

RUSHCLIFFE BOROUGH COUNCIL

BUDGET SETTING REPORT AND ASSOCIATED FINANCIAL STRATEGIES

2026/27-2030/31

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1 INTRODUCTION AND EXECUTIVE SUMMARY

1.1 Introduction

The final settlement released by Government in February 2026 is the first multi-year settlement in a decade; this covers the three financial years from 2026/27-2028/29 and brings an increased certainty for medium term planning. The settlement is based on the long-awaited Fair Funding review which as the name suggests attempts to distribute the fixed funding pot more fairly between local authorities through a refresh of the apportionment methodology. However, as this has been based on deprivation indices, Rushcliffe is one of the worst authorities affected seeing a reduction in core spending power of 2.25% between 2025/26 and 2028/29 (see appendix 6 for comparative breakdown). The Council mitigated this risk with prudent assumptions built into last year's Medium Term Financial Strategy (MTFS) and careful planning has allowed a balanced budget to be achieved. The resource allocation has less focus on rewarding and compensating authorities with regards to growth, epitomised by the loss of New Homes Bonus, which was a significant funding stream for the Borough (regularly circa £1.5m or more).

Fair Funding has consolidated previous grants including New Homes Bonus and Employer NI grant, rolling them into one Revenue Support Grant (RSG) which has been calculated to give a revised allowance based on indices with a high weighting towards deprivation. Business Rates baselines (expected collection amounts) have been reset, and a mansion tax for properties over £2m has been introduced, however this will be retained by Government and possibly recycled to Local Government from 2028/29. The effect of the reset is a reduction from £6.676m in Business Rates income in 2025/26 to £2.675m in 2026/27 a 60% reduction, however due the late adjustments to the methodology between the provisional and the final settlement, a one-year adjustment grant will be paid to offset the adverse impact of the change (£0.484m). Further transition grant in 2027/28 and 2028/29 totalling £1.115m additional income offsets this in the short term however this only represents protection to a 95% funding 'floor' when compared to Core Spending Power in 2025/26. Due to the business rates reset all Nottinghamshire authorities in the Nottinghamshire Business Rates Pool have agreed to dissolve the pool as downside risks outweigh upside risks (Appendix 7 gives further information).

Implementation of Simpler Recycling (SR) has begun with kerbside glass collections commencing in 2025/26 and will be followed by kerbside food collection in 2027/28. There remain uncertainties around the level of funding with an indication of £1.279m for 2026/27 and the expectation that this will reduce as producers seek to minimise the Extended Producer Responsibility (EPR) charge by changing packing which drives the EPR grant paid to Local Authorities. With costs of these

increased collections estimated at £1.5m by 2030/31, it is clear that there will be both significant revenue and capital pressures. A Simpler Recycling Reserve was established to mitigate these pressures and has been replenished by £1.25m in 2028/29 but may need to be topped-up for future years if additional funding is not secured. The Council will continue to make representations to the Government that the imposition of such duties should be properly funded by the Government as with any 'new burden'.

In previous years the Transformation and Efficiency Plan (TEP) has helped to reduce the funding gap. As budgets become increasingly lean, identifying further savings is proving a greater challenge and Local Government Reorganisation (LGR) will become the overriding Transformation Programme on its own and will take significant resource to deliver. Prudent management of Council budgets combined with the Council driving ongoing financial efficiencies means RBC is in a relatively stable financial position going into increasingly challenging times. Future opportunities may arise from the use of technology and artificial Intelligence. There still remain ongoing resource intensive projects such as the exit from the East Leake Leisure Centre private finance initiative (PFI) arrangements. Whilst this may contribute significant savings of £0.807m in the three years to 2028/29 as part of the Transformation Plan the Council will still be responsible for the asset and therefore will need to fund future capital expenditure on this asset rather than the current PFI arrangement. This means an increase in earmarked reserves for leisure centres as the Council continues to invest in its assets. This constitutes good financial planning.

The Council are one of the few councils who are debt free with a reasonable level of reserves, which helps to protect against unexpected pressures. Reserves are increasing from £24.3m in 2025/26 to £24.9m by end of 2030/31 however most reserves have specifically identified uses such as for LGR which are not yet reflected in the budget and so financial risk remains significant. Recruitment and retention of staff and the potential use of agency resource along with system and process changes are heightened risks with LGR and a specific reserve has been created to mitigate such risks (£2.9m by March 2028).

The budget has assumed an average inflation rate of 3%, with specific areas such as insurance and some IT contracts subject to higher rates (up to 10%) based on current renewal information. The Government uses interest rates as a key tool to contain inflation and interest rates are expected to fall to 3.25% during 2026 although there are many macro-economic factors which can influence assumptions, such as geo-political conflict. Commendably the Council remains debt free, so is not yet subject to interest costs from borrowing. As interest rates fall the interest earned on treasury investments reduces.

The Government assumes Council Tax will be maximised at the higher of £5 or 3% in its funding assessment and this is what

the MTFS assumed last year. This budget now includes a freeze on the Rushcliffe element of the Council Tax for 2026/27. This is good news for residents with a saving of £4.59 per annum as the Council recognises cost of living pressures. There are downsides to this freeze, resulting in lost income of £0.222m and £1.225m over 5 years MTFS period (see section 11). Core Spending Power (CSP) is already reducing by 2.25% between 2025/26 and 2028/29 and a Council Tax freeze will increase the CSP reduction to 4.12%. With inflation at over 3% there are therefore real term pressures on council budgets. The reduction in Council Tax reduces this element of future income for this Council or a new unitary authority, whilst it is affordable now, increasing Council Tax by the maximum, is what the Government anticipates Councils will do. Not maximising Council Tax by the maximum amount impacts on financial sustainability and prudence. The Council is already in the lowest 25% of district councils for its element of Council Tax and whilst freezing Council tax is good for residents it exacerbates the gap between Rushcliffe and other districts and worsens its ability to raise future Council Tax income, one of its more stable income streams. Thus, a council tax freeze perpetuates an existing inequality within the current funding system.

Cabinet have recommended the revocation of the second homes premium given the small cohort of properties that are second homes in Rushcliffe and are therefore not convinced of its ability to assist in the supply side for more housing within the Borough. Given this potential policy change it is recommended it is reviewed by scrutiny and any recommendations to be made by Cabinet. This therefore means any decision can only take effect from 2027/28. More information is provided in Section 3.3 and Appendix 10. Any revocation will impact the Council Tax Base going forward and will be reflected in the 2027/28 updated MTFS.

A further policy change proposed by Cabinet is to introduce a Council Tax discount for the terminally ill. A policy needs to be formulated as part of a scrutiny review to be recommended to Cabinet with the in. Again, this is covered further in section 3.3 and Appendix 10, with a £0.2m budget commitment over 5 years,

The Council will continue to focus on delivering budget efficiencies through either cost reduction or raising income. Broadly fees for discretionary services have been increased by 3.5% to recover the increase in the costs of delivering these services; however, this is also balanced with the demand for services (given cost of living pressures) and services used by the more vulnerable in our community; and other fees have been adjusted in line with market forces.

The Council remains sustainable due to its range of income streams which have been increased to contain aforementioned inflation costs, including commercial property income and fees and charges, with a proportionate approach to generating income, therefore, despite the financial challenges, the net projected financial position over the 5 years gives a £0.815m

deficit. The deficit includes two years of transition grant and by 2030 the in-year surplus is minimal.

The Council continues to invest in its assets within the borough with a 5-year capital programme of £24.3m so it can continue to deliver excellent services to residents. Given this commitment capital resources continue to be depleted and are estimated to be in the region of £9.2m at the end of the MTFs period. There remains a rising asset base, including the vehicle requirements of Simpler Recycling and acquisition of land for carbon offsetting, which places more demands on capital, revenue resources and therefore balancing the revenue budget. Schemes that are good for ‘place’, the community and economic growth are not self-financing in the same way more commercial investments maybe. Improving Rushcliffe as a place and encouraging growth, remain key priorities, as such the capital programme includes schemes which focus on the delivery of core services and supporting the more vulnerable in the Borough such as enhancements to our buildings and the delivery of funded initiatives such as Support for Registered Housing Providers, Disabled Facilities Grants (which has included in the last 12 months additional funding) and the Warm Home Scheme. Also included is £0.4m allocation for capital grants for 3G football pitch and changing room upgrades subject to applications, for the whole of the Borough. We are focused on both the present and the future so there remains sustainable growth in the borough and our main towns. Hence there is funding for the Radcliffe on Trent Masterplan of £1m and £50k to support master planning work across key settlements such as East Leake and if necessary further funding will be provided for other areas such as Ruddington and Keyworth. It is important we future proof Rushcliffe, so it continues to be a great place, with a great lifestyle and great sport, irrespective of the type of local government organisation that follows.

Executive Summary

This report outlines the Council’s Medium Term Financial Strategy (MTFS) through to 2030/31 including the revenue and capital budgets, supported by several key associated financial policies alongside details of changes to fees and charges. Some of the key figures are as follows:

Table 1 – Five-year Budget Estimate

Year	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Net (Surplus)/Deficit (£)	(212,200)	186,200	923,600	(11,200)	(71,900)	814,500

Table 2 – Key changes

	2025/26	2026/27	Change
RBC Precept	£7.728m	£7.843m	£0.115m
Council Tax Band D	£161.77	£161.77	£0
Council Tax Increase	2.46%	0%	(2.46%)
Council Tax Band D with Special Expenses	£182.94	£183.81	£0.87
Council Tax Increase with Special Expenses	2.99%	0.48%	(2.51%)
Retained Business Rates	£6.676m	£2.675m	(£4.001m)
Revenue Support Grant	£0.123m	£4.726m	£4.603m
Transitional Grants	£0m	£0.484m	£0.484m
New Homes Bonus	£1.478m	£0.000m	(£1.478m)

Table 3 – Change in precepts - Special Expenses

	2025/26	2026/27	£ change	% Change
Total Special Expense Precept	£1,011,600	£1,069,300	£57,700	5.70%
West Bridgford	£64.84	£67.40	£2.56	3.95%
Keyworth	£3.21	£3.35	£0.14	4.36%
Ruddington	£3.14	£3.40	£0.26	8.28%

The Local Government Act 2003 introduced a requirement that the Chief Financial Officer reports on the robustness of the budget. The estimates have been prepared in a prudent manner, although it should be recognised that there are elements outside of the Council's control. Several risks have been identified in Section 8 of this report, and these will be mitigated through the budget monitoring and risk management processes of the Council.

