



Lichfield
District Council

Annual budget book

2026/27

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Introduction

The purpose of the **Annual Budget Book** is to inform residents, customers, Members and other interested parties how Lichfield District Council proposes to spend its revenue and capital budgets on services. It also provides an understanding of the current financial position facing the Council both for the coming year and looking towards the future.

The information presented in this document is based on controllable budgets and therefore excludes any recharges between different areas within the Council. The Budget Book provides an overall summary of the revenue budget, details of the approved council tax for the year, treasury management, the capital programme (budget), and information relating to the Council's reserves. It also shows the main components of the budget for each Service Area and for each Strategic Priority.

The document is produced in a manner that is intended to be easy to understand and shows how the Council will use its resources to deliver the outcomes set out in **Lichfield District 2050**.

The revenue and capital budgets for 2026/27, included in the **Medium Term Financial Strategy (MTFS)**, were **approved by Full Council at its meeting on 24 February 2026**. The same meeting also set the council tax for 2026/27.

This approval was undertaken following final scrutiny of the MTFS by Overview and Scrutiny Committee on 27 January 2026, the Treasury Management Strategy by Audit and Member Standards Committee on 5 February 2026 and approval by Cabinet on 10 February 2026. The full process is explained below:

	Date	Meeting	Topics
Budget Consultation (October to December)	23/06/2025	Cabinet	Budget timetable, Budget principles, MTFS update, Budget consultation and Budget assumptions for 2026/27
	18/09/2025	Overview and Scrutiny	To review the Draft Medium Term Financial Strategy
	02/12/2025	Cabinet	Set the Council Taxbase for 2026/27
	27/01/2026	Overview and Scrutiny	To review the Draft Medium Term Financial Strategy
	05/02/2026	Audit Committee	To review the Treasury Management Strategy Statement
	10/02/2026	Cabinet	To recommend the Medium Term Financial Strategy and Council Tax increase to Council
	24/02/2026	Council	Approve the Medium Term Financial Strategy, updated Local Council Tax Support Scheme and set the Council Tax

The MTFS identifies the investment and resources necessary to deliver the Strategic Plan. One of the key functions of the Finance and Commissioning Team is to produce, update and monitor the Council's Medium Term Financial Strategy (MTFS).

In terms of Governance, Overview and Scrutiny Committee scrutinise the Revenue Budget, Capital Programme and Reserve Levels and Audit and Member Standards Committee scrutinise the Treasury Management Strategy, Capital Programme and Financing prior to approval by Cabinet and Full Council.

The activities and budgets assigned to each service area are based on the Target Operating Model. Therefore, any subsequent changes within the model will result in activities and their associated budgets being transferred.

The financial planning process and its Governance is shown below:

The Financial Planning Timetable and Governance Responsibility			
Service and Financial Planning		July	← Medium Term Financial Strategy
		August	
	→	September	← Money Matters as at 30 June
Review Medium Term Financial Strategy	→		
		October	← Medium Term Financial Strategy
Review Medium Term Financial Strategy	→	November	
Mid Year Treasury Management Report	→		
		December	← Money Matters as at 30 September
			← Set Council Taxbase and approve Collection Fund Projections
Review Medium Term Financial Strategy	→	January	
Review Treasury Management and Capital Strategies	→	February	← Money Matters as at 30 November
Approve the Medium Term Financial Strategy and set the Council Tax	→		← Recommend Medium Term Financial Strategy and Council Tax to Council
		March	
		April	
Draft Statement of Accounts	→	May	
		June	← Money Matters as at 31 March
Annual Treasury Management Report	→	July	
		August	
Statement of Accounts	→	September	
Key:			
Pink = internal timelines			
Blue = Cabinet			
Salmon = Cabinet & Overview and Scrutiny Committee			
Amber = Overview and Scrutiny Committee			
Green = Audit Committee			
Purple = Council			

The Medium Term Financial Strategy (MTFS)

The ability to deliver the outcomes set out in **Lichfield District 2050** is dependent on the resources available over the life of the plan. Therefore, the Council prepares a **Medium Term Financial Strategy (MTFS)**. This covers how we will use reserves, our investments, and our approach to council tax and how we deploy our capital. It also looks at the medium term given the cost pressures we are likely to face and how these could be financed. The MTFS covers revenue and capital expenditure for the four financial years **2026/27, 2027/28, 2028/29, and 2029/30**. It was approved by Full Council on 24 February 2026.

MTFS Budget Principles and Assumptions

To assist in preparing the Medium Term Financial Strategy, in common with several Councils, a set of principles were established to guide the preparation and management of the MTFS.

Council, on 15 October 2019, approved the budget principles identified below:

- Council will consider the medium term outlook when setting the level of Council Tax to ensure that a sustainable budget position is maintained.
- Council will prioritise funding for statutory and regulatory responsibilities to ensure these are delivered in a way that meets our legal requirements and customer needs.
- Council will continue to seek continuous improvement to enable further savings, efficiencies and income gains and provide budgets that are appropriate to service needs.
- Council will ensure that all growth in the staffing establishment will be fully understood through robust business cases in order to ensure our resources match service and customer needs. Growth will usually be allowed where costs are offset by external funding, savings or additional income.
- Council will not add to other ongoing revenue budgets unless these are unavoidable costs or corresponding savings are identified elsewhere.
- Council will use robust business cases to prioritise capital funding so that we have a sustainable Capital Programme that meets statutory responsibilities, benefits the Council's overall revenue budget position, and ensures that existing assets are properly maintained.
- Council will maintain an overall level of revenue reserves that are appropriate for the overall level of risks that the organisation faces, in order to overcome any foreseeable financial impact.

The Final Local Government Finance Settlement for 2026/27 to 2028/29

The Council received the Final Local Government Finance Settlement on 9 February 2026. The Final Settlement marks the first time in this decade that the Government has illustrated multiple years' worth of funding allocations covering 2026/27 to 2028/29.

However, it should be noted that the settlement remains an annual event and figures for future years are subject to change until they are 'locked in' by their own settlement.

This settlement has resulted in more redistribution of funding within the sector than any other for at least the last 25 years. Funding distribution was last updated in 2013/14, and since then there has been an updated 4-year settlement (2016/17 to 2019/20) and a series of one-year settlements.

The redistribution has been achieved through a full Business Rates Baseline reset (all growth since 2013/14 has been redistributed), major changes to all the Relative Needs Formulas (RNFs), and the simplification of many grants into either the allocations or into one of four consolidated grant streams (this Council will only receive homelessness, rough sleeping and domestic abuse grant and crisis and resilience grant).

The key features of the settlement for this Council are:

- The Council Tax referendum limit for District Councils remains at the higher of £5 or 2.99% (The approved MTFs assumes an annual increase of 1.99%) – 2.99% is higher for this Council.
- Council Tax is assumed to fund 74% of the settlement increase and this means that the increase in the settlement is very reliant on Council applying the maximum increase in Band D and delivering the Government assumed taxbase growth.
- The ability to raise income from Council Tax has been taken into account in the settlement through the relative resource deduction from relative need – this Council is a relative low need/relative high taxbase Council. Therefore, with this approach, we are at the more negative end of the impact spectrum.
- This Council has been included in the 95% income protection floor grouping, i.e. a maximum 5% reduction in Core Spending Power was possible. To achieve this level of protection a separate grant is paid. This approach does however potentially create the risk of a 'cliff edge' in 2029/30 when the current three-year settlement ends.
- Individual specific grants have been consolidated into the Final settlement. This makes comparison from 2025/26 quite complex with a real risk of either 'double counting' or omission.
- A full reset of Business Rates with all growth accumulated since 2013/14 redistributed within the sector. A change was made at the Final settlement to the way pooling gains are

reflected in the settlement. The Provisional Settlement allocated all gains to Tariff Authorities such as Lichfield DC, the final settlement splits them 50:50 with Top Up Authorities such as Staffordshire CC. A new adjustment Support Grant is payable in 2026/27 to negate the impact.

- A full Business Rate revaluation of Rateable Values from 1 April 2026 and new Business Rate multipliers for Retail, Hospitality and Leisure businesses.
- The approach to Business Rate Retention has been updated including how the Council's share of Business Rates is calculated in relation to reliefs, appeals and bad debts together with changes to the safety net and levy regime – this creates significant risk in business rate income projections.
- Revenue grant to operate the Food Waste Collection service from 1 April 2026 has not been separately identified and is therefore assumed to form part of Revenue Support Grant. However, it is therefore not possible to confirm if the funding fully offsets the cost of this new service mandated by central Government.

Government Core Spending Power Analysis

The Government analyses Local Government Funding using its preferred measure of Core Spending Power. There are several key points to make in relation to this measure:

- It now includes several service grants including food waste collection funding that have been 'rolled in' to Revenue Support Grant.
- It excludes any Business Rate Growth above the Government Set Baseline.
- It assumes all Councils Taxbase will increase based on previous trends and will approve the maximum available Council Tax increase – for this Council it is **3%** (2.99% for modelling purposes).
- It excludes any other local income sources such as the benefits of previous year Collection Fund surpluses or deficits.

The comparison of the Core Spending Power (CSP) using the comparative Settlement for 2025/26 to the Final Settlement and the Approved Budget is shown below:

	2026/27 £000	2027/28 £000	2028/29 £000
Comparative Core Spending Power in 2025/26	(£16,789)		
Published Core Spending Power	(£16,467)	(£16,229)	(£16,234)
Less: Assumed Higher Council Tax income from a 3% increase etc.	£129	£254	£372
Less: Provisionally allocated to Food Waste Collection	£1,500	£1,550	£1,600
Less: Provisionally allocated to Homelessness, Rough Sleeping etc.	£400	£407	£412
Equals: Core Spending Power Comparable to Approved Budget (a)	(£14,438)	(£14,018)	(£13,850)
Approved Budget Revenue Funding	(£13,225)	(£12,465)	(£11,679)
Less: Business Rate Growth not part of Core Spending Power	£425	£479	£485
Add: Service Grants now included in Core Spending Power	(£386)	(£387)	(£388)
Equals: Approved Budget Comparable to Core Spending Power (b)	(£13,186)	(£12,373)	(£11,582)
Additional Funding @ budgeted Council Tax Level of 1.99% (a-b)	(£1,252)	(£1,645)	(£2,268)
Comparison to the More Optimistic MTFS Scenario			
Approved Budget Comparable to Core Spending Power (c)	(£13,883)	(£13,572)	(£13,295)
Additional Funding assuming budgeted Council Tax Level (a-c)	(£555)	(£446)	(£555)

Local Government Reorganisation

The Final Settlement outcome is in line with the assumptions used in the Approved MTFS of **(£13,883,000)**. This means that the level of uncertainty for 2026/27 can be reduced to **LOW** with future settlements confirming allocations for 2027/28 and 2028/29 these years are assessed as **Medium**.

