenue Surplus	1,004,796	1,004,796	1,004,796	1,004,796
Insurance Reserve	595,492	595,492	595,492	595,492
VAT - Partial Exemption	195,300	195,300	195,300	195,300
Leisure Equalization Reserve	-904,160	-771,700	-553,860	-297,720
Business Rates Pool Equalisation	4,566,085	4,566,085	4,566,085	4,566,085
B rates Contingency	685,000	685,000	685,000	685,000
	7,142,513	7,274,973	7,492,813	7,748,953
Grants				
Strategic Health Delivery	30,782	30,782	30,782	30,782
Stepping Stones Unspent S&S	4,559	4,559	4,559	4,559
Homelessness Prevention	129,641	129,641	129,641	129,641
Neighbourhood Planning Grant	34,257	34,257	34,257	34,257
Stafford & Surrounds	5,723	5,723	5,723	5,723
Elector Grant	113,568	113,568	113,568	113,568
Inspire Grant	7,000	7,000	7,000	7,000
Rough Sleeping Grant	59,824	59,824	59,824	59,824
Planning Registers New Burdens	36,241	36,241	36,241	36,241
Northern Gateway Project	40,705	40,705	40,705	40,705
Housing Benefit Admin Grant	51,516	51,516	51,516	51,516
Flexible Homelessness Support Grant	169,309	169,309	169,309	169,309
Homelessness Reduction Act Grant	75,744	75,744	75,744	75,744
PCC Locality Deal Funding	29,670	29,670	29,670	29,670
EU Exit Preparation	24,968	24,968	24,968	24,968
Garden Community Grant	639,244	639,244	639,244	639,244
Eastgate Masterplan	5,309	5,309	5,309	5,309
Parks Improvement	21,153	21,153	21,153	21,153
Football Foundation Riverway ATP	8,849	8,849	8,849	8,849
DCLG Cyber Security Grant	86,450	86,450	86,450	86,450
Domestic Abuse Accom Duty New Burdens	18,555	18,555	18,555	18,555
Test and Trace	406,697	406,697	406,697	406,697
Revs and Bens Grants	5,820	5,820	5,820	5,820
Council Tax Hardship Fund	106,784	106,784	106,784	106,784
Temporary Accommodation Grant	0	0	0	0
Covid Grants	234,789	234,789	234,789	234,789
Support for Vulnerable Renters	0	0	0	0
Residential Electric Charging Point	0	0	0	0
Safety of women at night	0	0	0	0
Social Housing Decarbonisation Fund	0	0	0	0
	2,347,157	2,347,157	2,347,157	2,347,157
Donations				
Loans to Sports Clubs	22,088	22,088	22,088	22,088
Grants Sports Clubs	4,489	4,489	4,489	4,489
Castle Donations	9,628	9,628	9,628	9,628
High House Donations	23,072	23,072	23,072	23,072
	59,277	59,277	59,277	59,277
Shared Services				
HR Shared Service	30,375	30,375	30,375	30,375
IT Shared Service	175,819	175,819	175,819	175,819
Legal Shared Service	79,425	80,925	82,425	83,925
Shared Services Transformation	365,398	365,398	365,398	365,398
	651,017	652,517	654,017	655,517