2 BUDGET ASSUMPTIONS

Table 4 – Statistical assumptions which affect the five-year financial strategy

Assumed increases/inflation	Note	2026/27	2027/28	2028/29	2029/30	2030/31
Utilities	a	3%	3%	3%	3%	3%
Diesel/Fuel	b	3%	3%	3%	3%	3%
Contracts	a	3%	3%	3%	3%	3%
Pay costs increase	c	3%	2%	2%	2%	2%
Employer's pension contribution rate	d	16.70%	16.70%	16.70%	16.70%	16.70%
Return on cash investments	e	3.31%	3.25%	3%	3%	3%
Tax base increase	f	1.5%	1.80%	1.80%	1.80%	1.80%
Employers National Insurance	g	15.00%	15.00%	15.00%	15.00%	15.00%

Notes to assumptions

- a) High inflation has resulted in a permanent increase in the Councils spending levels and has been built into future year budgets to ensure commitments can be met. Inflation peaked at 11.2% in October 2022, this has fallen to 3.6% as December 2025 and is expected return to the Government's target of 2% within the MTFS period, perhaps during 2026, but this as in recent years this can soon increase based on local and global events. A standard rate of inflation of 3% for contracts has been assumed, however there is variation within this for specific contracts.
- b) The majority of the Council's fleet vehicles have now been converted to use HVO fuel. Fuel by its nature is volatile in price but we have assumed a 3% increase in future years, and we will continue to review costs over the medium term.
- c) Payroll projections have increased due to upward pressure on National Living Wage and pay negotiations (also driven by inflation) which also include the agreed pay award for 2025/26 of 3.2%.
- d) The Council has recently received the results of the latest triennial valuation of the pension fund, covering the period 2026/27 to 2028/29. The valuation shows an improved asset position, resulting in a reduction of the employer's primary contribution rate from 18.50% to 16.70%. The estimated annual deficit payment (to

meet historical pension liabilities) has also fallen for the forthcoming 3-year period from £0.720m per annum average to a £0.661m per annum average (£0.637m, £0.661m, £0.685m in 2026/27, 2027/28 and 2028/29 respectively).

- e) Cash investment returns are based on projections consistent with the Council's Capital and Investment Strategy. The Bank of England Base rate dropped from 4.25% in April 2025 to 3.75% in December 2025 and is expected to be 3% by the end of the MTFS period, recent UK and World events may affect this and projections can change.
- f) The tax base for 2026/27 has reduced from 1.8% to 1.5% to reflect current trend, this forecast will remain at 1.8% growth for future years in the expectation this will increase to prior levels.
- g) The increase in Employers National Insurance (13.8% to 15%) and reduced threshold in 25/26 equated to approximately £300k per annum. In 2025/26 the Council received a grant of £123k towards this increase, for 2026/27 onwards this has now been rolled into Revenue Support Grant (redistributed through the Fair Funding Review).

3 FINANCIAL RESOURCES

3.1 Fair Funding Commentary

The Fair Funding Review (FFR) is the Government's overhaul of how core local government funding is distributed. It reallocates funding based on relative need and relative resources, updating formulae that determine each authority's Baseline Funding Level (BFL) and how business rates and grants are redistributed. The Government's updated methodology emphasises deprivation, which disadvantages more financially stable districts such as Rushcliffe. The FFR introduces a transition mechanism that prevents councils experiencing extreme year-on-year reductions in funding. This is achieved through a funding floor: a guaranteed minimum percentage of assessed post-reform funding level.

When comparing income before and after the reform, the Government has confirmed that the Council will receive transition funding totalling £1.115m across 2027/28 and 2028/29. No transition grant will be provided beyond this period. Although the funding offers some short-term protection against a sudden drop in income, the Council will only benefit from a 95% funding 'floor', whereas many other district councils will receive full (100%) protection. This difference arises from the Fair Funding Review methodology, which places significant emphasis on deprivation.

Because Rushcliffe is considered relatively financially secure, supported by prudent financial management, it receives less favourable treatment under the redistribution model. As a result, the Council is disadvantaged compared with areas assessed as having higher levels of need.

The provisional settlement announced by Government on 17 December 2025, ended the single year settlements and delivered the long-awaited business rates reset and fair funding review, the absence of which in recent years has made budget setting increasingly challenging. The final settlement was announced in February 2026 and unusually included significant change to the provisional funding announced in December. The Council will receive reduced transitional funding (£1.2m) when compared to the provisional settlement as a result of a change to the allocation methodology although due to the lateness of the changes, 2026/27 allocations will be protected by a one-off adjustment grant. The settlement covers three years of funding allocations from 2026/27 to 2028/29, however future years are illustrative and subject to change based on a continuing annual settlement.

For district councils generally there was approximately a £150m (4.8%) total cash increase in Core Spending Power

(CSP) in 2028-29 compared to 2025-26 after transitional protection. This average increase masks cash cuts for more than 50 individual district councils of which Rushcliffe is one, suffering a decrease of 2.25%. Appendix 6 shows a breakdown of funding and per head analysis which shows a reduction of 4.57% per head from 2025/26 to 2028/29. The settlement figures assume that district councils maximise their ability to raise Council Tax to referendum limits which remain at 2.99% for 2026/27. A freeze in Council tax for the Rushcliffe element in 2026/27 would increase the reduction in CSP from 2.25% to 4.12% when comparing 2025/26 to 2028/29. When setting the budget last year, reduced funding was expected and mitigated by careful planning and appropriations to reserves.

The provisional outcome of the Fair Funding Review has allocated funding across two main streams, Business Rates Retention (BRR) and Revenue Support Grant (RSG), with some additional funding added to local authority figures through Baseline Funding Level (BFL – the amount the Government thinks we need) indexing and RSG increases.

Homelessness, Rough Sleeping and Domestic Abuse grants are now part of the Core Spending Power and received as a single ringfenced grant with its own distribution methodology. Simpler Recycling Enhanced Producer Responsibility (EPR) payments are outside the scope of Core Spending Power and will be additional income, however it is expected that this will taper off as producers seek to reduce their levy.

Grants previously received for New Homes Bonus and Employers NI have been rolled into the Fair Funding Assessment and redistributed under the Fair Funding Review. Confirmation on future Internal Drainage Board Funding is to be determined by Government, and they are looking at consulting on this later in the year. Currently this places an unfair expenditure pressure on the Council of £0.46m (£0.447m 2025/26) which Rushcliffe taxpayers have to pay for.

This section of the report outlines the resources available to the Council: Business Rates, Council Tax (RBC and Special Expenses), Revenue Support Grant, Fees, Charges and Rents, and Other Income

3.2 Business Rates

The Business Rates reset from 1 April 2026 is part of the Government's Fair Funding Review. The reset is long overdue and aims to restore the balance between aligning funding with need and rewarding business rate growth locally. All local authorities have been subject to an updated assessment of need and assigned new Business Rates Baselines

(BRBs), Baseline Funding Levels (BFLs), and top-up or tariffs. The Government intends to deliver regular resets; however, the reset periods are yet to be determined.

The BFL has been set to the amount that Local Authorities expect to collect in 2026/27, business rates growth previously retained locally has been added to national totals and redistributed based on Fair Funding 2.0. An increased safety net at 100% of BFL, guarantees this level of funding in 2026/27 regardless of actual income. This will fall to 97% in 2027/28 and return to the usual rate of 92.5% in 2028/29, with the risk that Councils are more likely to go into safety net.

Alongside the reset, the Business Rates tax base has been revalued for 2026/27 which removes the need to adjust for valuations in top up/tariff adjustments, however an adjustment will be required in 2027/28 for any difference between the provisional and final revaluations in March 2026 after the final settlement and this will be doubled to account for both 2026/27 and 2027/28.

Changes to multipliers have been made, the previous small and standard multipliers have been subdivided into Retail Hospitality and Leisure (RHL) and non-RHL, and a fifth multiplier created for all high value properties. The move from the two to five-tier system is intended to ensure fairer contributions from larger operations and replaces the annual RHL relief. This means that the Council will have a larger proportion of the rates to collect from businesses rather than received through direct relief payments.

The Council ordinarily makes assumptions reflecting national experience of successful business ratings appeals. This has been built into the settlement allocation for Rushcliffe using the national average appeals percentage 3.75%, also included in the settlement figure is 0.9% allowance for bad debts.

The Business Rates element of the Collection Fund is estimated to be in deficit by £0.393m (RBC share £0.157m) at the end of 2025/26 and this will be recovered in 2026/27.

The Nottinghamshire Business Rates Retention (BRR) Pool, operating since 2013/14, may have continued into 2026/27, but a full system reset and changes to levy and safety net arrangements mean pooling offers little benefit and carries significant risk. Growth above baseline is unlikely, most authorities will not exceed the new 10% levy, and pooling could result in substantial losses due to increased safety net payments. Scenario testing shows losses are far more probable than gains; therefore, the decision has been made by all Nottinghamshire pool participants to dissolve the existing pool for 2026/27 (Appendix 7).

Table 5 - Forecast position for Business Rates

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
*Retained Business Rates £'000	(6,676)	(2,675)	(2,796)	(2,857)	(2,943)	(3,031)
Increase/(Decrease) £'000	1,213	(4,001)	121	61	86	88
Increase/(Decrease) %	22%	(60%)	5%	2%	3%	3%

*Retained Business Rates figures include baseline funding plus Business Rates receipts from Renewable Energy Hereditaments within the borough.