Local Government Reorganisation is to be implemented on 1 April 2028 and therefore future settlements will be beyond this date and therefore the level of uncertainty for 2029/30 has been assessed as **High**.

The Revenue Budget

Cabinet was presented with a Revenue Budget on 10 February 2026, and this reflects:

- The inclusion of updated projections from the 8 month Money Matters Report.
- The inclusion of financial implications from any further Approved Reports.
- The Final Local Government Finance Settlement for 2026/27 to 2028/29
- Any significant inflationary or other changes identified from the detailed review of base budgets.

The estimated inflation and budget variations for all scenarios (with additional income or savings enclosed by brackets) compared to the approved Medium Term Financial Strategy are shown below:

Updated Expenditure/Income Projections	2025/26 £000	2026/27 £000	2027/28 £000		2028/29 £000	2029/30 £000
Business as Usual Changes						
Updated Inflation and Budget Adjustment Modelling		121	138		157	(240)
Updated Pay Award Modelling		154	285		289	299
Allocation for Food Waste Collection Cost		1,500	1,550		1,600	1,648
Joint Waste Service additional costs		272	156		74	81
Joint Waste Service EPR Grant		(272)	0		0	0
Community Asset Transfer Enabling Budget		50	50		0	0
No charge for Pavement Licenses		6	6		6	6
No evening car parking charges		78	78		78	78
Funding from existing budgets for Car Park Charges		(78)	(78)		(78)	(78)
Net Income from the Cinema Development		0	0		(100)	(200)
Treasury Management Income		(393)	(526)		(645)	(376)
Service and Financial Planning Needs						
Pedestrianisation Bollard Monitoring		16	16		16	16
CCTV Line Rentals		16	16		16	16
2nd LGA Graduate		57	32		0	0
Released Earmarked Reserves		(57)	(32)		0	0
Temporary Accommodation - Management etc.		40	41		42	42
Major Projects Team Capacity		200	200		0	0
Released Earmarked Reserves		(200)	(200)		0	0
Community Transport Service		50	50		50	50
Development of youth provision across the district		100	0		0	0
Released Earmarked Reserves		(150)	(50)		(50)	(50)
Final Settlement Implications						
Homelessness and Rough Sleeping Grant		(681)	(688)		(693)	(693)
Less: Approved Budget for Grant		171	171		171	171
Allocated to Homelessness and Rough Sleeping		474	421		426	426
Allocated to preventing Domestic Abuse		36	36		36	36
Allocated to Tenancy Support		60	60		60	60
Allocation to Discretionary Housing Payments		87	87		87	87
National Insurance Grant removed		105	106		107	108
Earmarked Reserve		325	(166)		(219)	0
Sub Total		2,087	1,759		1,430	1,487

Included in Approved Budget

Local Government Reorganisation

The Revenue Budget changes (with additional income enclosed by brackets) compared to the approved Medium Term Financial Strategy are shown below:

Updated Funding Projections	2025/26 £000	2026/27 £000	2027/28 £000		2028/29 £000	2029/30 £000
Retained Business Rates Baseline Funding		(40)	(63)	Local Government Reorganisation	(78)	(94)
Retained Business Rates Growth Allowance		425	278		297	397
Revenue Support Grant		(2,339)	(2,694)		(3,024)	(3,170)
Adjustment Support Grant		(245)	0		0	0
95% income Protection Grant to 2028/29		(233)	(544)		(873)	1
Collection Fund (Surplus)/Deficit		31	0		0	0
Council Tax Income		(30)	9		30	(13)
Sub Total		(2,431)	(3,014)		(3,648)	(2,879)

Modelled Changes and their Impact on the Revenue Budget and the Funding Gap

The Revenue Budget modelled changes and their impact on the Funding Gap (surpluses and transfers to General Reserves are enclosed with brackets) together with scenarios based on more optimistic and more pessimistic funding assumptions are shown in summary below:

Revenue Budget Projections	2025/26 £000	2026/27 £000	2027/28 £000		2028/29 £000	2029/30 £000
Approved Funding Gap		344	1,256	Local Government Reorganisation	2,876	3,470
Updated Expenditure/Income Projections		2,087	1,758		1,430	1,487
Updated Funding Projections		(2,431)	(3,014)		(3,648)	(2,879)
Projected Budget (Surplus)/Funding Gap		0	0		657	2,078

The key features of the proposed central scenario Revenue Budget are:

- **Updated inflation and budget modelling** – inflation currently is above the Bank of England target rate of 2% and certain classes of expenditure such as pay awards, IT licenses, fuel and utilities are inherently volatile and/or increase annually by a predetermined index such as the Retail Price Index which tends to be higher than 2%. Therefore, this annual budget of **£250,000** is maintained centrally to mitigate the risk of higher inflation and equates to c1% of the pay bill. The inclusion of an assumption of a pay award of **3.2%** in 2026/27.
- **Updated Pay Award modelling** - the approved budget assumes annual increases of 2%. However, the increase in 2025/26 was 3.2% and with inflation being above the 2% target, the risk of higher pay awards is elevated. Therefore 3% is now assumed for 2026/27 and 2027/28.
- **Food Waste** – the grant provided to operate this service has not been identified by the Government and therefore this is the Council’s estimate of our share of operating the service. The budget includes contingency given this is a new front-line service with some uncertainties together with the potential risk that this service has wider implications for waste budgets.

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- **Joint Waste Service** – following the budget review, this is the additional cost to the Council that is offset by Extended Producer Responsibility Grant in 2026/27 (no allocations are currently provided beyond this year).
 - **Community Asset Transfer** – this is a budget set aside for legal costs, valuations and other support to enable Community Asset Transfers.
 - **Pavement Licenses** – no charge for pavement licenses was agreed for the two-year period 2024/25 and 2025/26. An assumption has been made that this approach will become permanent.
 - **Car Parking Charges** – charges for evening parking have been removed from December 2025. An assumption has been made that this approach will become permanent and funded by reprioritising existing budgets.
 - **Cinema Development** – Council approved a budget neutral approach until further information was available from the Business Plan. In the absence of a business plan, a prudent estimate has been included in the Revenue Budget based on the central budget scenario with rent free periods.
 - **Treasury Management** – these projections have been updated based on latest cash flow projections and interest rate forecasts.
 - **Service and Financial Planning** – bids for revenue budget growth have been assessed and those of the highest priority have been included.
 - **Final Settlement** – updated grant streams for Homelessness, Rough Sleeping, Domestic Abuse and Employers National Insurance that have been consolidated into Revenue Support Grant are reflected. In addition, the new Crisis and Resilience Grant that includes Discretionary Housing Payments has been incorporated for the full MTFS (only first two years in Settlement).
 - **Funding Projections** – all changes resulting from the Final Local Government Finance Settlement assuming a **1.99% Council Tax increase** have been incorporated.

In terms of Council Tax, the Revenue Budget models an increase of **1.99%** or **£3.94** in 2026/27 on the 2025/26 Band D of **£197.85** with **1.99%** subsequent annual increases.

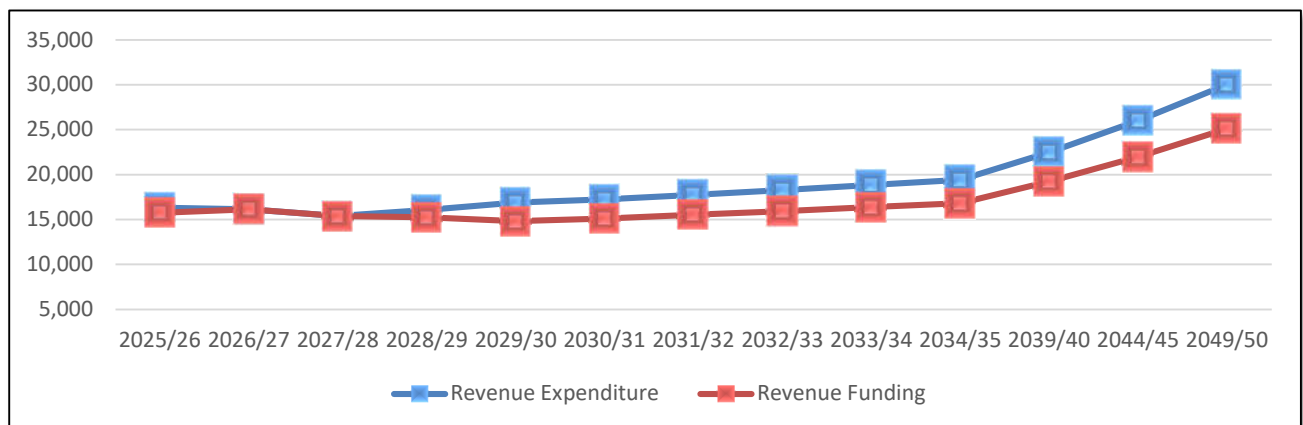
To understand the impact of various Council Tax increases on the Revenue Budget, four Council Tax scenarios with annual increases of **2.99%**, **£5**, **1.99%** and **0%** have been modelled:

	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000	2029/30 Budget £000
Approved MTFs Council Tax Income	(£8,215)	(£8,472)	(£8,751)	(£9,056)	(£9,373)
Approved Council Taxbase	41,523	42,132	42,480	43,002	43,586

A Selection of options available	Total	2026/27	2027/28	2028/29	2029/30
2.99% increase in all years					
Band D Council Tax		£203.77	£209.86	£216.13	£222.60
(Higher) or Lower Council Tax income (£000)	(£844)	(£113)	(£164)	(£238)	(£329)
£5 increase in all years					
Band D Council Tax		£202.85	£207.85	£212.85	£217.85
(Higher) or Lower Council Tax income (£000)	(£372)	(£75)	(£78)	(£97)	(£122)
1.99% increase in all years					
Band D Council Tax		£201.79	£205.80	£209.90	£214.08
(Higher) or Lower Council Tax income (£000)	£51	(£30)	£9	£30	£42
Freeze in all years					
Band D Council Tax		£197.85	£197.85	£197.85	£197.85
(Higher) or Lower Council Tax income (£000)	£1,780	£136	£346	£548	£750

Longer Term Financial Planning

The updated longer term financial plan is shown in the chart below:



A funding gap is projected from 2028/29 onwards and although this will be after Local Government Reorganisation is implemented, the Council should not take actions that negatively impact on the financial sustainability of the new authority.