	01/04/2023	01/04/2024	01/04/2025	01/04/2026
	£	£	£	£
Rolling Programme				
Housing Needs Survey	52,770	52,770	52,770	52,770
Elections	215,709	60,299	99,799	139,299
	268,479	113,069	152,569	192,069
Community				
Home Energy Conservation	31,700	31,700	31,700	31,700
Private Sector Housing	12,596	12,596	12,596	12,596
Earned Autonomy Community safety	25,000	25,000	25,000	25,000
Empty Homes Officer	102,680	102,680	102,680	102,680
DFG Balance of South Staffs Contributions	864	864	864	864
	172,840	172,840	172,840	172,840
Corporate				
Training	95,920	95,920	95,920	95,920
Climate Change	24,228	24,228	24,228	24,228
Provision for Future Maintenance	43,130	43,130	43,130	43,130
Pensions Reserve	342,040	527,040	341,040	249,040
Rollovers 18-19	89,094	89,094	89,094	89,094
Budget support	1,678,100	779,690	779,690	779,690
Covid 19 Reallocation	1,258,486	1,258,486	1,258,486	1,258,486
Corporate Pot	433,458	433,458	432,146	432,146
Anchor Org for Clinically Vulnerable	91,920	91,920	91,920	91,920
Building Maintenance	114,000	114,000	114,000	114,000
Rollovers 20-21	31,427	31,427	31,427	31,427
Unpresented cheques pre 2021-22	259,979	259,979	259,979	259,979
Contracts reserve	600,000	0	0	0
	5,061,782	3,748,372	3,561,060	3,469,060
Environment				
Streetscene Transformation	82,050	109,400	136,750	164,100
CAMEO - emissions trading scheme	57,768	57,768	57,768	57,768
Stewardship Rural Payments Agency	25,774	25,774	25,774	25,774
Cremator Maintenance Plan	80,453	80,453	80,453	80,453
Environmental Fines	9,179	9,179	9,179	9,179
Streetscene Trading	136,109	136,109	136,109	136,109
Taxi Licences	63,912	63,912	63,912	63,912
Operations Project Management	1,531	1,531	1,531	1,531
Maintenance of SBC Trees	71,243	71,243	71,243	71,243
Strategic Health Delivery Ctrb to Reserve	4,292	4,292	4,292	4,292
	532,310	559,660	587,010	614,360
Leisure				
Football development fund	13,373	21,373	29,373	37,373
HLF Vict Park - equalisation reserve	22,590	-1,310	0	0
Leisure Management Contract Reserve	198,296	198,296	198,296	198,296
Alleyes Dryside Provision	80,000	80,000	80,000	80,000
Vic Park Cafe and Area Hire	23,102	23,102	23,102	23,102
	337,360	321,460	330,770	338,770

	01/04/2023	01/04/2024	01/04/2025	01/04/2026
	£	£	£	£
Planning				
LDF	226,339	34,379	0	27,500
CIL Reserve	-20,250	-20,250	-20,250	-20,250
Dev Mgmt. Equalisation	215,751	192,701	169,651	146,601
20% Planning Increase	544,617	670,847	740,537	866,767
Stafford TC Strategic Review	71,763	71,763	71,763	71,763
Station Gateway	47,985	47,985	47,985	47,985
Economic Growth Strategy	80,000	80,000	80,000	80,000
Future High Street Fund Revenue Funding	0	0	0	0
Stone Leisure Revenue Funding	0	0	0	0
	1,166,204	1,077,424	1,089,686	1,220,366
Resources				
Health & Safety	10,000	10,000	10,000	10,000
HR future shared service development	48,278	42,668	37,058	31,448
Localisation of Council Tax Support	248,613	221,433	194,253	167,073
R12 Employee Survey Outcomes	20,000	20,000	20,000	20,000
R13 Organisation Development Plan	60,000	60,000	60,000	60,000
Entrust Supporting Schools	10,000	10,000	10,000	10,000
Mayoral Afternoon Tea	3,000	3,000	3,000	3,000
	399,890	367,100	334,310	301,520
Section 106				
Section 106 commuted sums	1,266,391	1,234,831	1,203,271	1,171,711
Cannock SAC contributions	316,730	316,730	316,730	316,730
S106 swimming pool	43,276	43,276	43,276	43,276
S106 Sports cts/hall	326,763	326,763	326,763	326,763
S106 Artificial Turf	10,489	10,489	10,489	10,489
Cannock SAC Partnership	669,816	654,226	654,226	654,226
HLF Victoria Park	34	34	34	34
	2,633,498	2,586,348	2,554,788	2,523,228
Revenue	20,772,328	19,280,198	19,336,298	19,643,118
Capital Programme Funding				
Revenue Surplus	14,380	14,380	14,380	14,380
RCCO GF	865,340	745,270	73,270	162,270
Invest to Save	8,414	8,414	8,414	8,414
Budget support	99,961	-39	0	0
De Minimis Capital Spending	166	166	127	127
New Homes Bonus	805,700	723,700	723,700	723,700
VAT Shelter	176,562	126,562	126,562	126,562
	1,970,522	1,618,452	946,452	1,035,452
Rollovers				
Rollovers 19-20	95,031	95,031	95,031	95,031
	95,031	95,031	95,031	95,031
Capital Contingency				
RCCO HSF/SG	3,772,781	3,772,781	3,483,781	3,483,781
Working Balance Transfer	1,549,000	1,549,000	569,000	569,000
Economic Development	912,000	912,000	912,000	912,000
New Homes Bonus	431	431	431	431
	6,234,212	6,234,212	4,965,212	4,965,212