Chart 1 – Business Rates Projections



3.3 Council Tax

The Government has assumed in future funding projections that Councils will take up the option of increasing their Council Tax by the higher of 3% or £5 for a Council Tax Band D (maintained at 3% for a fourth year). The Council is required to consider Special Expenses when assessing increases against the referendum limit and ensure that together the Special Expenses and Borough increase totals the higher of £5 or 3%. When setting Council Tax, the Council's priority is to maintain service delivery despite rising costs and to ensure adequate reserves to safeguard against unforeseen risks, however the Council acknowledges the cost-of-living challenges that residents face. Whilst maximising Council Tax is the most prudent and sustainable decision, a reduced Council Tax charge would benefit the residents of the borough during this challenging period. There is a financial impact of not maximising Council Tax increases, for example, if the Council were to increase by the full 3% this would be a total increase of £5.47, with Rushcliffe's element £4.59 or 2.84%, by choosing to freeze Council Tax for 2026/27, income of £0.222m is foregone and this represents a loss of £1.225m over the 5 years. A range of options (zero to maximum) are shown in Section 11. After careful financial analysis the conclusion is that over the 5-year period the Council

is able to balance the budget with a Council Tax freeze and this would not put the Council at risk of issuing a S114 notice, considering current risks. The loss of future income will impact the new unitary authority although is not material to the overall business case. For 2026/27 it is therefore recommended that the Rushcliffe Element of Council Tax is frozen. Going forward the assumptions are to revert to the maximum increase of 2.99%. The Special Expense increases are discussed in paragraph 3.4.

The 2026/27 tax base has been set at 48,486.30, an increase of 1.5% based upon the current Council Tax base and anticipated growth during 2026/27 (reflected in a lower increase in precept of £115k). Thereafter it is assumed a 1.8% increase per annum. This will be reviewed as the Council looks to deliver its housing growth targets.

The overall collection fund net surplus for 2025/26 is expected to be £0.316m (RBC share £25.6k) which will be distributed in 2026/27.

Second Homes Premium

Currently 130 properties (0.23% of properties) are subject to this premium (introduced 1 April 2025). This provides for Rushcliffe around an additional £20k in Council Tax. Cabinet having considered the policy are not convinced it supports, with any great effectiveness, the current strategy for getting empty homes into use. Given this is a change in policy it is to be reviewed by scrutiny for Cabinet to make an appropriate recommendation. If the policy is revoked it will take effect from 1 April 2027 as part of this MTFs. The financial impact will manifest itself in future years' tax base calculations and ultimately reduced Council Tax income. Appendix 10 provides more information.

Council Tax Discount for the Terminally ill

During 2024, Marie Curie, the UK's leading end of life charity, published a report that explored poverty and fuel poverty at the end of life in the UK. The report identified that in 2023, 111,000 people died in poverty, more than one in six deaths registered in England, Scotland and Wales. Several Councils are starting to introduce a Council Tax discount scheme for the terminally ill. The scheme would be administered as a S13a local discount, so all costs of the scheme would be borne by Rushcliffe Borough Council. This cost may vary between £30k and £150k per year, therefore an annual budget of £40,000 has been earmarked in the budget. Over 5 years this equates to £0.2m and will increase the overall budget deficit position (which is reflected in the overall net deficit of £0.815m). Prior to adoption, the proposals will be subject to scrutiny review to be approved by Cabinet.

Table 6 - Movement in Council Tax, the tax base, precept, and the Council Tax Collection Fund deficit

*rounding applies

		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Council Tax Base	(a)	47,769.80	48,486.30	49,359.10	50,247.60	51,152.10	52,072.80
Council Tax	(b)	£161.77	£161.77	£166.96	£172.79	£178.58	£184.53
Annual Increase (RBC element)		£3.89	£0	£5.20	£5.83	£5.79	£5.96
% Increase (RBC element)		2.46%	0%	3.22%	3.49%	3.35%	3.34%
Gross Council Tax Collected*	(a x b)	(7,727,300)	(7,843,100)	(8,241,200)	(8,682,300)	(9,134,600)	(9,609,200)
Increase in Precept		£308,800	£115,800	£398,100	£441,100	£452,300	£474,600
Council Tax (Surplus) / Deficit		(£6,100)	(£25,600)	0	0	0	0
Council tax including Special Expenses (SE)		182.94	£183.81	£189.31	£194.97	£200.80	£206.80
Annual Increase (inc SE)		£5.31	£0.87	£5.50	£5.66	£5.83	£6.00
% Increase (RBC & SE)		2.99%	0.48%	2.99%	2.99%	2.99%	2.99%

3.4 Special Expenses

The Council sets a special expense to cover any expenditure it incurs in a part of the Borough which elsewhere is undertaken by a town or parish council. These costs are then levied on the taxpayers of that area. As with previous years, special expenses will be levied in West Bridgford, Ruddington and Keyworth.

Appendix 1, summarised in Table 7, details the Band D element of the precepts for the special expense areas. Expenditure in West Bridgford has increased by £56.1k, this is mainly due an increase in the annuity charge of £47.6k to cover capital works to Sir Julien Cahn Pavillion and Gamston, however this has been offset by the removal of works relating to West Park which is no longer a special expense. This results in an increase in the Band D charge of £2.56 (3.95%) or 4.9p per week. Historically, the amount collected from the precept has not been sufficient to cover actual spend, as at 31 March 2025 this deficit amounted to £184k. Due to the use of external grant funding for some of the capital works, the surplus on the annuity collected has increased to £78k, it is proposed to utilise this to reduce the revenue balance. Planned repayments of the revenue deficit in 2025/26 will bring this down to £90k, but this will be subject to the year-end outturn position. Additional annuity payments of £30k in 2026/27 to 2028/29 will bring this to zero.

The Band D amount for Keyworth has increased by £0.14 (4.36%) and Ruddington has increased by £0.26 (8.28%), both relate to small increases in the precept due to minor maintenance works at the cemeteries. The small values give a distorted percentage increase. The budgets for the West Bridgford Special Expense area have been discussed at the West Bridgford Special Expenses and Community Infrastructure Levy group (in October 2025 and January 2026), given the more detailed nature of the budget.

Table 7 - Special Expenses

	2025/26		2026/27		
	Cost £	Band D £	Cost £	Band D £	% Change
West Bridgford	991,100	64.84	1,047,200	67.40	3.95
Keyworth	10,100	3.21	10,600	3.35	4.36
Ruddington	10,400	3.14	11,500	3.40	8.28
Total	1,011,600		1,069,300		

3.5 Revenue Support Grant (RSG)

As part of Fair Funding 2.0, Rushcliffe will receive overall less Government support under the new methodology. RSG funding has been allocated for a three-year period amounting to £10.864m for Rushcliffe, gradually phasing out to allow the Council time to adjust to the lower levels of funding. The final two years of the MTFS have been estimated at a 3% increase. Previous grants for New Homes Bonus, Employers NI and the legacy Business Rates multiplier under indexation have been rolled into the Fair Funding assessment and redistributed as part of the Fair Funding Review. The Homelessness Grant (including Domestic Abuse and Rough Sleeping) is a separate grant which is ringfenced and therefore reflected in the net service expenditure budget.

Table 8 – Revenue Support Grant

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Revenue Support Grant £'000	(123)	(4,726)	(3,634)	(2,505)	(2,580)	(2,657)
Increase/(Decrease) £'000		4,603	(1,332)	(1,129)	75	77
Increase/(Decrease) %		97%	(30%)	(45%)	3%	3%

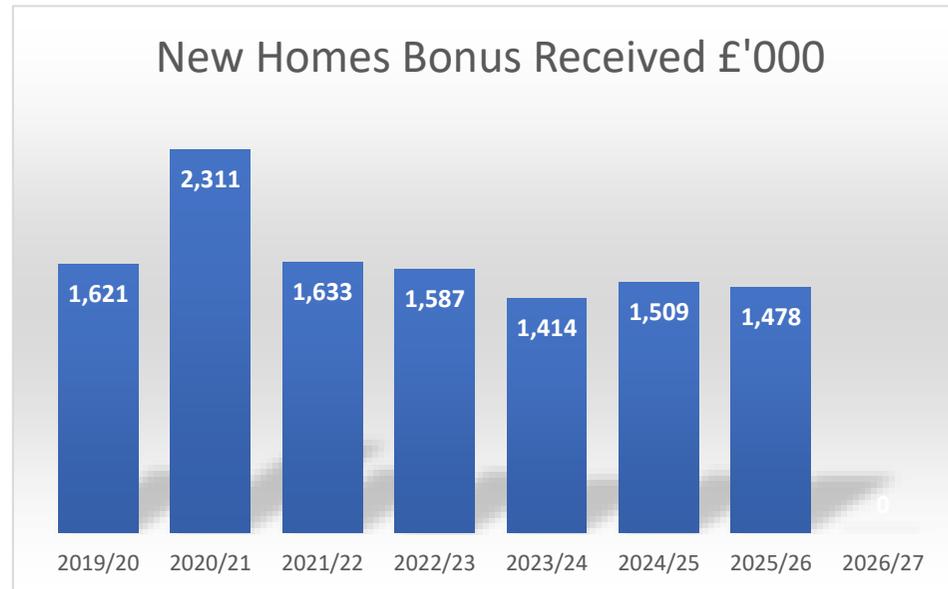
3.6 Other Grants

In 2025/26 grants were received for Employers National Insurance compensation £123k and Minimum Funding Guarantee £101k, and Green Plant and Machinery (Business Rates related) £17k, as part of Fair Funding, these have been rolled into the Revenue Support Grant. Additional grants may arise during the year in the form of New Burdens; these are unknown and not included in the budget.

3.7 New Homes Bonus

The New Homes Bonus (NHB) scheme was intended to give clear incentive to local authorities to encourage housing growth in their areas. For the past few years one-year extensions to this payment have been awarded with £1.478m funding received in 2025/26. This has now been rolled into the RSG grant calculations as part of the Fair Funding Review.

Chart 2 – Historical New Homes Bonus Payments



3.8 Fees, Charges and Rental Income

The Council is dependent on direct payment for many of its services. The income, from various fees, charges, and rents, is a key element in recovering the costs of providing services which accord with the Council's principles of cost recovery. Where possible fees and charges have increased by 3.5% or more, others have increased to offset increased costs whilst in some areas price increases are limited in those areas that affect the more vulnerable (such as home alarms).

The Fees, Charges and Rental Income budget is shown in Table 9.