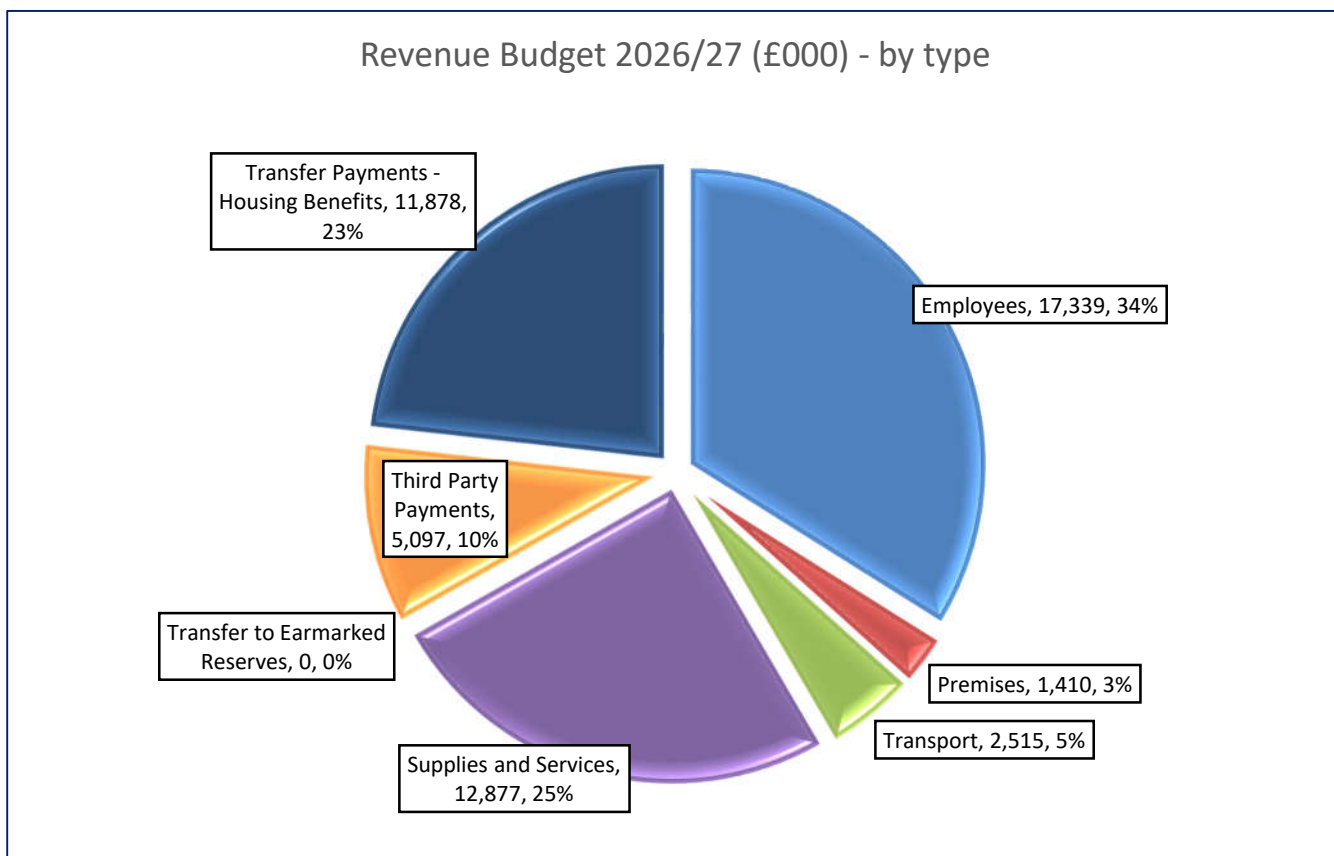
A summary of the **Revenue Budget for 2026/27 by Service Area** excluding accounting charges, is shown in the table below, with more detail by Service Area and Strategic Priority in later sections:

	Budget 2026/27 (£000)		
	Gross Expenditure	Gross Income	Net Expenditure
Chief Executive			
Chief Executive	299	0	299
Core Services			
Governance	1,827	(24)	1,804
Policy and Strategy	1,561	(170)	1,390
Communications and Marketing	8	(6)	2
HR	420	0	420
Health and Safety	802	(100)	702
Major Programmes	1,006	(600)	406
Equalities	0	0	0
Chief Operating Officer	162	0	162
IT	1,209	(46)	1,163
Director - Customer, Resident and Business Services			
Revenues and Benefits	12,867	(12,030)	837
Building Control	1,612	(1,777)	(165)
Community Safety	151	(55)	96
Operations	16,516	(12,018)	4,498
Housing Options	1,138	(821)	317
Customer Services	672	(0)	672
AD Customer Resident and Business Services	138	0	138
Digital and Robotics	309	0	309
Director (Section 151) - Finance, Regulation and Enforcement			
Finance	797	(18)	779
Property	1,805	(999)	806
Regulation and Enforcement	1,307	(228)	1,078
Leisure Centre Management	3,539	(3,651)	(113)
Development Management	1,102	(1,192)	(89)
AD - Finance Regulation and Enforcement	138	0	138
Corporate Finance	1,170	1	1,172
Commission and Procurement	339	(8)	331
Internal Audit	223	(90)	133
Net Cost of Services	51,115	(33,832)	17,284

A summary of the Revenue Budget for 2026/27 by type of spend is shown in the table below:

Budget Costs	Budget 2026/27
	£'000
Employees	17,339
Premises	1,410
Transport	2,515
Supplies and Services	12,877
Third Party Payments	5,097
Transfer Payments	11,878
Total Direct Expenditure	51,115
Grants and Contributions	(19,143)
Rent	(1,488)
Fees and Charges	(13,200)
Total Direct Income	(33,832)
Net Cost of Services	17,284

A summary of the Revenue Budget for 2026/27 is shown by type of expenditure below:



The Capital Strategy

The Capital Strategy sets out the Council's framework for managing the Capital Programme:

- **Capital expenditure**, including the approval process, long-term financing strategy, asset management, maintenance requirements, planned disposals and funding restrictions.
- **Debt and borrowing and treasury management**, including projections for the level of borrowing, capital financing requirement and liability benchmark, provision for the repayment of debt, the authorised limit and operational boundary for the coming year and the authority's approach to treasury management.
- **Commercial activities**, including due diligence processes, the authority's risk appetite, proportionality in respect of overall resources, requirements for independent and expert advice and scrutiny arrangements.
- **Other long-term liabilities**, such as financial guarantees.
- **Knowledge and skills**, including a summary of that available to the authority and its link to the authority's risk appetite.

The Capital Programme

The Capital Programme was updated to reflect:

- The inclusion of updated projections from the 8 month Money Matters Reports.
- The inclusion of financial implications from any further Approved Reports.
- Any other changes identified from review of the Approved Budget and Service and Financial Planning.

The additional capital investment projections included in the Capital Programme are:

	2026/27 £000	2027/28 £000	Local Government Reorganisation	2028/29 £000	2029/30 £000	Total £000
Property Planned Maintenance						230
Disabled Facilities Grants					1,100	1,100
Capital Contingency					275	275
Estate Maintenance	127	75				202
Bin Purchases					166	166
Vehicles - Other					315	315
ICT					175	175
Friary Outer Car Park Works		255				255
Parks, Open Spaces and Play Areas etc.	500	565				1,065
Business as Usual Capital Investment	627	895		0	2,261	3,783
Socially Rented Housing further Budget	742					742
Property Frontages - Grant Programme	400	500				900
Increasing Car Park Capacity	500	250				750
Reconfiguration of Former Retail Unit	740					740
Pedestrianisation Improvements	75					75
Strategic Priorities	2,457	750		0	0	3,207
Total Capital Expenditure Growth	3,084	1,645		0	2,261	6,990
Grant					(1,100)	(1,100)
Existing Resources	(742)				(1,161)	(1,903)
Released Earmarked Reserves	(2,342)	(1,645)				(3,987)
Total Resources	(3,084)	(1,645)		0	(2,261)	(6,990)
Borrowing Need	0	0		0	0	0

The key features of the capital programme are:

- The inclusion of Business-as-usual capital investment in 2029/30 for property/estate maintenance, Disabled Facilities Grants, waste bins, non-leased vehicles, ICT, car parking and parks, open spaces and play etc. to ensure sustainable service delivery.
- The inclusion of capital contingency to manage inflation and unforeseen project risks.
- An additional **£742,000** of capital investment in Socially Rented Housing (in addition to the £2m approved last year) funded from the Council's share of additional Right to Buy Receipts.
- A match funded grant programme for retail and hospitality focussed properties.
- Budgetary provision to increase car parking capacity to support the city centre and the cinema development.
- Capital investment to improve the operation of Pedestrianisation in Lichfield City Centre.

A few projects contained in the Approved Capital Programme have revenue implications such as operating costs, capital financing costs for internal borrowing, revenue funding or savings.

The Capital Programme revenue implications contained in the Approved Budget (at the 8 month's stage of 2025/26) and the revenue implications of additional capital spend are shown below:

Revenue Implications	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Housing - Management etc.	0	40	41	42	42
Housing - MRP	20	35	35	35	35
Leisure Centre - Loss of Investment Income	173	166	159	152	145
Leisure Centre - MRP	200	200	200	200	200
Leisure Centre - budget improvement to Friary	0	(131)	(251)	(292)	(286)
Major Projects Capacity	0	200	200	0	0
Major Projects Released Earmarked Reserves	0	(200)	(200)	0	0
CIL Funded Leisure Projects - Net Income	(100)	(100)	(100)	(100)	(100)
Food Waste Collection	0	1,500	1,550	1,600	1,648
Cinema - Net Income	0	0	0	(120)	(220)
Cinema - MRP	0	0	0	20	20
Pedestrianisation Bollards	0	16	16	16	16
Revenue Reserves	4,402	3,755	2,147	1,687	995
Revenue Budget - Bins	170	166	166	166	166
Revenue - Corporate	739	208	455	0	0
Capital Programme	5,604	5,855	4,418	3,406	2,661

The Capital Programme is summarised below:

Strategic Priority	Capital Programme						
	2025/26		2026/27	2027/28	Local Government Reorganisation	2028/29	2029/30
	Original Budget £,000	Approved Budget £,000	Budget £,000	Budget £,000		Budget £,000	Budget £,000
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	LOW	MEDIUM		MEDIUM	HIGH
Active Communities	8,001	9,911	549	0	Local Government Reorganisation	0	0
Confident Communities	5,649	6,782	3,961	1,175		1,100	1,100
Green Communities	10,982	2,953	3,496	981		506	481
Prosperous Communities	8,492	4,213	4,009	2,916		5,499	1,500
Internal Support Services	296	410	346	296		371	680
Capital Expenditure	33,420	24,269	12,361	5,368		7,476	3,761
Capital Funding	21,248	18,170	7,983	5,368		7,476	3,761
Borrowing Need	12,172	6,099	4,378	0		495	0
					10,972		
General Capital Receipts	(102)	(1,100)	(991)	(2,669)	(141)	(141)	
Housing Capital Receipts	(325)	0	0	0	0	0	
Total Capital Receipts	(427)	(1,100)	(991)	(2,669)	(141)	(141)	

The Borrowing Need identified in the Capital Programme of **£10,972,000** is related to:

- The approved new Leisure Centre - **£5,000,000**.
- The approved cinema development - **£495,000**.
- Forward funding the BRS projects temporarily using internal borrowing for up to three years pending the capital receipt being received - **£3,636,000**.
- Social Housing - **£1,741,000**.