	01/04/2023	01/04/2024	01/04/2025	01/04/2026
	£	£	£	£
Capital Sinking Fund				
Cremator Sinking Fund	750,000	800,000	850,000	900,000
Pest Control Vehicles	147,200	163,600	180,000	196,400
Sweepers Sinking Fund	789,999	859,999	929,999	999,999
Rowley Park 3G Pitch Sinking Fund	150,000	165,000	180,000	195,000
Riverway	125,000	150,000	175,000	200,000
Victoria Park Safety	80,000	80,000	80,000	80,000
Tenterbanks CP Bud B	60,300	60,300	60,300	60,300
CRM replacement reserve	132,000	132,000	132,000	132,000
	2,234,499	2,410,899	2,587,299	2,763,699
Capital	10,534,264	10,358,594	8,593,994	8,859,394
Earmarked	31,306,592	29,638,792	27,930,292	28,502,512

Band Equivalents

Parish	Tax Base Post LCTS 2023-24
Adbaston	224.27
Barlaston	1,044.25
Berkswich	795.09
Bradley	226.09
Brocton	557.44
Chebsey	250.25
Church Eaton	293.38
Colwich	1,907.33
Creswell	748.58
Doxey	1,162.67
Eccleshall	2,177.27
Ellenhall	63.01
Forton	144.49
Fradswell	84.85
Fulford	2,310.41
Gayton	77.16
Gnosall	2,026.41
Haughton	458.85
High Offley	393.86
Hilderstone	274.60
Hixon	745.04
Hopton & Coton	851.31
Hyde Lea	185.86
Ingestre	83.38
Marston	91.74
Milwich	197.57
Norbury	201.68
Ranton	184.60
Salt & Enson	190.82
Sandon & Burston	166.76
Seighford	775.15
Stafford	18,995.54
Standon	338.88
Stone	6,348.46
Stone Rural	729.29
Stowe-By-Chartley	200.39
Swynnerton	1,368.07
Tixall	130.25
Weston	480.46

Parish	Tax Base Post LCTS 2023-24
Whitgreave	91.34
Yarnfield and Cold Meece	831.50
Subtotal	48,408.35
MOD Class O	455.20
Total	48,863.55

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

Introduction

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

Robustness of Budget Estimates

The Council's budget estimates for 2023-24, including the forecast outturn for 2022-23, have been prepared by appropriately qualified and experienced staff in consultation with service managers. Budgets have been discussed and fully managed by the Leadership Team.

The budget for 2023-24 has been constructed based upon the maintenance of existing level of service, adjusted for known changes in 2023-24. It is considered to accurately reflect likely expenditure in 2023-24, being based on historic information, experience of expenditure in previous years and latest projections where appropriate.

The indicative budgets for 2024-25 and 2025-26 are similarly based upon the best information available at this moment in time.

The full risk assessment of the Council's Budget 2023-24 has been carried out and is included in **APPENDIX 7**.

The impact of the National Living Wage has been incorporated into the budget. Allowance has also been made for staff incremental progression. Sufficient provision has been built in for current employer pension contributions, in line with the 2023 actuarial valuation. Different vacancy rates have been assumed for Council services based on past experience.

Inflation on contractor costs has been allowed based on the projected retail/consumer prices index increases and on energy budgets based on anticipated tariff increases as well as specific reviews of particularly high value contracts such as the Freedom Leisure contract. Any differential inflationary uplift as required by contracts has been reflected. No other inflation has been provided for other expenditure budgets.

Some fees and charges have increased from January 2023. Given the demand-led nature of some of the more significant income budgets, such as for parking, development control and land charges, prudent but realistic assumptions have been made about estimated income. Major sources of income will continue to be closely monitored throughout the year with a view to protecting overall income to the Council as far as possible.