Table 9 – Fees, Charges and Rental Income

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£'000	£'000	£'000	£'000	£'000	£'000
Car Parks	(1,228)	(1,228)	(1,228)	(1,328)	(1,328)	(1,328)
Licences	(334)	(388)	(390)	(393)	(393)	(393)
Non Sporting Facility Hire	(160)	(154)	(155)	(156)	(157)	(157)
Other Fees & Charges	(966)	(996)	(1,007)	(1,014)	(1,020)	(1,026)
Planning Fees	(1,585)	(1,386)	(1,435)	(1,485)	(1,537)	(1,591)
Rents	(2,217)	(2,157)	(2,264)	(2,268)	(2,273)	(2,277)
Service Charge	(486)	(494)	(494)	(494)	(494)	(495)
Crematorium Income	(759)	(857)	(939)	(1,026)	(1,116)	(1,212)
Garden Waste & Bin sales	(1,770)	(1,939)	(2,110)	(2,285)	(2,466)	(2,651)
Total	(9,505)	(9,599)	(10,022)	(10,449)	(10,784)	(11,130)

Income assumptions are determined by several factors including current performance, decisions already taken and known risks and opportunities. Where possible, the MTFs has made provision for future inflationary increases in fees and charges to balance the cost of providing services whilst having regard for the local economy, service market position and the ability of residents to pay. Anticipated income from commercial property investments is budgeted to increase in-line with contractual rent reviews.

Car Parking charges – prices at Bingham and West Bridgford Car Parks were increased in 2025/26 to cover 3 years. The next increase is planned for 2028/29.

Licensing income budgets show an increase in 2026/27 from 2025/26, mainly due to bringing budgets in-line with the current trend / increases in license applications (mainly taxis). This is a cost neutral service, no assumed increase in income or expenditure has been built into later years.

Non-sporting facility hire consists of room hire at the community buildings and service charges relate to home alarms, prices and demand are market driven. The 2026/27 budgeted income is based on fees and charges and anticipated usage; this is

reviewed each year.

Statutory increases in Planning Fees, which came into effect December 2023, didn't result in income levels budgeted for due to a national decline in large applications. This has resulted in a downward base budget adjustment in income levels for 2026-27 with inflationary increases in planning fees and charges going forward.

Rent and Service charges relate to commercial property investments, increases to individual rents are made according to the leases period, there is also an element of vacancy lapse which means actual income tends to remain mostly static.

Crematorium income is budgeted to rise steadily, above the rate of inflation, over the next five years as it is now establishing itself in the market.

Garden Waste, historically increased every three years, is now increased annually by £2 per annum to balance the additional costs incurred to deliver the service. The 2026/27 budget includes an increase in charge of £5 for second and subsequent bins in addition to the annual inflationary increase. There will remain a differential of £5 from 2027/28 between first bin and two or more bins.

3.9 Other Income

In addition to fees and charges, the Council also receives a range of other forms of income, these are summarised in Table 10 below.

Table 10 – Other Income

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Council Tax Costs Recovered	(305)	(354)	(354)	(354)	(354)	(354)
Council Tax/ Housing Benefit Admin Grants	(148)	(149)	(153)	(158)	(163)	(168)
Interest on Investments	(1,435)	(1,318)	(1,284)	(1,208)	(1,132)	(1,069)
Other Income	(1,517)	(1,684)	(1,699)	(1,719)	(1,738)	(1,738)
Recycling Credits	0	(200)	(200)	(200)	(200)	(200)
Other Government Grants	(534)	(707)	(777)	(794)	(794)	(794)
Sub Total	(3,939)	(4,412)	(4,467)	(4,433)	(4,381)	(4,323)
Housing Benefit Subsidy	(11,758)	(12,103)	(12,459)	(12,741)	(13,118)	(13,118)
Total	(15,697)	(16,515)	(16,926)	(17,174)	(17,499)	(17,441)

The majority relates to Housing Benefit Subsidy (£12.103m in 2026/27) which is the Council's reimbursement of the costs of the national housing benefit scheme. Over recent years the subsidy has been reduced due to the transfer of new claimants to Universal Credits, and this is expected to continue to decline over the coming years although this is offset by inflationary increases to benefits. From 2028/29 Discretionary Housing Payments income is not included as this will move to the County Council, equal and offsetting expenditure has also been removed.

Other Income mainly arises from the Leisure Contract £1.2m which has increased in line with inflation and improved performance at Edwalton Golf Course.

Interest from investments reflects assumptions based on balances available to invest and expected interest rates (see Appendix 9, Capital and Investment Strategy). Interest rates are expected to reduce next year, plateauing around the 3.25% rate. This, together with a drop in the amount available for investment (namely due to reserve balances and S106 and

Community Infrastructure Levy (CIL) monies decline), will see interest from investments reduce year on year until 2030/31.

Recycling Credits were expected to reduce to zero from 2025/26 with the introduction of Simpler Recycling and the receipt of Extended Producer Responsibility (EPR) funding, however this has not been the case, as such the income has been added back to the budget for the remainder of the MTFS. EPR funding of £1.279m has been advised for 2026/27, there is a risk as funding beyond 2026/27 has not yet been confirmed and if producer habits change then the funding may well reduce. This has been reflected in the budget assumptions with funding reducing year on year (section 4.2 gives more detail).

In 2026-27, Other Government Grants consists of NNDR (£119k), Domestic Violence (£35k), Housing Benefits Administration (£12k) and Homelessness Prevention of £577k (increased from £360k in 2025/26, along with increased responsibilities).

3.10 Income Summary

Table 11 – All Sources of Income

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Retained Business Rates	(6,676)	(2,675)	(2,796)	(2,857)	(2,943)	(3,031)
Business Rates Pool Surplus	(400)	0	0	0	0	0
Transitional Reliefs	0	(484)	(256)	(859)	0	0
Other Grants	(231)					
RSG Grant	(123)	(4,726)	(3,634)	(2,505)	(2,580)	(2,657)
Extended Producer Responsibility (EPR) Grant	(1,407)	(1,279)	(1,000)	(750)	(600)	(600)
New Homes Bonus	(1,478)	0	0	0	0	0
Council Tax (RBC)	(7,728)	(7,843)	(8,241)	(8,682)	(9,135)	(9,609)
Council Tax (Special Expenses)	(1,012)	(1,069)	(1,103)	(1,115)	(1,137)	(1,160)
Collection Fund Surplus	(835)	(26)	0	0	0	0
Fees, charges and rental income	(9,505)	(9,599)	(10,022)	(10,449)	(10,784)	(11,130)
Other income	(15,697)	(16,515)	(16,926)	(17,174)	(17,499)	(17,441)
Total Income	(45,092)	(44,216)	(43,978)	(44,391)	(44,678)	(45,628)

4 2026/27 SPENDING PLANS

The Council's spending plans for the next five years are shown in Table 12 and include the assumptions in Section 2.

Table 12 – Spending Plans

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Employees	16,403	16,899	17,753	18,453	18,803	19,149
Premises	1,763	1,776	1,778	1,835	1,903	1,957
Transport	1,757	1,786	1,965	2,092	2,155	2,200
Supplies & Services	5,212	5,749	5,823	5,804	5,930	6,021
Transfer Payments	11,949	12,382	12,753	13,056	13,451	13,857
Third Party	1,311	666	418	343	345	346
Depreciation / Impairment	1,895	4,246	4,007	3,890	3,890	3,890
Capital Financing	0	114	90	65	52	45
Capital Salaries Recharge	(175)	(160)	(80)	(70)	(50)	(30)
Gross Service Expenditure	40,115	43,458	44,507	45,468	46,479	47,435
Reversal of Capital Charges	(1,895)	(4,246)	(4,007)	(3,890)	(3,890)	(3,890)
Collection Fund Deficit	0	157	0	0	0	0
Transfer to Reserves	2,148	3,398	3,232	3,425	1,760	1,686
Minimum Revenue Provision	1,174	1,237	432	312	318	325
Overall Expenditure	41,542	44,004	44,164	45,315	44,667	45,556

4.1 Explanations for main movements

- Employee costs include a budgeted 3% salaries increase in 2026/27 and 2% thereafter, as well as an increase in waste collection staffing 2027/28 onward in respect of the introduction of food waste collection. These are offset by a reduction in employer pension contributions (18.5% to 16.7%) following the triennial pensions valuation.
- Premises costs include utilities which have been rebased for 2026/27 which resulted in a reduction in estimate due to actual increases in prices being less than anticipated. Both Business Rates and utilities have been budgeted for with an increase of 3% each year however the pending revaluation and multipliers are likely to impact these.
- Transport costs show an increase over the 5-year period mainly due to increased motor insurance premiums, increased maintenance costs and the additional vehicle costs related to Simpler Recycling.
- Supplies and services have increased in-line with assumed inflation and in 2026/27 by an additional £50k for East Leake Masterplan.
- Transfer Payments (Housing Benefit Rent Allowances) are assumed to increase with inflation increases to benefits; however, some level of decrease due to claimants moving to Universal Credit has been included. This will be mostly offset by Housing Benefit Subsidy which has been set accordingly see table 10.
- Depreciation is net zero impact on the general fund (fully offset by the reversal of capital charges line)
- Capital Salaries relate to staff time spent working on capital programme schemes (mainly Property services staff), which reduce in later years due to the profiling of capital schemes.
- The Collection Fund deficit relates to £219k deficit arising from estimated year-end position in 2025/26. Council Tax has a small, estimated surplus of £26k which can be seen in table 11.
- Minimum Revenue Provision (MRP) (predominantly repayment of the Arena) decreases in 2027/28 as this comes to an end. The final payment in relation to East Leake PFI arrangement (IFRS16 Right of use asset) is also 2027/28 and contributes to the movement. No new debt is envisaged over the medium term, and the Capital Programme is fully funded.

4.2 Simpler Recycling

In October 2023 the Government announced their plans for the introduction of ‘Simpler Recycling’. Kerbside glass collection commenced in 2025/26 requiring an additional collection crew and vehicle costs, this is offset by savings on glass bank collections. Food collection is due to commence in 2027/28 and will require additional crews and associated vehicle costs. Current Revenue Support Grant is expected to fund food waste demand although it is unclear what this level of funding is and how it has been calculated.

As part of this scheme an Extended Producer Responsibility fee is levied on producers based on their product lifecycles and the type of packaging, this is passed on to Local Authorities for recycling collections as an EPR Grant. For 2026/27 this grant has been indicated to be £1.279m. Future years have not yet been confirmed but it has been assumed that some level of funding will be received, however it is expected that this will decline as producers seek to reduce and improve packing to minimise the EPR charge. These risks to funding may place increasing pressure on the revenue budget. Table 13 below shows the estimated effect, with an overall shortfall of £1.171m across the 5 years. A Simpler Recycling Reserve was created to smooth the cashflows and to make provision for this shortfall.