Treasury Management

CIPFA has defined Treasury Management as:

“The management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Council is responsible for its treasury decisions and activity. No treasury management activity is without risk. The successful identification, monitoring and control of risk are an important and integral element of its treasury management activities. The main risks to the Council’s treasury activities are:

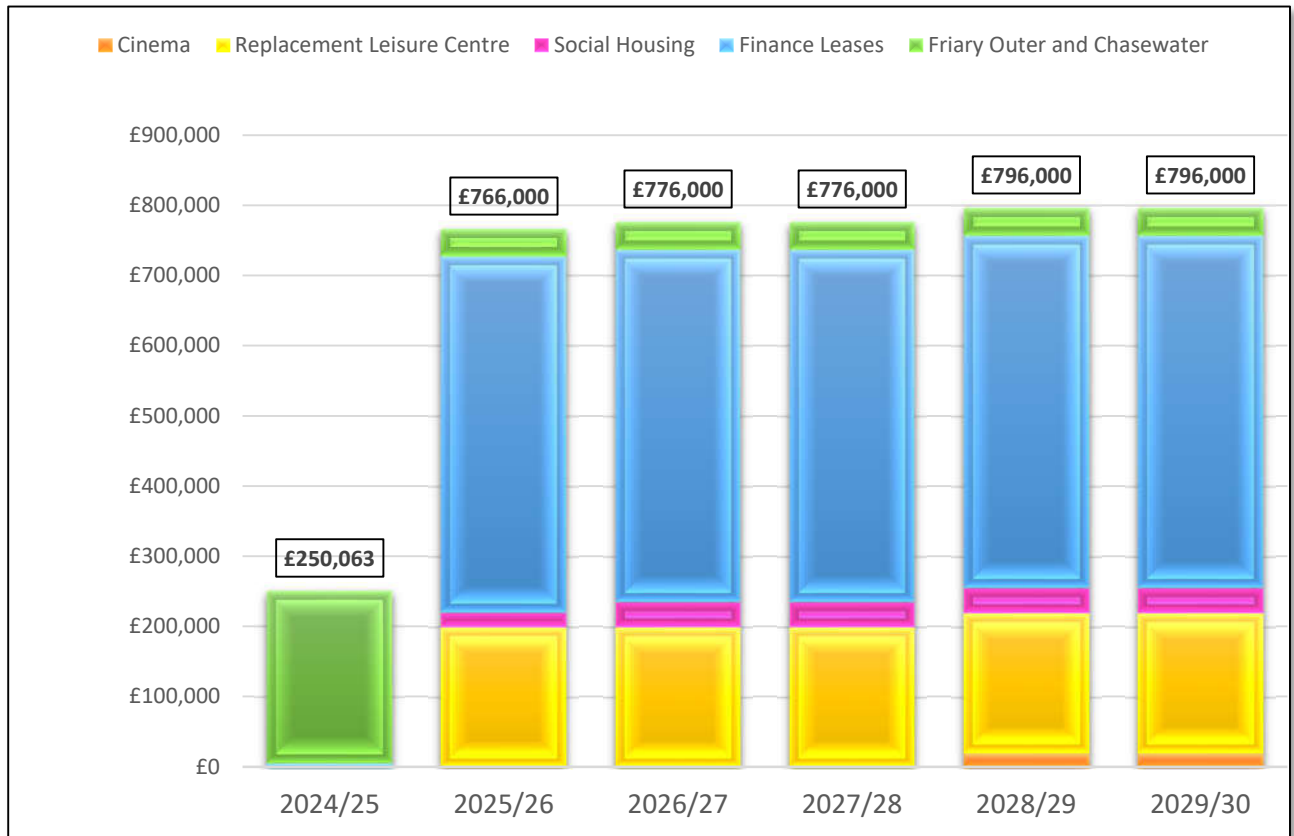
- Liquidity Risk (Inadequate cash resources)
- Market or Interest Rate Risk (Fluctuations in interest rate levels)
- Inflation Risk (Exposure to inflation)
- Credit and Counterparty Risk (Security of Investments)
- Refinancing Risk (Impact of debt maturing in future years)
- Legal and Regulatory Risk

The Strategy also projects the impact of the Council’s Revenue Budget and Capital Programme on the Balance Sheet position, the current and projected Treasury position, the Prudential Indicators and the outlook for interest rates.

Minimum Revenue Provision Statement 2026/27

The Council is required to make prudent provision for debt redemption (known as Minimum Revenue Provision (MRP)) and each year the Council must approve its MRP statement, and this will include an allowance for finance leases that appear on the Council's Balance Sheet.

As in previous years, the Council proposes to base its MRP on the estimated life of the asset. The estimated MRP chargeable during the MTFS is shown below:



Balance Sheet Projections

Integrated Revenue and Capital Programme budgets are prepared. These budgets together with the actual Balance Sheet from the previous financial year are used to prepare Balance Sheet projections.

These Balance Sheet projections are significant in assessing the Council's Treasury Management Position in terms of borrowing requirement, investment levels and the Investment Strategy.

The Balance Sheet Projections for 2025-30 are shown below:

(Rounding may result in slight differences in figures in the wider Report)

	Type	2024/25 Actual £000s	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s	2029/30 Budget £000s	2024/30 Change £000s
Non-Current Assets	ASSET	64,842	79,372	85,330	84,649	82,988	81,611	16,769
Equity Investment in Local Authority Company	ASSET	225	225	225	225	225	225	0
Long Term Debtors	CRED	376	806	806	806	806	806	430
Long Term Debtors - Cinema	CRED	3,725	7,423	7,423	7,834	11,833 ¹	11,833	8,108
Investments	INV	47,891	35,602	23,639	25,668	21,037	15,662	(32,229)
Borrowing	BOLE	(944)	(883)	(822)	(761)	(700)	(640)	304
Finance Leases	BOLE	(4,247)	(3,740)	(3,238)	(2,736)	(2,234)	(1,733)	2,514
Working Capital	CRED	(16,331)	(15,672)	(15,460)	(15,460)	(15,460)	(15,460)	871
Pensions	CRED	(9,222)	(10,257)	(9,111)	(10,145)	(11,208)	(10,091)	(869)
TOTAL ASSETS LESS LIABILITIES		86,315	92,876	88,791	90,079	87,286	82,214	(4,101)

<u>Unusable Reserves</u>								
Revaluation Reserve	REV	(21,395)	(21,395)	(21,395)	(21,395)	(21,395)	(21,395)	0
Capital Adjustment Account	CAP	(41,643)	(54,539)	(56,894)	(60,636)	(63,774)	(63,192)	(21,549)
Deferred Credits	CRED	(47)	(47)	(47)	(47)	(47)	(47)	0
Pension Scheme	CRED	9,958	10,257	10,564	10,881	11,208	11,544	1,586
Benefits Payable During Employment Adjustment Account	CRED	409	409	409	409	409	409	0
Collection Fund	CRED	(2,030)	(460)	0	0	0	0	2,030
Available for Sale Financial Instruments Reserve	CRED	1,108	927	687	687	687	687	(421)
<u>Usable Reserves</u>								0
Unapplied Grants and Contributions	UGER	(6,895)	(5,503)	(3,850)	(3,100)	(2,350)	(1,600)	5,295
Usable Capital Receipts	UGER	(2,183)	(1,101)	(992)	(2,670)	(142)	(142)	2,041
Earmarked Reserves - Unrestricted	UGER	(12,828)	(12,619)	(9,070)	(6,161)	(4,637)	(3,785)	9,042
Earmarked Reserves - Restricted	UGER	(5,022)	(3,636)	(3,035)	(2,878)	(2,733)	(2,258)	2,764
General Fund Balance	GEN	(5,747)	(5,169)	(5,169)	(5,169)	(4,512)	(2,434)	3,313
TOTAL EQUITY		(86,314)	(92,876)	(88,791)	(90,079)	(87,286)	(82,214)	4,101

Reserves Available to cover investment Losses		(18,575)	(17,788)	(14,239)	(11,330)	(9,149)	(6,219)	12,355
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Non-Current Assets and Long Term Debtors:

- Non-Current Assets will increase mainly due to capital provision for a replacement Leisure Centre.
- Long Term Debtors will increase to reflect the loan to the Cinema for Lichfield District.

Investments and Working Capital:

- The levels are projected to reduce due to the financing of the Capital Program from earmarked reserves, grants and contributions and Internal Borrowing. In addition, the potential use of general reserves throughout the MTFS to ensure a balanced budget would also reduce investments.

Pension Fund Obligation:

- This value is projected to increase in line with previous trends.

Unusable Reserves:

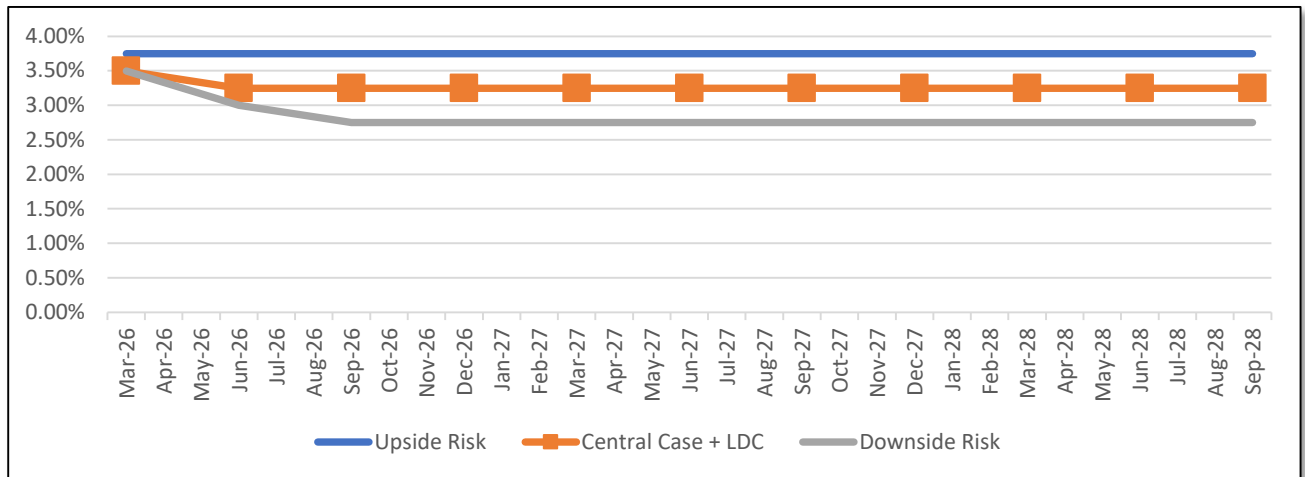
- **Pensions Reserve** – the negative value of this statutory reserve will increase to offset projected increases in the long-term liability for pensions.
- **Collection Fund** – any surplus or deficit on Council Tax and Business Rate collection will be transferred to or from the revenue budget in line with regulatory requirements.