Investment income of £400,000 has been included within 2023-24 budgets. This has been based on current projections of bank rate which are anticipated to continue to increase through 2022-23 and are forecast to remain at those levels throughout 2023-24 as the Bank of England tries to reduce inflation. Prudent assumptions about cash flow have been made and the advice of the Council's treasury management consultants has been taken into account in determining the average rate of return.

No specific contingency budget is provided in 2023-24 as it is considered that the Council's overall revenue balances are sufficient to act as an overall contingency (see below). However, robust budget monitoring arrangements, including Business Rates monitoring, are in place and will continue throughout the year. In addition to budget monitoring by officers, all Cabinet members will receive a monthly update and there will be quarterly reports to the Cabinet and Scrutiny Committees via "Performance Reports".

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

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

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

Adequacy of the Council's Reserves

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

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

The Council is projected to hold total General Fund reserves of £20.772 million at 31 March 2023 and £19.280 million at 31 March 2024.

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

The successful Future High Streets Fund bid has enabled the inclusion of the project in the capital programme. At an overall cost of £21.5 million, this project presents a substantial challenge to deliver; but it also presents financial risks. It is essential that costs are controlled and milestones are met, to avoid the prospect of defaulting on Government requirements, additional borrowing and/or additional revenue contributions.

The quantum of the Future High Streets Fund bid, its financial risks and the future debt repayments on borrowing, coupled with the ongoing additional costs of (in particular) inflation and waste management, represent burdens on the Financial Plan. When combined with the uncertainty of a fundamental Government review of local government finance, the medium term outlook is very challenging. There is no scope over the Financial Plan period for further discretionary projects or expenditure that could have a negative effect on reserves.

The Council has set a policy of a minimum level of general reserves of £1 million. The Budget for 2023-24 has been constructed on the basis that there will be a level of general reserves in excess of £1 million.

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

Chris Forrester Deputy Chief Executive and S151 Officer

Working Balance - Financial Risks facing the Authority

Risk	Level of risk	Explanation of risk / justification for cover
Inflation	High	Inflation has been included in the Financial Plan in accordance with Government policy.
Investment interest	Medium	The amount earned depends on the prevailing interest rates and the level of cash balances held. Prudent assumptions have been made.
Major income sources:		
• Planning fees	Medium	Dependent on economic conditions.
• Land charges fees	Low	Dependent on the housing market / basis of determining recoverable expenses/ proposed transfer to Land Registry.
• Car parking	Medium	Certain amount of volatility based on demand.
• Markets	High	Dependent on occupancy levels.
• Environmental services	Low	Licensing income dependent on renewals.
• Bereavement services	Medium	Some risk as it is a major source of income.
Spending pressures:		
• Waste and recycling targets	Medium	The Council will need to reach recycling targets in order to maximise income from recycling credits and avoid penalties. Recycling Credit regime operated by County Council. Estimated costs for dual streaming and the contract extension increase uncertainty.
• Leisure management	High	Difficulties for the service provider, grounded in Covid 19 but continuing into the near future due to increased energy costs, will require financial support from the Council.

Risk	Level of risk	Explanation of risk / justification for cover
<ul style="list-style-type: none"> • Levelling Up 	High	The Future High Streets Fund is a major investment programme over a number of years with substantial Council contributions. It includes obligations to Government, requires engagement of partners and carries high expectations locally. It therefore represents a major financial risk.
Funding Sources:		
<ul style="list-style-type: none"> • New Homes Bonus 	High	Although allocations for 2023-24 can be predicted accurately, the future level of funding is now not only dependent upon completions of new properties but what incentive scheme will exist instead of New Homes Bonus.
<ul style="list-style-type: none"> • Business Rates Scheme and Resets 	High	A reset of growth achieved under the current system is likely to take place around the end of the current medium term financial plan. How the reset is implemented could have material implications.
<ul style="list-style-type: none"> • Volatility in Business Rates 	High	The Council will be exposed to volatility or reduction in its business rates due to the failure or temporary closure of a key businesses and successful backdated appeals against Rateable Values. Greater control of Business Rates gives councils greater freedoms and removes dependency on central funding, but it passes on a greater risk to core funding if Business Rates income falls.