The revenue budget pressures are detailed below and the respective impact on employees and other operating costs are within each of the budget lines in Table 12.

Table 13 Revenue Budget Pressure

	2026/27	2027/28	2028/29	2029/30	2030/31
Revenue	£'000	£'000	£'000	£'000	£'000
Glass	129,400	157,500	185,700	189,000	193,000
Food	0	613,200	1,238,100	1,261,000	1,286,000
Total	129,400	770,700	1,423,800	1,450,000	1,479,000
EPR grant	(1,279,000)	(1,000,000)	(750,000)	(600,000)	(600,000)
Net Budget Pressure	(1,002,600)	(229,300)	673,800	850,000	879,000

5 BUDGET REQUIREMENT

The budget requirement is formed by combining the resource prediction and spending plans. Appendix 2 gives further detail on the Council's five-year Medium Term Financial Strategy.

Table 14 Net Budget Position

	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £'000
Total Income	(44,216)	(43,978)	(44,391)	(44,678)	(45,628)	(222,891)
Gross Expenditure	44,004	44,164	45,315	44,667	45,556	223,706
Net Budget Position (Surplus)/Deficit	(212)	186	924	(11)	(72)	815

Table 14 shows an overall net budget deficit of £0.815m over the period of the MTFS with a largely balanced in-year budget by 2030/31.

The overall deficit will be managed using the Organisation Stabilisation Reserve to smooth the effect of variation in net budget requirement. The budget includes Transformation and Efficiency Plan savings of £1.998m (Table 17) over the 5-year period. Table 15 shows the comparative figures if Council tax were not frozen, this would be a surplus position over the 5-year period of £0.413m.

Planned Transfer to/from reserves include items outside of the revenue budget such as the transfer from New Homes Bonus Reserve to fund Minimum Revenue Provision (MRP). Further details can be found in Section 6.

Table 15 Budget requirement if Council Tax was not frozen and maximised in 2026/27

	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total £'000
Total Income	(44,439)	(44,211)	(44,636)	(44,935)	(45,898)	(224,119)
Gross Expenditure	44,004	44,164	45,315	44,667	45,556	223,706
Net Budget Position (Surplus)/Deficit	(435)	(47)	679	(268)	(342)	(413)

6 RESERVES

Table 16 details the estimated balances on each of the Council's specific reserves over the 5-year MTFs. This also shows the General Fund Balance which remains stable at £2.6m. Total Specific Reserves projected to increase from £24.3m to £24.9m (2025/26 – 2030/31). Appendix 4 details the movement in reserves for 2026/27 which also includes capital commitments.

A Local Government Reorganisation (LGR) Reserve has been created with appropriations of £1.09m transferred in from the Organisation Stabilisation Reserve, it has been increased with past in-year efficiencies leaving £2.7m as at 31 March 2031, however it is expected that this reserve will be largely exhausted by vesting day (start of a new Council under LGR). Expenditure is not yet profiled as the timing of costs are unknown.

The Climate Change Reserve supports projects that contribute to the Council's ambitions to protect and enhance the environment including the reduction of its carbon footprint. A projected balance of £0.816m is available from 2026/27 after the use of £1.5m to acquire land for carbon offsetting planned in 2025/26 and further measures relating to carbon offsetting of £0.176m. The reserve has been increased in the latter years of the MTFs to allow for potential energy improvements to industrial units and leisure centres. Allocations from the Climate Change Reserve will be made as projects get approved and this will be affected by LGR in later years. Existing capital schemes are assessed for any carbon reduction measures and funding from the reserve allocated. The Council continues to look at avenues of external funding to support carbon reduction initiatives (such as at its leisure centres); and if successful these will be reported via Cabinet and Corporate Overview Group and Climate Change scrutiny reviews, in their financial updates.

The Simpler Recycling Reserve is used to smooth the shortfall between EPR government grants and expenditure on both capital and revenue Simpler Recycling schemes (glass and food waste) this reserve has been topped up in 2028/29 to protect against any variance to assumptions of grant income (section 4.2 provides more information).

A Vehicle Replacement Reserve exists to support the acquisition of new vehicles, plant, and equipment. Additional waste collection rounds following Simpler Recycling require an increase in the number of waste vehicles, an annual allocation has been increased from £0.185m to £0.685m to provide for this.

A total of £2m has been added to the Leisure Centre Maintenance Reserve over four years to cover any upgrades required

to maintain existing centres and to allow for any works required under the transition of East Leake Leisure Centre from PFI into the leisure management contract and therefore the responsibility of the Council.

The Treasury Capital Depreciation Reserve (currently £1.3m) exists to mitigate the potential losses of reductions in the capital value of the Council's multi-asset investments. These assets provide a relatively large proportion of the Council's total investment income but are however at-risk due to fluctuations on market value linked to adverse impacts on the economy of global conflict. There is currently a statutory override in place until March 2029 mitigating risk until 2029/30.

The New Homes Bonus reserve stands at £8.383m on 1 April 2026; no further income is expected as this grant has now been rolled into Fair Funding Assessment. In 2026/27 this reserve will be used to fund MRP, Empty Homes Compulsory Purchase Orders, Grants for Football Facilities and Radcliffe on Trent Masterplan. A further £50k is earmarked for economic development masterplanning, in particular for East Leake and if necessary further funding will be appropriated, if required, for other key settlement areas such as Ruddington and Keyworth. This is now included within Growth and Economic Development line of Appendix 2.

The Elections reserve is built up each year to meet the cyclical cost of borough elections. With LGR the next election is anticipated for the shadow authority in May 2027.

It is important that the level of reserves is regularly reviewed to manage future risks. Although the reserves balances appear healthy at £24.9m as at 31 March 2031, it should be noted that most reserves have specifically identified uses with spend to be identified and profiled. The Organisational Stabilisation Reserve protects the Council against any future unforeseen expenditure and risks. The release of reserves will be regularly reviewed to balance funding requirements and the potential need to externally borrow to support the Capital Programme, although not anticipated during the period of the MTFS. Being prudent, we need to ensure we do have future funds to deliver capital projects, and we aim to top up reserves from any in-year revenue efficiencies identified.

It is the professional opinion of the Council's Section 151 Officer, that the General Fund Reserve position of £2.6m is adequate given the financial and operational challenges (and opportunities) the Council faces.

Table 16 – Specific Reserves

£ 000's	Balance 31.03.26	Balance 31.03.27	Balance 31.03.28	Balance 31.03.29	Balance 31.03.30	Balance 31.03.31
<i>Investment Reserves:</i>						
Regeneration and Community Projects	3,625	2,534	2,358	2,081	721	280
Sinking Fund - Investments	569	649	449	564	764	964
<i>Corporate Reserves:</i>						
Organisation Stabilisation	6,359	6,411	6,486	5,436	5,873	5,530
Treasury Capital Depreciation Reserve	1,310	1,310	1,310	1,310	1,310	1,310
Climate Change Action	816	531	481	1,223	1,790	2,357
Flood Grant & Resilience	22	22	22	22	22	22
Simpler Recycling Reserve	965	1,685	1,902	2,478	1,628	1,200
Vehicle Replacement Reserve	460	845	1,225	1,610	2,115	2,500
LGR Reserve	1,090	2,014	2,938	2,862	2,786	2,710
Risk and Insurance	100	100	100	100	100	100
Planning Appeals	340	340	340	340	340	340
Elections	151	201	8	83	158	233
<i>Operating Reserves:</i>						
Planning	85	85	85	85	85	85
Leisure Centre Maintenance	33	498	1,013	1,528	2,000	2,015
Total Excluding NHB Reserve	15,925	17,225	18,717	19,722	19,692	19,646
New Homes Bonus	8,383	6,144	5,770	5,596	5,422	5,248
Total Earmarked Reserves	24,308	23,369	24,487	25,318	25,114	24,894
<i>General Fund Balance</i>	2,604	2,604	2,604	2,604	2,604	2,604
TOTAL	26,912	25,973	27,091	27,922	27,718	27,498

7 THE TRANSFORMATION AND EFFICIENCY PLAN

Since 2010, the Council has successfully implemented a Transformation and Efficiency Plan (TEP), to drive change and efficiency activity to deal with the scale of the financial challenges the Council faces. The TEP strategy to cover the period to 2029/30 was presented as part of the budget report in 2025/26 and no changes have been made. The Executive Management Team, alongside budget managers, have undertaken a review of all Council budgets, any resulting savings have been fed into the MTFS. The TEP focuses on the following themes:

- Service Efficiencies
- Thematic Reviews
- Additional income

This Programme will form the basis of how the Council meets the financial challenge summarised at Appendix 5. The below demonstrates that by 2030/31 with £1.998m of efficiencies a £2.8m deficit over 5 years results in a net deficit of £0.815m.

Table 17 – Savings targets

	2026/27	2027/28	2028/29	2029/30	2030/31
	£'000	£'000	£'000	£'000	£'000
Gross Budget Deficit excluding Transformation Plan	6,832	7,956	9,216	8,462	8,584
Cumulative savings in Transformation Plan	(6,658)	(7,044)	(7,770)	(8,292)	(8,473)
Gross Budget Deficit/(Surplus)	174	912	1,446	170	111
Additional Transformation Plan Savings	(386)	(726)	(522)	(181)	(183)
Net Budget Deficit/(Surplus)	(212)	186	924	(11)	(72)

The Council's budget for 2026/27 and beyond includes the impact of inflationary increases whilst also being restricted by Government policy on commercial activity to generate additional income, limiting borrowing for wider projects dependent upon

capital spending proposals and excluding borrowing from the Public Works Loan Board (PWLB) where capital spend is solely for commercial gain. The Council has continued to review its services and processes and, where possible, identify efficiencies and increase income.

The Council maintains an ongoing annual review of its current transformation projects. The initiatives and efficiency proposals scheduled for delivery from 2026/27, outlined in Appendix 5, primarily stem from renegotiating the Leisure Strategy provision. Identifying additional savings within already lean budgets remains challenging, particularly given inflation and with Local Government Reorganisation (LGR) leading to significant change. Consequently, the Council's capacity to undertake new large-scale projects such as Rushcliffe Oaks and Bingham Arena, which significantly contributed to savings is now limited. The Council will continue to deliver projects as demonstrated by the Capital Programme and technological developments such as Artificial Intelligence (AI), may offer future efficiency savings and improvements to customer experience. LGR will be a substantial transformation project, and resources will be directed towards this increasingly as the Council, as expected, approaches 1 April 2028 and ceases to operate in its current form.