Usable Reserves:

- **Earmarked Reserves** – these will reduce as they are used to fund both revenue expenditure and the Capital Programme.
- **General Reserve** – there will be a projected reduction to reflect the potential use of general reserves throughout the MTFS to ensure a balanced budget.

Treasury Management Advice and the Expected Movement in Interest Rates

The Official Bank Rate outlook provided by the Council’s Treasury Advisor, together with the Council’s assumption (also the central case) where interest rates will decrease from March 2026 is shown below:

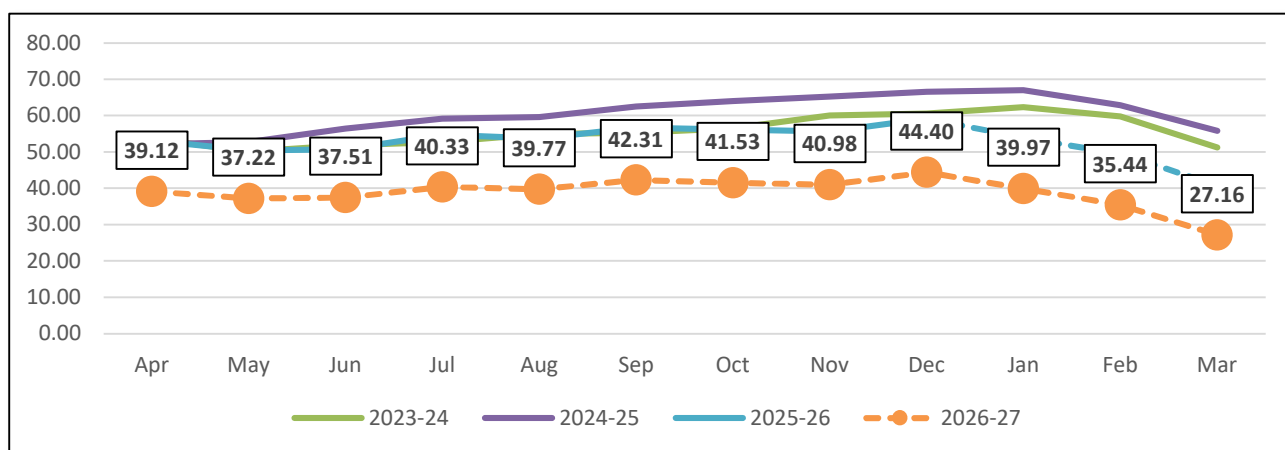


The Council assumptions have been used as the basis for preparation of the investment income including income foregone from internal borrowing for 2026/27 and future years.

Cash Flow Forecast

Treasury Management includes the management of the Council's cash flows as a key responsibility. The cash flow forecast takes account of the income the Council receives including Housing Benefits Grant, Council Tax and Business Rate income and expenditure such as payments to precepting bodies, employee costs and Housing Benefit Payments.

The graph below shows average investment levels (in £m) throughout the financial year with a significant reduction in February and March due to minimal Council Tax income being received.



The planned monthly cash flow forecast for the 2026/27 financial year has been used to calculate the investment income budget. The key components of this calculation are the average level of investment balances, and the rate or yield achieved.

The Treasury Management estimates for 2026/27 for both investment income and borrowing are shown in the table below:

Treasury Management	2026/27	
	Approved Budget	
	Investment Income	Borrowing
Average Balance	£49.22m	£0.90m
Average Rate	3.38%	2.59%

Gross Investment Income	(£1,665,876)	
Corporate Revenue Funding Capital		£208,000
External Interest		£22,000
Minimum Revenue Provision (less Finance Leases)		£274,000
Net Treasury Position	(£1,665,876)	£504,000
	(£1,161,876)	

The gross investment income has been estimated as **(£1,665,876)** and this equates to **10%** of the Council's total funding of **(£16,147,000)** in 2026/27.

Investment Strategy Report for 2026/27 - The investment strategy meets the requirements of statutory guidance issued by the government in January 2018. It focuses on how the Authority invests its money to support local public services and earns investment income from any commercial investments.

Reserves

There are **two types** of reserve:

- The **General Reserve** is primarily held as a contingency to provide the Council with operational funds and as a safeguard against financial risks.
- **Earmarked Reserves** have been built up over time to provide funding for specific activities in line with the Council's medium term aims and objectives. These can be for both Capital and Revenue purposes.

General Reserves

It remains prudent for the Council to maintain an adequate 'working balance' or Minimum Level that is part of its general reserves. A risk assessment approach in line with Best Practice that has been updated to take account of the challenging economic environment is used to determine the required Minimum Level and the level of general and earmarked reserves.

The Chief Finance Officer (CFO) has been involved throughout the entire budget process, including revising the MTFS, input to the drafting of the budget, the ongoing financial monitoring and reporting process, evaluation of investments and savings, engagement with Members of the Cabinet and Overview and Scrutiny Committee, advising colleagues, the strategic choices activities, challenge and evaluation activities, and scrutiny of the budget.

I am of the opinion for a Council of this size, and with our recent record of prudent spending, effective Risk Management, robust budgeting and effective Budget monitoring and control, a revised General Minimum Reserve level of **£2,000,000** is adequate.

It is important to note that the level for 2026/27 has remained at the 2025/26 assessed level. In addition, several risks such as Business Rates have specific earmarked reserves and specific budget risk based allowances related to inflation have been incorporated within the MTFS.

There is a potential that project risk related to the Greenway Project may need to be managed through self-insurance by setting aside reserves. However, until the insurance company complete their review of the project risk register, proposed mitigations including the projected costs and identify the risks they are prepared to insure together with the premium cost, I am at this stage unable to quantify the level of reserves that will be required.

The risk management approach for the Greenway Project will therefore need to be identified in a future report to Cabinet and Council.

Projected General Reserves

The total projected level of general reserves is shown below based on the Revenue Budget:

	2025/26		2026/27	2027/28	Local Government Reorganisation	2028/29	2029/30
	Original Budget £000	Approved Budget £000	£000	£000		£000	£000
LEVEL OF UNCERTAINTY / RISK	MEDIUM	MEDIUM	LOW	MEDIUM		MEDIUM	HIGH
Available Reserves Year Start	3,803	3,747	3,169	3,169		3,119	2,412
Changes from the Alternative Budget	0	0	0	(50)		(50)	(50)
(Funding Gap) / transfer to Reserves	0	(578)	0	0		(657)	(2,078)
Available Reserves Year End	3,803	3,169	3,169	3,119		2,412	284
Minimum Level	2,000	2,000	2,000	2,000		2,000	2,000
Central Scenario General Reserves	5,803	5,169	5,169	5,119		4,412	2,284

Government has announced that Local Government will be reorganised in two tier areas into Unitary Councils. It is unknown what financial implications will arise in the period prior to the new structure being implemented in 2028 or later.

Therefore, at this stage, no provision has been made in the Revenue Budget for the Council's share of costs related to implementation.

Earmarked Reserves

A review of the level of Earmarked Reserves has been undertaken as part of the process of identifying funding for the cinema development and through the annual Budget. The projected levels are shown in the Balance Sheet Projections. Ongoing review of Earmarked Reserves takes place as part of the Money Matters Reports in line with the approved earmarked reserves policy to ensure we are only holding funds for known and essential purposes.

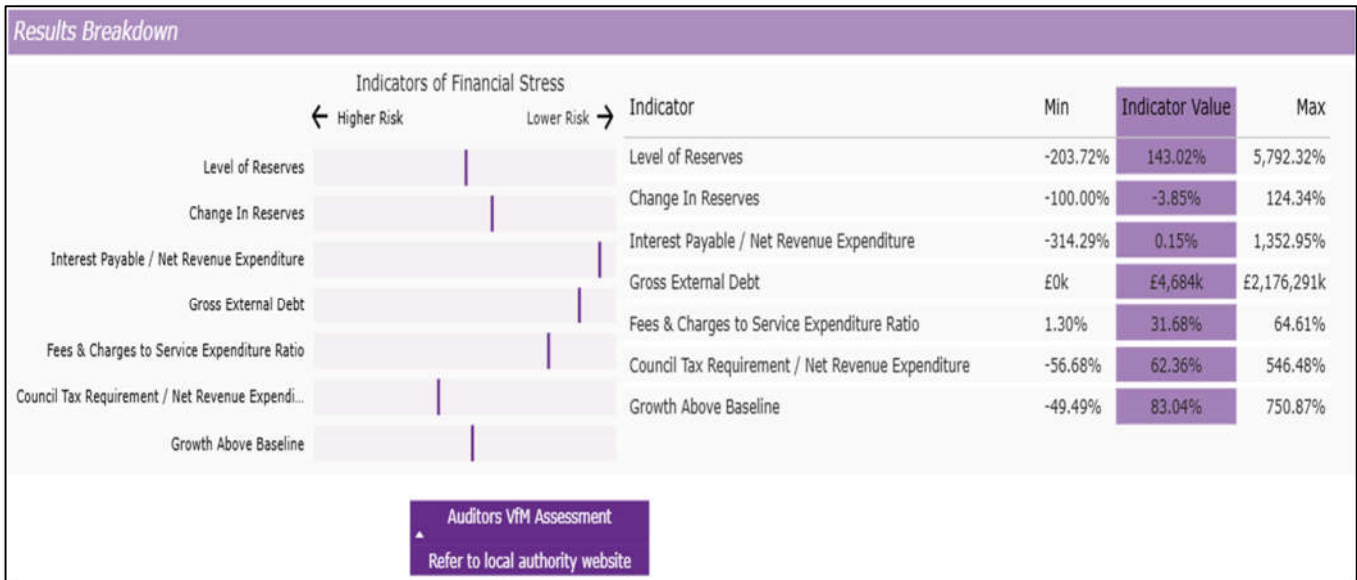
The Balance Sheet projections in the MTFs are shown below:

	2024/25 Actual £000s	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s	2029/30 Budget £000s	2024/30 Change £000s
Earmarked Reserves Unrestricted	(12,828)	(12,619)	(9,070)	(6,161)	(4,637)	(3,785)	9,042
Earmarked Reserves Restricted	(5,022)	(3,636)	(3,035)	(2,878)	(2,733)	(2,258)	2,764