General Fund Revenue Budget and Capital Programme 2023-26

Resources Scrutiny Committee - 3 January 2023

RSC22 General Fund Revenue Budget and Capital Programme 2023-26

This matter had been considered by Cabinet at its meeting held on 1 December 2022 and was submitted to this Committee for consultation.

The Committee considered the report of the Head of Finance (V1 14/12/22) that proposed to the Council the General Fund Revenue Budget for 2023-24, the updated Capital Programme 2023-26 and indicative budgets for 2024-25 to 2025-26.

The Committee discussed the following aspects of the report with the Cabinet Member (Resources Portfolio), the Head of Finance and the Chief Accountant:-

- The 2022/23 Pay Award
- Reduced Corporate Support Administration
- Lease of Vacant areas of the Civic Centre
- Removal of Concessionary Parking
- Streetscene Efficiencies
- Increase in Garden Waste Charges from 2024
- Lease Car Park Concessions
- Business Rates Income
- Riverway Site Improved Depot Facilities
- Disabled Facilities Grants
- New Gypsy and Traveller Site
- Unpresented Cheques Pre 2021-22

RESOLVED:- that in exercise of the powers delegated to the Committee, the decision of the Cabinet as set out in Minute No CAB43/22, regarding the General Fund Revenue Budget and Capital Programme 2023 - 26, be noted.

RSC24 Resources Portfolio - General Fund Revenue Budget 2022/2023 - 2025/2026 and Capital Programme 2022/2023 - 2025/2026

The Committee considered the report of the Head of Finance (V1 05/12/22) in relation to the draft detailed Resources Portfolio revenue budget for 2022/2023 - 2025/2026 and the draft Resources Portfolio Capital Programme for 2022/2023 - 2025/2026.

RESOLVED:- that in exercise of the powers delegated to the Committee, the report be noted.

Economic Development and Planning Scrutiny Committee - 5 January 2023

EDP29 Economic Development and Planning Portfolio - General Fund Revenue Budget 2022/2023 - 2025/2026 and Capital Programme 2022/2023 - 2025/2026

The Committee considered the report of the Head of Finance (V1 05/12/22) in relation to the draft detailed Economic Development and Planning Portfolio revenue budget for 2022/2023 - 2025/2026 and the draft Economic Development and Planning Portfolio Capital Programme for 2022/2023 - 2025/2026.

The Committee discussed the following aspects of the report with the Chief Accountant:-

- Remove Concessionary Parking
- Christmas Lights Switch on - Fireworks Display
- Development Management Net Expenditure
- Off Street Parking Services - Third Party Payments
- Borough Markets Net Expenditure
- Capital Programme - New Gypsy and Traveller Site

RESOLVED:- that in exercise of the powers delegated to the Committee, the report be noted.

Community Wellbeing Scrutiny Committee - 10 January 2023

CWB28 Community Portfolio - General Fund Revenue Budget 2022/2023 - 2025/2026 and Capital Programme 2022/2023 - 2025/2026

The Committee considered the report of the Head of Finance (V1 05/12/22) in relation to the draft detailed Community Portfolio revenue budget for 2022/2023 - 2025/2026 and the draft Community Portfolio Capital Programme for 2022/2023 - 2025/2026.

The Committee discussed the following aspects of the report with the Cabinet Member (Community Portfolio) and the Chief Accountant:-

- Reduction in underspending overhead budgets
- The Disabled Facilities Grants allocation

RESOLVED:- that in exercise of the powers delegated to the Committee, the report be noted.

CWB29 Environment Portfolio - General Fund Revenue Budget 2022/2023 - 2025/2026 and Capital Programme 2022/2023 - 2025/2026

The Committee considered the report of the Head of Finance (V1 05/12/22) in relation to the draft detailed Environment Portfolio revenue budget for 2022/2023 - 2025/2026 and the draft Environment Portfolio Capital Programme for 2022/2023 - 2025/2026.