8 RISK AND SENSITIVITY

The following table shows the key risks and how we intend to treat them through our risk management practices. Further commentary on the higher-level risks is given below the table.

Table 18 – Key Risks

Risk	Likelihood	Impact	Action
Central Government policy changes e.g Fairer Funding, ceasing NHB and Business Rates reset leading to reduced revenue; or increased demand on resources for example environmental policy changes with regards to waste will create future financial risk (Extended Producer Responsibility (EPR) and weekly food collections); changes to DFG allocations.	Medium	Medium	Engagement in consultation in policy creation and communicating to senior management and members the financial impact of changes via the MTFS. Budget at baseline plus renewables for business rates in years of uncertainty. Inclusion of demand and/or income in the MTFS and Capital Programme, and calculations to understand the impact of any proposals.
Impact on resources to transition to a new authority as part of LGR	High	High	Engage in relevant working groups and report back to Cabinet or Full Council. LGR reserve created.
Lifespan of this MTFS likely to be curtailed, for example 2027/28 could be the last year for this Borough Council's budget	High	High	To update the MTFS in future years and report to Full Council
Environmental carbon reduction and bio-diversity net gain (BNG) commitments leading to greater pressure on revenue and capital budgets.	High	Medium	Climate Change Reserve being replenished (including for potential land acquisition for carbon reduction), ongoing review of significant projects and outcome of scrutiny review. A vehicle replacement reserve which will help fund, for example, electric vehicles. Apply for external funding where possible.

<p>The Council is unable to balance its budget, and the budget is not sustainable in the longer term as a result of increased inflation and other risks.</p>	<p>Medium</p>	<p>Medium</p>	<p>S151 Officer s25 Statement which is presented with the budget. Going concern report presented to Governance Group to confirm that the Council has sufficient reserves to withstand the short-term financial shocks. Budget set to include latest assumptions on inflationary increases.</p>
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The Council recognises there are upside risks in maximising opportunities. The risks above can change depending on changes in the services as a result of TEP projects or other changes to the environment, particularly legislative. The Council maximises income generating opportunities and efficiencies wherever possible, so it remains self-sufficient and continues to grow the Borough and provide excellent services.

The MTFs presents a net deficit of approximately £0.815m over the 5-year period and the Organisation Stabilisation Reserve will be used to smooth the impact of fluctuations in income and new expenditure. Reserves are necessary to ensure the Council can continue to deliver services to its residents and to protect the Council from risks in relation to funding uncertainty and rising costs. The expectation is LGR will be within the lifespan of this MTFs and a reserve has been created to support the costs associated with transition, although upfront costs of LGR are to be determined once we know which unitary option is chosen and thereafter the operating model.

9 CAPITAL PROGRAMME

9.1 Setting the Capital Programme

Officers submit schemes to be included in a draft Capital Programme, which also includes on-going provisions to support Disabled Facilities Grants (DFGs) and investment in Social Housing. This draft programme is discussed by Executive Management Team (EMT) along with supporting information and business cases where appropriate with the big projects and the overall fiscal impact reported to Councillors in budget update sessions. Seismic projects normally involving capital acquisition, will also be reported separately to Cabinet for approval. The draft Capital Programme continues to be further refined and supported by detailed appraisals as set out in the Council's Financial Regulations. These detailed appraisals are included at Appendix 3 along with the proposed five-year capital programme which is summarised at Table 19. This remains an ambitious programme totalling £24.3m for 5 years, although the programme is diminishing as resources reduce and therefore the likelihood of borrowing increases.

9.2 Significant Projects in the Capital Programme

The Council's five-year Capital Programme shows the Council's commitment to deliver more efficient services, improve its leisure facilities, enable economic development and be more environmentally sustainable. Against a background of financial challenge, with both inflation pressures and the perilous state of public finances, the strength of the Council's financial position is such that it continues to support economic growth and sustainable excellent services in the Borough. The Programme is approved for the five-year period and allows flexibility of investment to enhance service delivery, provide widened economic development to maximise business and employment opportunities. The programme is reviewed by Full Council as part of the budget setting process. A major focus of the Capital Programme is to improve services, be transformative and generate revenue income streams to help balance the Council's MTFS. Significant projects in the Capital Programme include:

- a) £0.605m is included in the programme for enhancements to the Council's portfolio of Investment Properties. This investment ensures that we have high quality lettable retail and business units capable of delivering a robust revenue income stream thereby supporting economic development. Cost of enhancements on Investment Properties are met from the Investment Property Reserve.

- b) A provision of £1m has been included for the Radcliffe-On-Trent Masterplan for the acquisition of land or property, to include professional fees and costs of any contract works (to be reported to March 2026 Cabinet).
- c) A provision of £500k remains for West Bridgford Town Centre Regeneration, to help 'pump prime' a larger initiative with public sector partners, such as pedestrianisation of Central Avenue.
- d) The on-going vehicle replacement programme totals £6.1m over 5 years. This includes provision for investment in additional vehicles to accommodate new legislation to provide kerbside food recycling – estimated expenditure on food recycling totals £1.6m with expected government grants totalling £1.2m, the balance to be met from the Simpler Recycling Reserve. The vehicle replacement programme will be subject to future review as consideration is given to transitioning to electric/hybrid vehicles.
- e) The provision for Support to Registered Housing Providers has benefitted significantly from Planning Agreements monies arising from Land North of Bingham £3.8m. This sum, together with the balances of other Planning Agreement monies and capital receipts set aside for Affordable Housing gives a total provision available of £3.7m. Options for commitment of these monies continue.
- f) £1.7m over the 5 years for investment in the upgrade of facilities at Leisure Centres and other Leisure Sites (Gresham, Lutterell Hall, and Toothill School). There are planned refurbishments to changing villages; floor replacement; roof enhancements; and upgrades for plant and lighting. Schemes are considered in the light of the Leisure Strategy and are aimed at maintaining excellent standards of leisure provision.
- g) £0.4m has been included in the programme to offer grants to third party sporting organisations to develop football facilities in the Borough as part of the Football Foundations Local Facilities Plan. This has been split equally between 2026/27 and 2027/28, however this maybe accelerated or slipped dependant on the timing of demand.
- h) £1m is included in the programme to facilitate delivery of Warm Homes Grants to assist residents to improve the energy efficiency of their properties. This scheme is fully funded by Government Grant.
- i) £0.750m has been included in the programme to support the Compulsory Purchase of Empty Homes. The aim is to dispose of such properties in a back-to-back transaction to generate capital receipts to cover the acquisition costs. It is expected there will be some costs incurred that will not be recovered as part of the sale.
- j) Disabled Facilities Grants (DFGs) provision of £4.5m has been provided in the 5-year programme. This is based on MHCLG award letter for 2025/26, it includes £0.150m allocation from revenue underspends. Funding has

become extremely tight to meet the statutory spending requirement, and Rushcliffe had to take the unusual step of allocating £0.7m of its own resources to support spending pressures, this is not sustainable. Cabinet and Senior Officers have actively lobbied Central Government and Local Authorities across Nottinghamshire for additional and redistributed Better Care Fund (BCF) grant allocations. This has resulted in the government announcing a further £50m funding for DFGs in January 2026. It is estimated RBC's share will be £0.065m although it is not certain this funding will be available in future years. The government have also announced a review of the way DFG funding is allocated to Local Authorities and this is due to be published later this year. Rushcliffe's future BCF spending plans are no longer able to support discretionary DFGs, Assistive Technology (Home Alarms) or the Warmer Homes on Prescription scheme. This will be reviewed in the light of additional grant monies made available.

- k) Rolling provisions for the Information Systems Strategy (£1.3m across the 5 years) will ensure that the Council keeps pace with innovative technologies, protects itself against cyber-attacks and continues to modernise services and deliver 'channel shift' in an increasingly virtual world.
- l) £425k has been included across the 5 years to enhance Play Areas in West Bridgford on a rolling programme. These costs are subject to the West Bridgford Special Expense.
- m) A Contingency sum of £0.1m has been included each year, to give flexibility to the delivery of the programme and to cover unforeseen circumstances.
- n) Given the projected level of the Council's cash balances at March 2026 and future years and LGR, external borrowing is unlikely to be needed in the medium term. The cash flow balances are strongly underpinned by the holding of Developer Contributions: S106s and CIL monies. It is anticipated that the Council will not need to borrow internally either to finance the Capital Programme. The projected Capital Financing Requirement (CFR - the Council's underlying need to borrow) reduces from is £8.4m at the end of 2025/26 to £5.4m at the end of 2030/31. The timing and incidence of internal/external borrowing will be affected by any slippage in, or additions to, the capital programme, delayed capital receipts, and cash balances and this is reflected in the CFR shown at table 2 of the Capital and Investment Strategy (Appendix 9).

9.3 Table 19 – Five-year capital programme, funding and resource implications

	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	MTFS 5 Year TOTAL £000
Expenditure Summary						
Development & Economic Growth	1,470	450	765	0	0	2,685
Neighbourhoods	5,143	3,923	3,377	4,410	2,953	19,806
Finance & Corporate Services	485	330	330	330	330	1,805
Total	7,098	4,703	4,472	4,740	3,283	24,296
Funded By						
Usable Capital Receipts	325	625	315	915	435	2,615
Government Grants	2,224	1,733	870	870	870	6,567
Earmarked Reserves	4,549	1,928	1,670	1,975	1,978	12,100
Grants and Contributions	0	0	0	0	0	0
Section 106 / CIL Contribution to Affordable Housing projects	0	417	1,617	980	0	3,014
Borrowing	0	0	0	0	0	0
Total	7,098	4,703	4,472	4,740	3,283	24,296

Capital Resources	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000
Opening Balance	15,008	12,070	11,820	10,951	9,578
Projected Receipts	4,160	4,453	3,603	3,367	2,875
Use of Resources	(7,098)	(4,703)	(4,472)	(4,740)	(3,283)
Balance Carried Forward	12,070	11,820	10,951	9,578	9,170

9.4 Capital Funding Resources

The Council's capital resources are slowly being depleted to fund the Capital Programme. It is projected that capital resources will be in the region of £9.2m at the end of the five-year life of the Programme. This comprises: £7.9m Earmarked Capital Reserves; £0.5m Capital Receipts; and £0.8m S106 contributions. The level of Capital Receipts will increase slightly by repayment of loans by third parties but will only significantly increase if major assets are identified for disposal in the future. The Council continues to review its asset base and the potential for asset disposal.