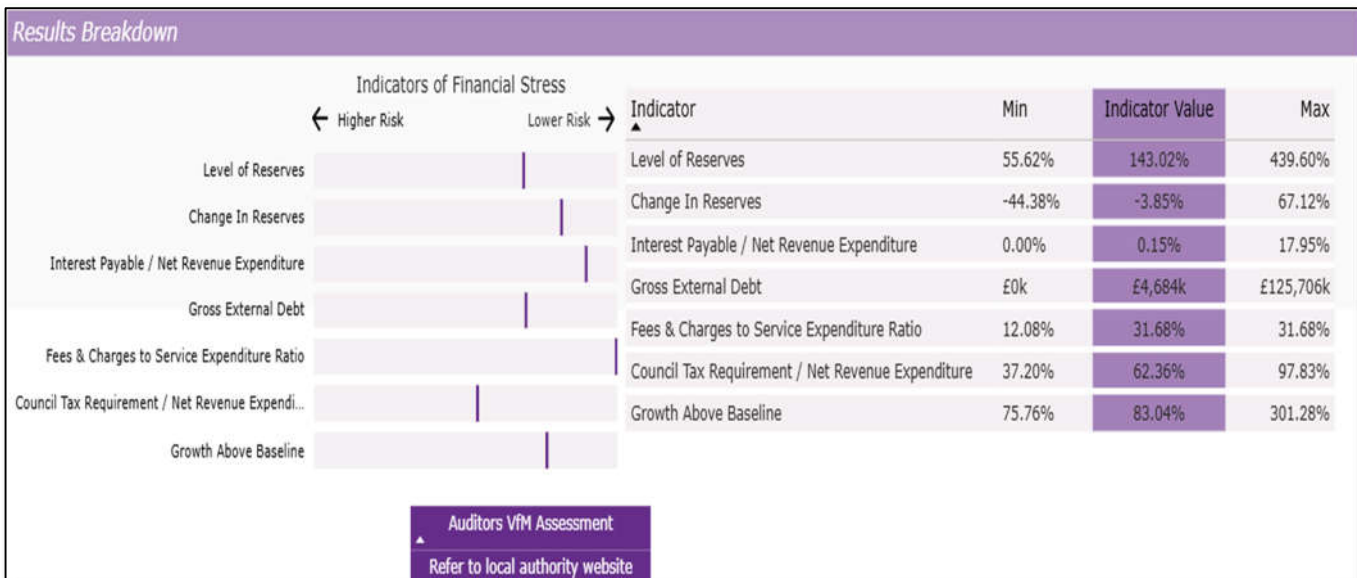
The CIPFA Resilience Index

The Chartered Institute of Finance and Accountancy (CIPFA) provided the sixth release of its Financial Resilience Index in December 2025. Lichfield DC's information compared to all District Councils and Nearest Neighbours using a range of measures associated with financial risk is shown below.

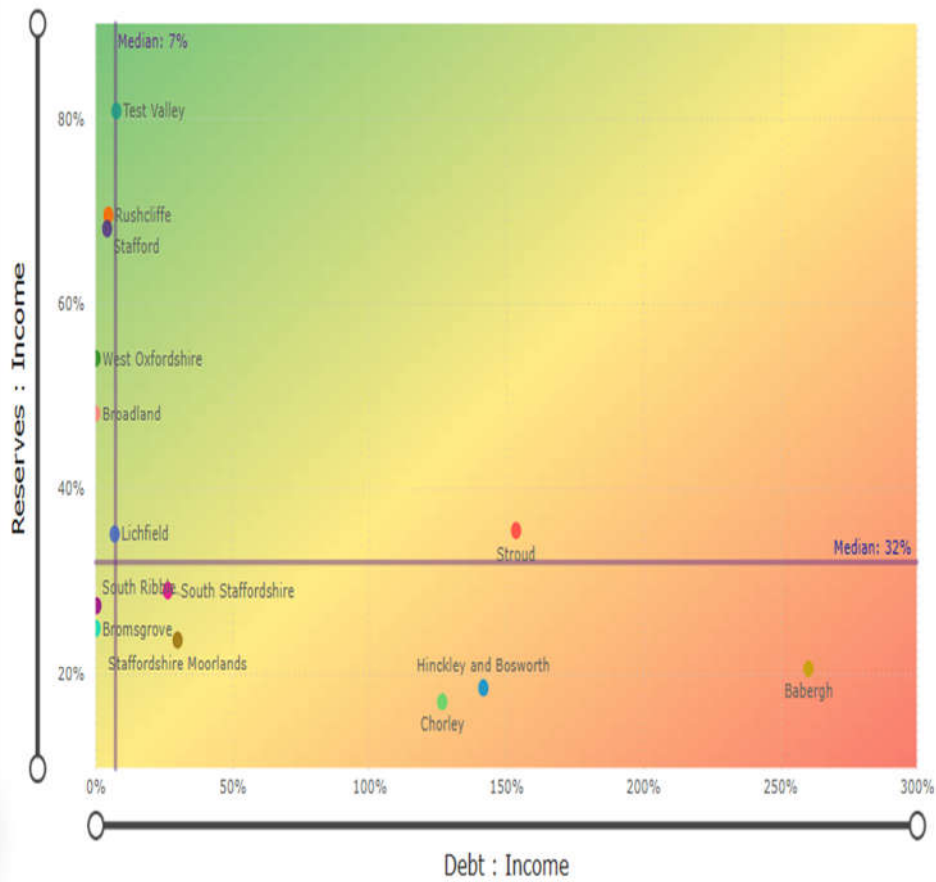
District Councils



Nearest Neighbours



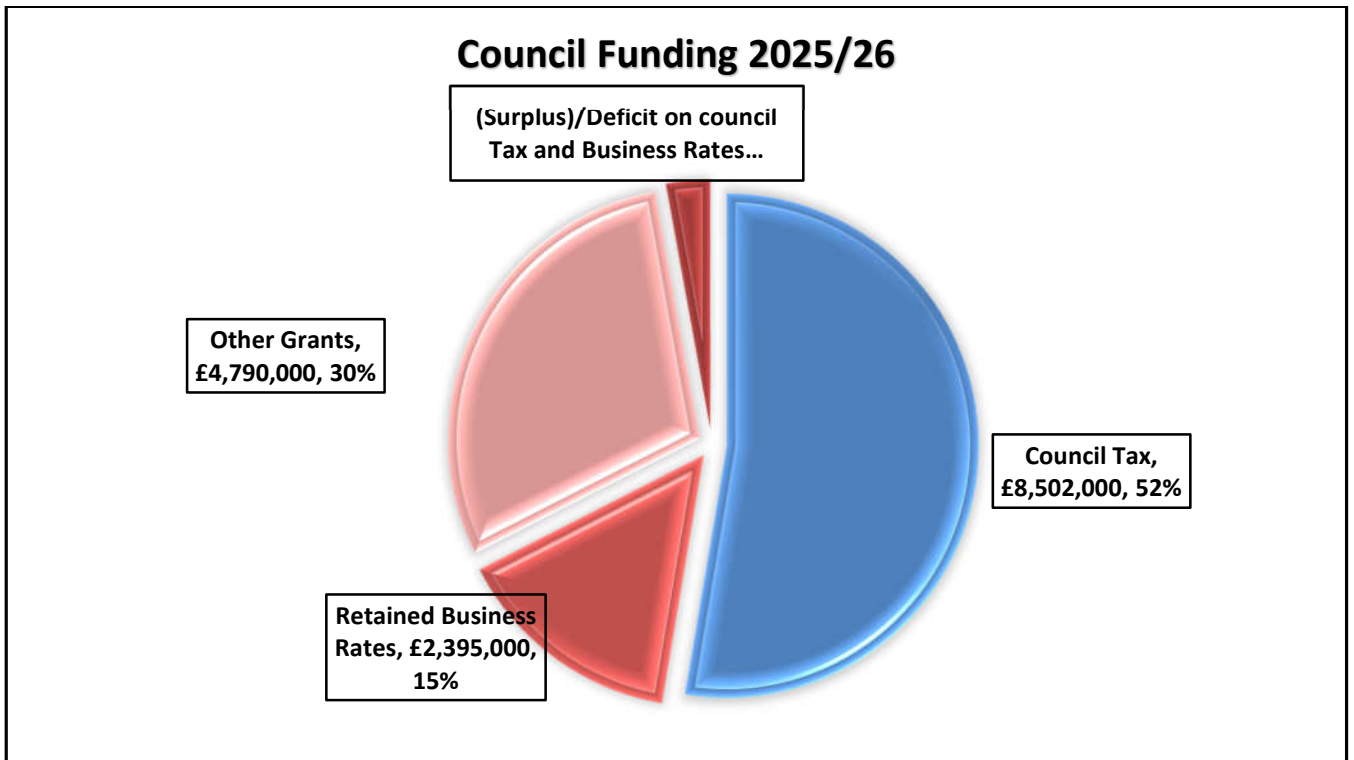
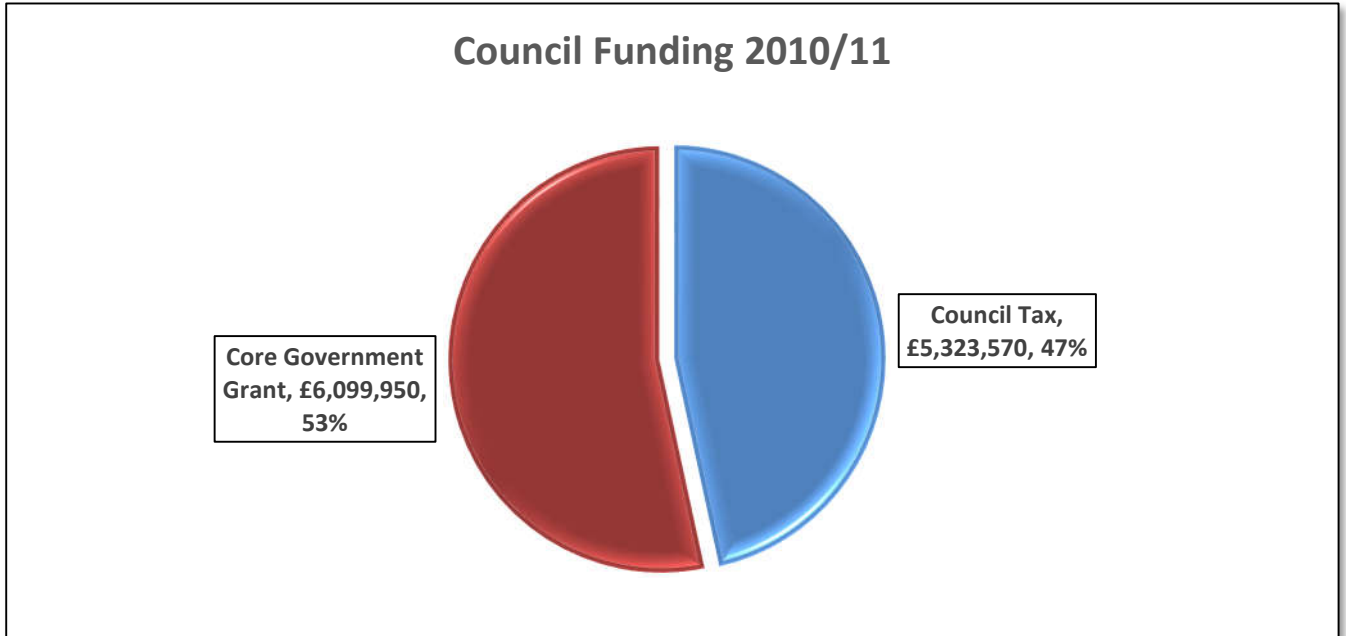
Debt and Reserves Relative to Income