The Committee discussed the following aspects of the report with the Cabinet Member (Community Portfolio), the Cabinet Member (Leisure Portfolio), the Interim Head of Operations and the Chief Accountant:-

- The budget savings exercise taken as part of the 2023/23 budget process in relation to the Environment Portfolio
- Streetscene efficiencies
- Efficiencies in bedding flowers/cauldrons
- Increase in garden waste charges from 2024
- Streetscene Net Expenditure
- CCTV Third Party Payments
- Waste Contract - replacement green containers
- Waste Contract - replacement blue bins

RESOLVED:- that in exercise of the powers delegated to the Committee, the report be noted.

CWB30 Leisure Portfolio - General Fund Revenue Budget 2022/2023 - 2025/2026 and Capital Programme 2022/2023 - 2025/2026

The Committee considered the report of the Head of Finance (V1 05/12/22) in relation to the draft detailed Leisure Portfolio revenue budget for 2022/2023 - 2025/2026 and the draft Leisure Portfolio Capital Programme for 2022/2023 - 2025/2026.

The Committee discussed the following aspect of the report with the Chief Accountant:-

- Allotments Net Expenditure

RESOLVED:- that in exercise of the powers delegated to the Committee, the report be noted.

Agenda Item 4(c)(i)

Cabinet Date:	19 January 2023
Contact Officer:	Michelle Smith
Telephone Number:	01785 619335
Ward Interest:	Doxey and Castletown and Rowley
Report Track:	Council 24/01/2023 Cabinet 19/01/2023
Key Decision:	Yes
Submission by:	Councillor F Beatty, Economic Development and Planning Portfolio

Stafford Station Gateway - Updated Strategic Regeneration Framework

1 Purpose of Report

- 1.1 To update members on the consultation feedback received in respect of the draft Strategic Regeneration Framework (SRF) for the Stafford Station Gateway and the subsequent revisions made to the document.
- 1.2 To present the Consultation Statement and a revised version of the SRF to members for consideration.
- 1.3 To agree a process to enable minor amendments to the text and images within the final document to accurately reflect updated information.

2 Proposal of Cabinet Member

- 2.1 That members note the analysis of and commentary on the consultation process and the views presented on the draft SRF;
- 2.2 That members resolve to endorse and refer the Consultation Statement (**APPENDIX 1: www.staffordbc.gov.uk/Stafford-Station-Gateway-SRF-Appendix-1**) and updated SRF (**APPENDIX 2: www.staffordbc.gov.uk/Stafford-Station-Gateway-SRF-Appendix-2**) to full Council for adoption;
- 2.3 That Cabinet delegate authority to the Head of Development (in consultation with the Cabinet Member for Economic Development and Planning) to update

the adopted SRF to make minor amendments to the text and images within the final document to accurately reflect updated information.

3 Key Issues and Reasons for Recommendations

- 3.1 The Stafford Station Gateway mixed use redevelopment proposals represent a significant investment opportunity, maximising the potential economic benefits of HS2. As such it is important to ensure that the highest quality of development is brought forward.
- 3.2 Over 200 representations were received during the consultation period which raised concerns around the existing biodiversity within the site, the scale and density of housing, the impact on the town centre and limited focus on employment opportunities. There was also support for the scheme, recognising the need for regeneration in this area, creating jobs and attracting highly skilled people to the town which will help to support new and existing businesses within the town centre. Positive responses also anticipated a reduction in antisocial behaviour and littering within the site.
- 3.3 The Consultation Statement (**APPENDIX 1: www.staffordbc.gov.uk/Stafford-Station-Gateway-SRF-Appendix-1**) discusses the detail of the responses received and indicates where the SRF has been amended as a result.
- 3.4 Recommending the SRF (**APPENDIX 2: www.staffordbc.gov.uk/Stafford-Station-Gateway-SRF-Appendix-2**) for adoption by full Council will provide a clear vision for the site and guiding principles that will shape future development.

4 Relationship to Corporate Business Objectives

- 4.1 The Station Gateway scheme supports the delivery of sustainable economic and housing growth and is therefore actively supporting Objectives 1, 2 and 3 of the Corporate Business Plan as follows:

Objective 1: Delivering sustainable economic and housing growth to provide income and jobs

Objective 2: Developing strong communities that promote health and wellbeing

Objective 3: to continue work towards our Climate Change and Recovery objectives, integrating them into our activities and strategic plans.