Capital receipts expected over the course of the MTFs include:

- £0.552m in repaid loan principal from Nottinghamshire County Cricket Club
- An estimated £50k per year from the Right to Buy Clawback agreement which gives the Council a share of Preserved Right to Buy arrangements following Large Scale Voluntary Stock Transfer in 2003 (A change to Government Policy which reduces the discount percentage applied to Right to Buy Sales should increase the amount the Council receives from any future sales, however the change may cause a reduction in the number of sales and this cannot be predicted).

The following significant capital grants and contributions will be used to support the funding of the proposed capital programme:

- £3m from Planning Agreements for off-site affordable housing. £2.6m of this comes from a new S106 for Land North of Bingham
- £1.157m government grant awards under EPR to fund Simpler Recycling for food waste.
- £1.060m funding via the East Midlands Net Zero Hub to deliver Warm Home Grants.
- An estimated £0.870m per annum from the Better Care Fund to deliver Mandatory Disabled Facilities Grants

9.5 Future Capital and Principles

We have projected forward the impact on capital resources of spend on core capital such as property, vehicle and ICT replacement and ongoing DFG pressures and by 2040 the reserves will be depleted. Given prospective LGR future capital spend will be the preserve of a new local authority.

The Council has always been mindful of the fundamental principles of good capital and treasury management namely ensuring

we remain prudent, and it is both affordable and sustainable (i.e. the revenue consequences are built into our plans). This in line with the CIPFA Codes on Treasury and Capital management. The Council is not afraid to borrow but this must be done in a sensible and manageable way and not put Rushcliffe's future financial and operational future at risk. Before we borrow, we will always look at utilising the Council cash balances, external funding (grants) and capital receipts as more sensible options and other factors such as the timing of loans and prevailing interest rates. If a capital scheme is required that does not pay for itself and this is a corporate objective, then financial budget will be required from elsewhere, and this must be demonstrated prior to any approval. We will continue to be sensible even with the spectre of LGR and continue to adopt good professional practice and governance. The following are guiding principles that we are now following regarding the budget, to ensure the risk of the budget being unsustainable is reduced:

- *Where possible individuals that use facilities should pay for them*
- *Maximise income where we can and ensure costs are recovered*
- *Focus on reducing discretionary expenditure*
- *Those that own assets are responsible for their maintenance*
- *Continue to identify budget expenditure efficiencies*
- *Maximise the use of Council assets*
- *Defer borrowing for as long as possible and ensuing costs (using cash, balances, reserves, additional capital receipts and external funding where possible), with individual schemes having robust business cases*
- *Capital projects should be considered within the context of LGR to ensure activity supports the future direction of the Council.*

10 TREASURY MANAGEMENT

Attached at Appendix 9 is the Capital and Investment Strategy (CIS) which integrates capital investment decisions with cash flow information and revenue budgets. The key assumptions in the CIS are summarised in the following table:

Table 20 – Treasury Assumptions

	2026/27	2027/28	2028/29	2029/30	2030/31
Anticipated Interest Rate	3.31%	3.25%	3.00%	3.00%	3.00%
Expected Interest from investments (£)	1,263,100	1,235,200	1,163,300	1,091,900	1,033,900
Other Interest	54,400	48,800	44,300	39,900	35,200
Total interest (£)	1,317,500	1,284,000	1,207,600	1,131,800	1,069,100

The CIPFA Treasury Management and Prudential Codes includes guidance on existing commercial investments, reference to Environmental, Social and Governance (ESG) in the Capital Strategy, quarterly monitoring of Prudential Indicators, Investment Management Practices (IMPs) and the Liability (or Asset) Benchmark.

The CIS covers the Council's approach to treasury management activities including commercial assets. It documents the spreading of risk across the size of individual investments and diversification in totality across different sectors. The Council primarily focusses on maximising the returns from its existing portfolio with no new commercial investments included in the Capital Programme. The Council undertakes regular performance reviews on its commercial assets with the next review due to be reported to Governance Scrutiny Group in June 2026.

11 OPTIONS

As part of its consideration of the budget, the Council is encouraged to consider the strategic aims contained within the Corporate Strategy and, in this context, to what extent they wish to maintain existing services, how services will be prioritised, and how future budget shortfalls will be addressed.

Instead of freezing Council Tax as proposed (see 3.2), the Council could choose to increase by the 3% assumed by central government or increase by a lower amount. Table 21 sets out the budget impact of applying the maximum 3% Council Tax increase each year (equivalent to a £4.59 rise for Rushcliffe in 2026/27, or 2.84%), compared with several alternative scenarios: a one-year tax freeze in 2026/27 (recommended); a two-year freeze in 2026/27 and 2027/28 followed by 3% increases; and annual uplifts of 2% or 1%. The proposed option to freeze Council Tax in 2026/27 leads to around £0.222m of lost income in 2026/27 and £1.225m over five years, compared with applying a 3% increase each year. Freezing for two years would increase this to £2.329m over the 5-year period. Income foregone against other options when compared with a council tax freeze as detailed in the table below.

Table 21 – Alternative Council Tax Levels

Total council tax income £'000	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Option 1 - Freeze for 2026/27 (Band D £183.82 - Rushcliffe element £161.77), and 3% per annum thereafter (Recommended Option)	(8,913)	(9,345)	(9,797)	(10,272)	(10,769)	(49,096)
Option 2 - Freeze for 2 years (26/27 Band D £183.82, 27/28 Band D £184.11 - Rushcliffe element for both years £161.77) and 3% per annum thereafter	(8,913)	(9,088)	(9,528)	(9,990)	(10,473)	(47,992)
Option 3 - 3% uplift per annum (Band D £188.41 - Rushcliffe element £166.36)	(9,135)	(9,578)	(10,042)	(10,528)	(11,038)	(50,321)
Option 4 - 2% uplift in 2026/27 and 3% per annum thereafter.	(9,070)	(9,509)	(9,970)	(10,453)	(10,959)	(49,961)
Option 5 - 1% uplift in 2026/27 and 3% per annum thereafter.	(8,992)	(9,427)	(9,884)	(10,362)	(10,864)	(49,529)

Difference (£'000)	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Freeze 2026/27 vs 3% per annum	(222)	(233)	(244)	(256)	(269)	(1,225)
Freeze 2026/27 vs 2% 2026/27 & 3% per annum thereafter	(157)	(165)	(173)	(181)	(190)	(865)
Freeze 2026/27 vs 1% 2026/27 & 3% per annum thereafter	(79)	(82)	(86)	(91)	(95)	(433)
Two year freeze v's 3% per annum	(222)	(490)	(514)	(539)	(565)	(2,329)

Other than the above options for Council Tax increases there are no alternate proposals concerning the Budget, Medium Term Financial Strategy or Transformation Strategy

12 APPENDICES

12.1 Appendix 1 – Funding Analysis for Special Expenses Areas

	2025/26 £	2026/27 £	Change %
West Bridgford			
Parks & Playing Fields	496,000.00	471,000.00	
West Bridgford Town Centre	117,400.00	130,600.00	
Community Halls	131,300.00	137,600.00	
Repayment of revenue deficit	16,000.00	30,000.00	
Revenue Contribution to Capital Outlay	100,000.00	100,000.00	
Annuity Charges	110,400.00	158,000.00	
Sinking Fund	20,000.00	20,000.00	
Total	991,100.00	1,047,200	
Tax Base	15,285.10	15,538.20	
Special Expense Tax	64.84	67.40	3.95%
Keyworth			
Cemetery	9,600.00	10,000.00	
Annuity Charges	500.00	600.00	
Total	10,100.00	10,600.00	
Tax Base	3,148.20	3,165.10	
Special Expense Tax	3.21	3.35	4.36%
Ruddington			
Cemetery	10,400.00	11,500.00	
Total	10,400.00	11,500.00	
Tax Base	3,311.30	3,383.10	
Special Expense Tax	3.14	3.40	8.28%
Total Special Expenses	1,011,600.00	1,069,300.00	5.70%

12.2 Appendix 2 – Revenue Budget Service Summary

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£	£	£	£	£	£
Chief Executive	1,613,000	1,783,200	2,005,900	1,787,100	1,821,500	1,852,900
Finance and Corporate Services	4,892,400	5,593,900	5,743,200	5,989,700	6,232,500	6,868,600
Development and Economic Growth	467,100	1,118,800	957,800	964,200	957,800	922,700
Neighbourhoods	7,939,000	8,848,500	8,851,600	9,103,700	9,183,200	9,220,300
Net Service Expenditure	14,911,500	17,344,400	17,558,500	17,844,700	18,195,000	18,864,500
Reversal of Capital Charges	(1,894,600)	(4,246,400)	(4,007,400)	(3,889,600)	(3,889,600)	(3,889,600)
Transfer to/(from) Reserves	2,148,000	3,398,000	3,232,000	3,424,700	1,759,700	1,685,700
Minimum Revenue Provision	1,174,000	1,237,000	432,000	312,000	318,000	325,000
Total Net Service Expenditure	16,338,900	17,733,000	17,215,100	17,691,800	16,383,100	16,985,600
Funding						
Other Grant Income	(1,761,000)	(6,004,900)	(4,633,700)	(3,254,800)	(3,180,000)	(3,257,400)
Business Rates	(6,676,000)	(2,674,800)	(2,795,500)	(2,857,300)	(2,943,000)	(3,031,300)
Collection Fund (Surplus)/Deficit	(835,000)	131,400	0	0	0	0
Business Rates Pool Surplus	(400,000)	0	0	0	0	0
Transitional Reliefs	0	(484,000)	(255,500)	(859,300)	0	0
Council Tax Income						
- Rushcliffe	(7,727,500)	(7,843,600)	(8,241,200)	(8,682,300)	(9,134,600)	(9,609,200)
- Special Expenses Areas	(1,011,600)	(1,069,300)	(1,103,000)	(1,114,500)	(1,136,700)	(1,159,600)
New Homes Bonus	(1,477,600)	0	0	0	0	0
Total Funding	(19,888,700)	(17,945,200)	(17,028,900)	(16,768,200)	(16,394,300)	(17,057,500)
Net Budget (Surplus) / Deficit	(3,549,800)	(212,200)	186,200	923,600	(11,200)	(71,900)