Authority	Reserves : Income	Debt : Income
Babergh	21%	260%
Broadland	48%	0%
Bromsgrove	25%	0%
Chorley	17%	127%
Hinckley and Bosworth	18%	142%
Lichfield	35%	7%
Rushcliffe	69%	5%
South Ribble	27%	0%
South Staffordshire	29%	26%
Stafford	68%	4%
Staffordshire Moorlands	24%	30%
Stroud	35%	154%
Test Valley	81%	8%
West Oxfordshire	54%	0%

Council Tax Requirement

In 2026/27, **Council Tax** is **52%** of the money that the Council receives (excluding fees and charges). The two graphs below show how Council services (after fees and charges and excluding income transferred to corporate reserves) were funded in 2010/11 and how they are funded in 2026/27 to illustrate the changes:



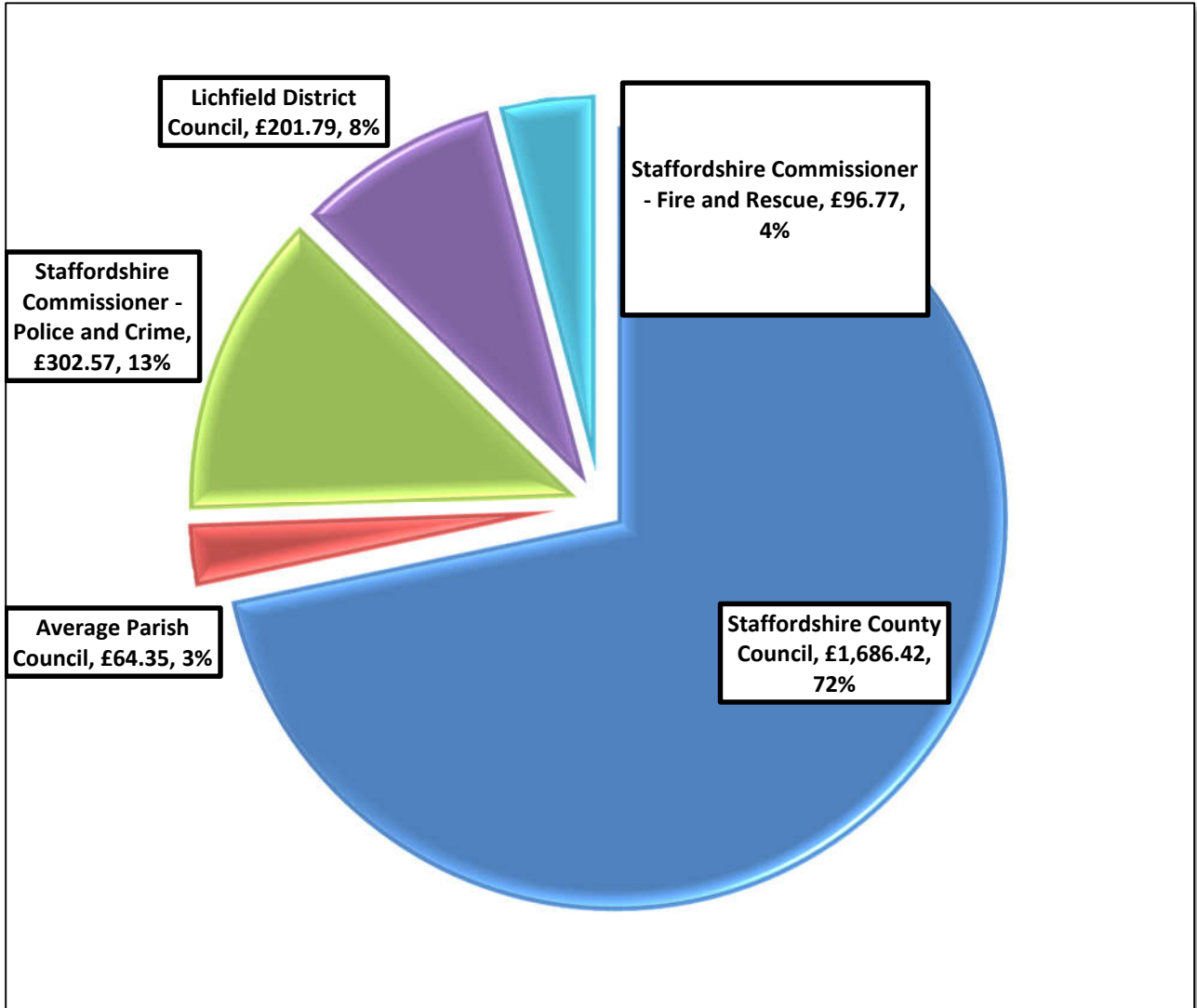
A summary of the Revenue Budget for 2026/27 by Strategic Priority (excluding accounting charges) in the format included in the **Council Tax Leaflet** is shown in the table below:

Direct Net Expenditure and Funding	2025-26 (last Year)	2026-27 (this year)		
	Our net spend was planned to be £'000	Our net spend is set to be £'000	Amount per Person £	Amount per Band D Property £
Active Communities	(0)	(119)	(£1.06)	(£2.81)
- Leisure Centres and New leisure Activities				
Green Communities	4,661	6,254	£55.87	£148.44
- Waste Collection, Recycling, Pools, Open Spaces, Street Cleansing				
Prosperous Communities	(397)	(201)	(£1.79)	(£4.76)
- Tourism, Car Parks, Major Projects				
Confident Communities	2,087	2,524	£22.55	£59.91
- Housing Benefits, Environmental Health, Building Control, Planning, Housing, Garrick Theatre				
Internal Services	9,598	8,440	£75.40	£200.31
- Local Tax Collection, Elections, Corporate Costs				
Other				
Windfall Income allocated to Strategic Priorities	1,037	385	£3.44	£9.14
Net Cost of Services	16,986	17,284	£154.41	£410.23
Corporate and funding for Capital Expenditure	(1,231)	(1,137)	(£10.16)	(£26.98)
Transfer to General Reserves	0	0	£0.00	£0.00
Net Expenditure	15,755	16,147	£144.26	£383.24
Business Rates	(3,726)	(2,395)	(£21.40)	(£56.84)
New Homes Bonus	(677)	0	£0.00	£0.00
Other Grants	(1,588)	(4,790)	(£42.79)	(£113.69)
(Surplus) or Deficit on the collection of Council Tax and Business Rates from the previous year	(1,549)	(460)	(£4.11)	(£10.92)
Amount to be raised from Council Tax	£8,215	£8,502	£75.96	£201.79

The Council Tax for 2026/27

The Council Tax for a property consists of several components according to the varying services provided to the household. The total Council Tax consists of an element for Lichfield District Council and amounts for Staffordshire County Council (the largest amount), Staffordshire Commissioner – Police and Crime, Staffordshire Commissioner – Fire and Rescue and Parish Councils.

The 2026/27 **Band D** Council Tax for each body is shown in the chart below:



Chief Executive

The Chief Executive budget incorporates the costs for the Chief Executive and support.

The **Revenue Budget for 2026/27** is shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Employees	233	Chief Executive	299
Premises	0		
Transport	2		
Supplies and Services	63		
Transfer to/from Earmarked Reserves	0		
Third Party Payments	0		
Transfer Payments	0		
Total Expenditure	299		
Grants and Contributions	0		
Rent	0		
Fees and Charges	0		
Total Income	0		
Net Direct Expenditure	299	Net Direct Expenditure	299

The **Capital Budget for 2026/27** is shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Total Project Budgets	0	Total Funding	0

Core

The areas under the Core provide professional advice, infrastructure and support the needs of the Council and to help it to develop and support its strategic objectives. The area is key in supporting the 'one council' ethos and in reinforcing strong corporate governance through the development of plans, strategies and policies which support new ways of working and transformation.

The **Revenue Budget for 2026/27** is shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Employees	3,545	Governance	1,804
Premises	0	Policy and Strategy	1,390
Transport	22	Communications and Marketing	2
Supplies and Services	3,178	HR	420
Transfer to/from Earmarked Reserves	0	Health and Safety	702
Third Party Payments	250	Major Programmes	406
Transfer Payments	0	Chief Operating Officer	162
Total Expenditure	6,995	IT	1,163
Grants and Contributions	(89)		
Rent	(591)		
Fees and Charges	(266)		
Total Income	(947)		
Net Direct Expenditure	6,049	Net Direct Expenditure	6,049

The **Capital Budget for 2026/27** is shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
IT Infrastructure	175	Revenue - Corporate	175
Streethay Community Centre	717	Section 106	329
Padel Tennis courts	350	CIL	2,286
Refreshing the Meeting Space at Old Mining College	13	Reserves	1,715
Fradley Community Recreational Area at Hay End Lane Park	10	Internal Borrowing	3,636
Public Realm Works on Birmingham Road	1,900		
Burntwood Masterplan	1,236		
Pedestrianisation in Lichfield City Centre	75		
New Primary Healthcare facility in Burntwood	1,158		
Lichfield Canal at Tamworth Road – Phase 2	90		
Elford - Community Park	75		
Drayton Bassett - Speed Awareness	6		
Whittington and Fisherwick - Road lining	7		
Refit of Retail Unit - Co-op	740		
Bus Station Contribution	500		
Fradley Play Area Improvements	189		
Shop Frontages - Grant Programme	400		
Increasing Car Park Capacity	500		
Total Project Budgets	8,141	Total Funding	8,141

Resident & Business Services

This service is key in providing support and guidance to all customers, residents and businesses. focussed on the following functions:

- Revenues and Benefits
- Digital and Robotics
- Customer Services
- Operations
- Development Management
- Housing Options
- Community Safety

The **Revenue Budget for 2026/27** is shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Employees	10,255	Revenues and Benefits	837
Premises	759	Building Control	(165)
Transport	2,456	Community Safety	96
Supplies and Services	7,865	Operations	4,498
Transfer to/from Earmarked Reserves	0	Housing Options	317
Third Party Payments	190	Customer Services	672
Transfer Payments	11,878	Customer Resident and Business Services	138
Total Expenditure	33,401	Digital and Robotics	309
Grants and Contributions	(18,937)		
Rent	(40)		
Fees and Charges	(7,724)		
Total Income	(26,701)		
Net Direct Expenditure	6,701	Net Direct Expenditure	6,701

The **Capital Budget for 2026/27** is shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Vehicle Replacement Programme (Car Parks)	10	Capital Receipts	139
Accessible Homes (Disabled Facilities Grants)	1,100	Revenue - Corporate	25
Bin Purchase	166	Grant	1,100
Vehicle Replacement Programme (Other)	465	Reserves	1,361
Social Rented Housing	742	Revenue - Existing Budgets	166
Parks Improvements	550	Internal Borrowing	742
Friary Outer Car Park Works	500		
Total Project Budgets	3,533	Total Funding	3,533

Finance, Regulation and Enforcement

S151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and appoint a Chief Finance Officer to have responsibility for those arrangements. At Lichfield District Council this role is undertaken by the Assistant Director – Finance and Commissioning.