5 Report Detail

Purpose of the SRF

- 5.1 The purpose of the SRF is to formalise the development proposals for the Stafford Station Gateway and to guide development within the area in line with the emerging new Local Plan. It aims to encourage high quality mixed-use development which will support the economic growth of Stafford and the wider borough providing new employment and leisure opportunities, alongside aspirational housing to retain and attract new talent. It seeks to secure long lasting economic, social and environmental benefits for the area.
- 5.2 The SRF presents a vision, illustrative masterplan and set of design and development principles to guide the future development of the Gateway. The SRF responds to existing and emerging planning policies and seeks to nurture the assets and opportunities that are unique to this part of Stafford - including its green and blue infrastructure, major development site opportunities and exceptional connectivity.
- 5.3 The Gateway has the potential to deliver, up to 33,000ft² new Grade A office space, up to 15,000ft² of new retail and leisure space, up to 106,000ft² of workspaces and an Innovation Hub, up to around 900 new residential dwellings which would be a mix of townhouses and apartments, an 80 bed hotel, a 350 space new multi-storey car park and high quality public realm and open spaces. This is an updated mix of uses for the site that has been designed taking into account the changes to the way in which we live and work that have occurred as a result of the pandemic. The SRF sets clear expectations on future developers to bring forward planning applications that appeal to new business start-ups, families and young professionals whilst respecting and responding to the local area and maximising opportunities for sustainable economic growth.

Updates Since Publication of the Draft SRF

- 5.4 At the time of publication of this report the outcome of the Council's Round Two Levelling Up Fund bid is still awaited. It is understood decisions will be issued during January 2023.
- 5.5 Since publication of the draft SRF a planning application has been submitted in respect of the proposed Newcastle and Stafford Colleges Group Institute of Technology within the Palmbourne Industrial Estate area of the site. Whilst the planning application is under consideration the proposals are not reflected in any detail within the SRF. For this reason Cabinet are asked to consider a delegation to officers to enable an update of the relevant sections of the SRF once the planning application has been decided.

Developing the SRF

- 5.6 In August 2021 Cabinet approved a budget to enable officers to progress the necessary technical work, in partnership with Staffordshire County Council and LCR, to develop a draft SRF. CBRE, Hawkins\Brown and WSP were commissioned to progress this work on behalf of the three organisations.
- 5.7 The preparation of the draft SRF involved workshops with Borough and County Council officers and Members and also with landowners. This process started to shape the draft vision and objectives for the Framework.
- 5.8 The draft SRF was reported to Cabinet on 4 August 2022 who resolved to commence public consultation which was subsequently launched on 18 August 2022.

Public Consultation Process

- 5.9 The ambition of the Station Gateway scheme is to create high value employment opportunities within a vibrant new community that will also benefit the existing community. As such it's very important that we engage with our nearby residents and employers to understand what the proposals mean to them. The engagement strategy for the consultation process therefore concentrated on a number of communication channels to ensure the plans were widely seen. Section 3 of the Consultation Statement sets out the methods used which include the press and social media coverage alongside the pop-up consultation events and exhibition materials.
- 5.10 The consultation closed on 29 September 2022 and over 200 written responses were received. The majority of these were via the online survey that was available on the Borough Council website.

Responses provided in the free text sections: www.staffordbc.gov.uk/Stafford-Station-Gateway-SRF-Comments of the survey

Individual responses: www.staffordbc.gov.uk/Stafford-Station-Gateway-SRF-Responses..

Detail of the number of people who engaged with the consultation process is set out in section 4.1 of **APPENDIX 1**: www.staffordbc.gov.uk/Stafford-Station-Gateway-SRF-Appendix-1.

Reviewing and Updating the SRF

- 5.11 The consultation responses received have been included in full within the Consultation Statement which also sets out the issues that have been raised grouped into themes. As the charts within the Consultation Statement demonstrate issues relating to ecology and biodiversity, climate change and the scale of development were of particular concern. From the content of some of the responses and also from discussions at the event held on 6

September it was also evident that some of the intentions of the scheme, particularly in relation to employment and investment opportunities and the relationship between the Gateway and the town centre needed much more clarity within the SRF.