This service provides business support in the following areas:

- Production of the MTFS
- Budgeting, Budgetary Control and VAT
- Maintaining Financial Procedure Rules
- Provision of Financial Advice/Financial Risk Management
- Financial Systems Management and Development
- Treasury Management and Banking
- Collection Fund Accounting for Council Tax and Business Rates
- Creditors and Financial Support including Income Management
- Internal Audit
- Procurement and Commissioning
- Property

The **Revenue Budget for 2026/27** is shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Employees	3,306	Finance	779
Premises	651	Property	806
Transport	36	Regulation and Enforcement	1,078
Supplies and Services	1,770	Leisure Centre Management	(113)
Transfer to/from Earmarked			
Reserves	0	Finance Regulation and Enforcement	138
Third Party Payments	4,657	Corporate Finance	1,172
Transfer Payments	0	Commission and Procurement	331
Total Expenditure	10,420	Internal Audit	133
Grants and Contributions	(117)	Development Management	(89)
Rent	(857)		
Fees and Charges	(5,210)		
Total Income	(6,184)		
Net Direct Expenditure	4,235	Net Direct Expenditure	4,235

The **Capital Budget for 2026/27** is shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Property Planned Maintenance	171	Revenue - Corporate	8
Vehicle Replacement Programme (Env Health)	20	Reserves	469
Burntwood Public Conveniences	35		
Climate Change	75		
Access to Public Buildings	49		
Estate Maintenance	127		
Total Project Budgets	477	Total Funding	477

Strategic Priority – Active Communities

The Revenue and Capital Budgets for 2026/27 are shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Employees	128	Leisure Centre Contract	(161)
Premises	228	Leisure - Other	(1)
Transport	1	Leisure CIL Projects	(100)
Supplies & Services	250	Burntwood Leisure Centre (Income & Spend	231
Transfer to/from Earmarked Reserves	0	New Leisure Centre at Stychbrook Park	(244)
Third Party Payments	2,941	Active Lichfield	101
Transfer Payments	0	Get Into It	55
Total Expenditure	3,547		
Grants & Contributions	0		
Rent	(5)		
Fees & Charges	(3,661)		
Total Income	(3,666)		
Net Direct Expenditure	(119)	Net Direct Expenditure	(119)

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Padel Tennis courts	350	Section 106	199
Fradley Community Recreational Area at Hay End Lane Park	10	CIL	350
Fradley Play Area Improvements	189		
Total Project Budgets	549	Total Funding	549

Strategic Priority – Prosperous Communities

The Revenue and Capital Budgets for 2026/27 are shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Employees	646	Masterplan - Greenways Project	70
Premises	690	Masterplan - Pedestrian Project	68
Transport	3	Group Travel Partnership	1
Supplies & Services	881	District Council House	105
Transfer to/from Earmarked Reserves	0	Non-Investment Properties	1
Third Party Payments	1,392	Lichfield Car Parks	(1,493)
Transfer Payments	0	District Car Parks	6
		Investment Properties	(441)
		LWMTS	1,178
		Business Support and Investment	36
		Major Projects	268
Total Expenditure	3,612		
Grants & Contributions	0		
Rent	(1,443)		
Fees & Charges	(2,369)		
Total Income	(3,813)		
Net Direct Expenditure	(201)	Net Direct Expenditure	(201)

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Vehicle Replacement Programme (Car Parks)	10	Capital Receipts	139
Refreshing the Meeting Space at Old Mining College	13	Section 106	13
Burntwood Masterplan	1,236	Reserves	2,011
Refit of Retail Unit - Co-op	740	Internal Borrowing	1,736
Bus Station Contribution	500		
Friary Outer Car Park Works	500		
Shop Frontages - Grant Programme	400		
Increasing Car Park Capacity	500		
Total Project Budgets	3,899	Total Funding	3,899

Strategic Priority – Green Communities

The Revenue and Capital Budgets for 2026/27 are shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Employees	7,227	Operations Manager	86
Premises	288	Parks Management	84
Transport	2,398	Beacon Park	571
Supplies & Services	6,087	Burntwood Parks	13
Transfer to/from Earmarked Reserves	0	Lichfield Parks	8
Third Party Payments	101	Stowe and Minster Pools	9
Transfer Payments	0	Climate Change Initiatives	0
		Environmental Protection	355
		Joint Waste Service	2,120
		Plant Lane Depot	156
		Domestic Waste Collection	1,452
		Trade Waste Collection - Refuse	(137)
		Trade Waste Collection - Recycling	(5)
		Grounds Maintenance	446
Total Expenditure	16,100	Streetscene Management	157
Grants & Contributions	(5,962)	Street Cleansing	649
Rent	(5)	Conservation and Listed Buildings	58
Fees & Charges	(3,879)	Ecology Offset Grant	(14)
Total Income	(9,846)	Ecology and Biodiversity	247
Net Direct Expenditure	6,254	Net Direct Expenditure	6,254

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Bin Purchase	166	Capital Receipts	0
Vehicle Replacement Programme (Other)	465	Revenue - Corporate	25
Public Realm Works on Birmingham Road	1,900	Grant	0
Pedestrianisation in Lichfield City Centre	75	Shared Prosperity Fund	0
Lichfield Canal at Tamworth Road - Phase 2	90	Section 106	0
Elford - Community Park	75	CIL	165
Parks Improvements	550	Reserves	1,140
Climate Change	75	Revenue - Existing Budgets	166
		Leases	0
			0
		Internal Borrowing	1,900
Total Project Budgets	3,396	Total Funding	3,396

Strategic Priority – Confident Communities

The Revenue and Capital Budgets for 2026/27 are shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Employees	4,086	Community Asset Transfer	50
Premises	83	Garrick Theatre SPA	75
Transport	89	Partnerships and Policy	255
Supplies & Services	2,106	Community Safety & Community Lottery	101
Transfer to/from Earmarked Reserves	0	The Benefits Service	(55)
Third Party Payments	185	Housing Benefits - Payments	329
Transfer Payments	11,878	Miscellaneous Properties	(61)
		Housing Options and Homelessness	279
		Housing Register	99
		Housing Strategy and the Enabling Role	266
		Housing Enforcement and Licensing	149
		Food Safety	272
		Regulation and Enforcement Manager	125
		Planning Enforcement	176
		District Highways & Civil Parking Enforcement	20
		Abandoned Vehicles & Street Lighting	5
		Public Conveniences	85
		Closed Circuit Television & Bus Station	268
		Emergency Planning and Business Continuity	35
		Local Land Charges - LDC	(11)
		Building Control Register EIR	(15)
		Licensing	(33)
		Planning Fee Increase	(18)
		Planning Applications	(72)
		Building Regulations-Chargeable Account	(55)
		Building Control - Administration	281
		Building Control - Management	84
		Building Regs - Non Chargeable Account	(450)
		Spatial Policy and Delivery Service	291
		Local Plan	90
		Street Naming and Numbering	(40)
Total Expenditure	18,428	Net Direct Expenditure	2,524
Grants & Contributions	(12,862)		
Rent	(35)		
Fees & Charges	(3,007)		
Total Income	(15,904)		
Net Direct Expenditure	2,524		
Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Accessible Homes (Disabled Facilities Grants)	1,100	Grant	1,100
Vehicle Replacement Programme (Env Health)	20	Section 106	117
Burntwood Public Conveniences	35	CIL	1,771
Streethay Community Centre	717	Reserves	231
New Primary Healthcare facility in Burntwood	1,158	Internal Borrowing	742
Drayton Bassett - Speed Awareness	6		
Whittington and Fisherwick - Road lining	7		
Social Rented Housing	742		
Access to Public Buildings	49		
Estate Maintenance	127		
Total Project Budgets	3,961	Total Funding	3,961

Strategic Priority – Internal Services

The Revenue and Capital Budgets for 2026/27 are shown below:

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Employees	5,252	Chief Executive and Support	249
Premises	121	MTFS Budgets	385
Transport	24	Communications & Promotion	2
Supplies & Services	3,554	Financial Services	381
Transfer to/from Earmarked Reserves	0	Shared Financial Mgmt Information System	90
Third Party Payments	478	Corporate Management	141
Transfer Payments	0	External Audit	171
		Treasury Management	136
		Procurement	256
		AD - Finance Regulation and Enforcement	138
		Corporate Costs-Non Distributable Costs	645
		Insurance Administration and Premiums	613
		Internal Audit Services	133
		Revenue Collection	563
		Chief Operating Officer	162
		Central Postage	96
		Governance Team	683
		Members	375
		Civic Services	18
		Election Expenses	49
		Electoral Registration	188
		Corporate Landlord	124
		Customer Services	576
		HR Services	150
		Health and Safety	89
		Apprenticeships	491
		AD Customer Resident and Business Services	138
		Other HR Services	270
Total Expenditure	9,428	E-Business and Information Strategy	497
Grants & Contributions	(319)	Digital Team	219
Rent	0	JADU (Website)	90
Fees & Charges	(285)	IDOX System (Land Charges)	104
Total Income	(604)	IT Licenses	602
Net Direct Expenditure	8,825	Net Direct Expenditure	8,825

Budget Costs	Budget 2026/27 £'000	Budget Costs	Budget 2026/27 £'000
Property Planned Maintenance	171	Revenue - Corporate	183
IT Infrastructure	175	Reserves	163
Total Project Budgets	346	Total Funding	346