- 5.12 The online survey began by canvassing opinion on the Vision for the Gateway and as the pie charts on page 14 onwards of the Consultation Statement demonstrate, the majority of respondents were not in favour. Looking first at the Vision, the most frequently raised issues related to community facilities and the impact on existing social infrastructure, impact on existing biodiversity, impact on the town centre, overprovision of housing and highways concerns. Some of these issues relate to detail that will be considered at the planning application stage, others (as set out below) have been addressed by amendments and clarifications to the SRF. A number of concerns should be alleviated by greater clarity in the way in which the Framework presents particular aspirations or considerations. In terms of the Vision itself this has been redrafted to better reflect the intentions of the scheme.
- 5.13 Similarly the majority of respondents were not in favour of Strategic Objective 1 of the Framework, 'A New Western Gateway for Stafford'. Whilst it wasn't clear from the detail of the responses which aspects of the Objective were problematic, based on the overall feedback received (see 5.17 below) the Objective has been updated to 'Transformational Regeneration that Supports the Town Centre'.
- 5.14 In response to the significant concerns raised in respect of the impacts on existing ecology and biodiversity within the site ecology experts Tyler Grange were commissioned to review the draft SRF document and existing/emerging local and national policies relating to biodiversity. This included consideration of Biodiversity Net Gain and how this could be achieved within the site. Detail of the changes made to the SRF as a result are set out on pages 68 and 69 of the Consultation Statement.
- 5.15 Similarly a number of responses raised concerns around the impact on trees within the site which were understood by many to be covered by Tree Preservation Orders (TPO). There are no TPOs in place within the site and the Council's Tree Officer was asked to comment on the concerns around loss of trees that had been raised through the consultation. Page 69 of the Consultation Statement confirms that where trees are to be retained (irrespective of the presence of a TPO) this will be demonstrated more clearly within the updated SRF.
- 5.16 In terms of climate change whilst the draft SRF set out a commitment to deliver an exemplar low carbon development respondents felt that there was no firm requirement within the document to ensure that this requirement was met. The Consultation Statement explains at page 66 the relationship

between the SRF and the emerging new Local Plan which will set the policy requirements for development that future planning applications will have to address. The SRF has been updated to communicate this policy context and the weight that will be attributed to climate change considerations as part of the assessment of future planning applications.

- 5.17 It is clear from the number of responses that raised concern around the impact the Gateway site could have on the town centre that the SRF didn't adequately explain the relationship between the two areas and that the Gateway is very much intended to support rather than compete with the town centre. The SRF has been updated to reflect this position, adding reassurances that the existing Stafford Town Centre Transformation programme is not superseded by the proposals for the Gateway.
- 5.18 Finally in terms of the drawings, plans and precedents images (the pictures that offer suggested design themes) a number of changes and clarifications have been made in response to feedback. For example, within the Station West Character Zone (renamed from Station Gateway to avoid confusion with the wider scheme), figure 43 in the updated SRF has been amended in response to concerns that the Castlefields road would effectively be a rat run which was never the intention but this wasn't clear from the original plan. Similarly the images on page 73 of the SRF have been changed to reflect more appropriate examples of the kind of design this area of the Gateway would be looking to achieve.
- 5.19 This report has focussed on the main themes raised during the consultation process however the Consultation Statement provides the full detail and analysis that informed the updated SRF.
- 5.20 On the basis of the changes and clarifications made to the SRF as a result of the consultation exercise Cabinet are asked to endorse and refer the updated document to full Council with the intention of adopting the document and set out clear expectations for future development.

6 Implications

6.1 Financial

None.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Human Rights Act

None.

6.5 Data Protection

The full set of written representations on the consultation can be viewed here. Any personal details that were provided have been removed.

6.6 Risk Management

None.

6.7 Community Impact Assessment Recommendations

Impact on Public Sector Equality Duty:

See Cabinet report – 4 August 2022 – Item No 4(c)(ii)

Wider Community Impact:

See Cabinet report – 4 August 2022 – Item No 4(c)(ii)

7 Previous Consideration

Cabinet - 4 August 2022 – Minute No CAB14/22

8 Background Papers

File with Development.