12.3 Appendix 3 – Capital Programme and Appraisals

o	Scheme	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000	Total
	Development & Economic Growth						
	The Point Enhancements	0	400	0	0	0	400
	6F Boundary Court	0	0	35	0	0	35
	Manvers Business Park Enhancements	70	0	50	0	0	120
	Bingham Arena	0	0	30	0	0	30
	Colliers BP Enhancements	50	0	0	0	0	50
	Wilwell Cutting Bridge	0	0	50	0	0	50
	Devonshire Road Railway Bridge	0	0	100	0	0	100
	WBTC Regeneration	0	0	500	0	0	500
1	Car park resurfacing (Needham Street/RCP)	200	0	0	0	0	200
2	POS enhancement Waltham Close WB	0	50	0	0	0	50
3	Hammerhead Moorbridge	150	0	0	0	0	150
4	Radcliffe-on-Trent Masterplan	1,000	0	0	0	0	1,000
	Development & Economic Growth Total	1,470	450	765	0	0	2,685
	Neighbourhoods						
5	Vehicle Replacement Programme	1,868	305	665	1,288	1,983	6,109
	Recycling Bins	0	351	0	0	0	351
	Support for Registered Housing Providers	0	417	1,617	1,617	0	3,651
	Hound Lodge - Enhancements	395	0	0	0	0	395
	Disabled Facilities Grants	920	920	920	870	870	4,500
6	Keyworth Leisure Centre Enhancements	0	125	0	200	0	325
7	East Leake Leisure Centre Enhancements	0	125	0	0	0	125
8	Rushcliffe Arena Enhancements	450	175	0	35	0	660
9	Play Areas - Special Expense	100	100	75	75	75	425
10	Gresham Sports Pavilion	200	0	0	0	0	200
11	Rushcliffe Country Park - Enhancements	25	25	25	25	25	125
12	Rushcliffe Country Park - Play Area	0	30	0	0	0	30
	Lutterell Hall Special Expense	0	125	75	0	0	200
	Warm Homes Grants	535	525	0	0	0	1,060
13	Edwalton Golf Course Enhancements	50	0	0	0	0	50
14	West Park & Bridgford Park Tennis court	50	0	0	0	0	50
15	Storage solution West Park	30	0	0	0	0	30
16	Keyworth Leisure Centre Intruder alarm & CCTV system.	20	0	0	0	0	20
	Toot Hill Athletics track	0	0	0	300	0	300
17	Footpath Improvements The Hook	50	0	0	0	0	50
18	Empty Home Compulsory purchase order	250	500	0	0	0	750
19	Grants for Football Facilities	200	200	0	0	0	400
	Neighbourhoods Total	5,143	3,923	3,377	4,410	2,953	19,806
	Finance & Corporate Services						
20	ICT Replacement Prog	135	50	50	50	50	335
20	Technical Infrastructure	65	160	160	160	160	705
20	Digital Strategy	60	20	20	20	20	140
20	ICT Security	50	0	0	0	0	50
20	Applications & Apps	75	0	0	0	0	75
	Contingency	100	100	100	100	100	500
	Finance & Corporate Services Total	485	330	330	330	330	1,805
	TOTAL CAPITAL PROGRAMME	7,098	4,703	4,472	4,740	3,283	24,296

PROJECT APPRAISAL FORM

Project Name: Car Park Resurfacing – Needham Street and RCP		Cost Centre: 0325	Ref: 1
Project lead:		Property Services Manager	
Request for project from:		Property Services Team	
Detailed Description: Existing macadam surfaces are approx. in excess of 20 yrs old and wearing course is failing; various holding repairs have been carried out to extend current life. Proposal is to plane-off and replace macadam finishes including replacement line markings to maintain the facilities in good order.			
Location: Needham St Bingham & RCP Ruddington		Director: Neighbourhoods	
Contribution to the Council's aims and objectives:			
Corporate Priorities:			
<ul style="list-style-type: none"> • Maintain and enhance our resident's quality of life. • Transforming the Council to enable the delivery of highly efficient high-quality services 			
Strategic Commitments:			
<ul style="list-style-type: none"> • Examine the future viability of all Council owned assets including property and equipment. • Improve efficiency and reliability of service and reduce operating costs. 			
Community Outcomes:			
Improvement works will enhance customer experience/perception and minimise short term maintenance costs.			
Environmental Outcomes:			
Wholesale resurfacing will mitigate the requirement for ongoing pothole and other incidental repair work which are an inefficient use of resources and result in higher carbon emissions			
Other Options Rejected and Why:			
Do not resurface the car parks – this would result in lower customer experience/perception of the facility and miss an opportunity to minimise operational costs.			
Procurement route proposed and stage:			
Either via Framework or dedicated open tender – identified scheme cost is based upon similar works carried out recently.			
Project Management Office support required: Yes/No			
Start Date: January 2027		Completion Date: March 2027	
Capital Cost (Total):	Year 1: 26/27	Year 2: 27/28	
	£200,000		
Capital Cost (Breakdown) £:			
Works £182,000	Equipment	Other	Fees £18,000
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27		Year 2: 27/28
Year 3: 28/29	Year 4: 29/30		Year 5: 30/31

Proposed Funding		
External:	Internal: Organisation Stabilisation Reserve	

Useful Economic Life (years): 20 years	New/Replacement: Replacement	
Depreciation per annum: £10,000	Capital Financing Costs: £7,500 p.a.	
Residual Value:	Category of Asset: Operational Land & Building	
IFRS16 New Lease Checklist Completed		N/A
VAT Treatment Assessed		N/A

Approval required from	Council Budget Setting March 2026
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PROJECT APPRAISAL FORM

Project Name: Public Open Space Enhancements Waltham Close WB	Cost Centre: 0181	Ref: 2
Project lead:	Property Services Manager	
Request for project from:	Design & Landscape Officer	
Detailed Description: The proposal is for improvement works to a little used and unattractive area of public open space located between properties on Waltham Close and Nearsby Drive which is in the ownership of the Council. The open space includes a disused play area, random shrubs, turf and hard surfacing which are which are unattractive and reflect poorly on adjacent housing. Improvements planned include reduction to the paved areas to create focused pathways bordered by green areas laid to turf enabling easier regular maintenance.		
Location: West Bridgford	Director: Development and Economic Growth	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life – improvements will encourage use of the area/pathways by the public and help to deter anti-social use. • Efficient Services – improvements will help to streamline and simplify maintenance activity. • Sustainable Growth • The Environment – reduction in paved area will improve drainage of the area. Strategic Commitments: <ul style="list-style-type: none"> • Protecting our residents and assets • Protecting our natural resources and to implement environmentally beneficial infrastructure changes • Protecting the environment and public health by fulfilling our statutory responsibilities 		
Community Outcomes: Improvements will encourage legitimate use of the space and pathways by the public and enhance the local area which currently appears neglected and unwelcoming.		
Environmental Outcomes: Improvements will minimise hard surfaced areas and increase planted/turfed areas, this will improve local drainage and enhance biodiversity. The area will be easier to maintain which in turn will help to minimise carbon intensive maintenance activity.		
Other Options Rejected and Why: Do nothing – the open space would remain unattractive detracting from the local area, underutilised and more costly to maintain		
Procurement route proposed and stage: Closed tender – current estimate based on quotations received for similar recent schemes.		
Project Management Office support required: Yes/No		
Start Date: Apr 27	Completion Date: Jun 27	
Capital Cost (Total):	Year 1:26/27	Year 2: 27/28

		£50,000	
Capital Cost (Breakdown) £:			
Works £45,500	Equipment	Other	Fees £4,500
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27		Year 2: 27/28
Year 3: 28/29	Year 4: 29/30		Year 5: 30/31
Proposed Funding			
External:		Internal: Organisation Stabilisation Reserve	

Useful Economic Life (years): 20	New/Replacement: Replacement
Depreciation per annum: £2,500	Capital Financing Costs: £1,875 p.a.
Residual Value:	Category of Asset: Infrastructure
IFRS16 New Lease Checklist Completed	N/A
VAT Treatment Assessed	N/A

Approval required from	Council Budget Setting March 2026
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PROJECT APPRAISAL FORM

Project Name: Hammerhead Moorbridge		Cost Centre: 0944	Ref: 3
Project lead:		Senior Property Estates Surveyor	
Request for project from:		Director Development and Economic Growth	
Detailed Description: Purchase of small connecting strip of land to Butt Field from Hofton and Sons, allowing the creation of a new access to Butt Field Sports Pavilion and Playing Fields. Ongoing project to provide new long stay car parking for Bingham Town Centre from this location. Planning permission needed followed by construction project.			
Location: Bingham		Director: Development and Economic Growth	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Efficient Services – ongoing appraisal and alignment of resources linked to growth aspirations. • Quality of Life – working with our stakeholders to create safe communities to live and work in. • Sustainable Growth – nurturing existing businesses. Strategic Commitments: <ul style="list-style-type: none"> • Quality of Life – review assets to ensure they meet community/business need. • Sustainable Growth – support the delivery of improved transport infrastructure. 			
Community Outcomes: <ul style="list-style-type: none"> • Quality of Life – flourishing town centres • Efficient Services – residents/businesses satisfied with the quality of service. • Sustainable Growth – infrastructure assets delivered. 			
Environmental Outcomes: <ul style="list-style-type: none"> • Provides improved access to Sports Club. 			
Other Options Rejected and Why: If we do not proceed with the project, the current inadequate access to the Sports' Club will remain, which may affect future funding bids for Bingham Town Council, and impedes development of a long stay car park.			
Procurement route proposed and stage: Land to be purchased for a £1, followed by planning permission. The works will be procured through Nottinghamshire County Council procurement framework.			
Project Management Office support required: Yes/No Not required			
Start Date: Apr 26		Completion Date: Mar 27	
Capital Cost (Total):	Year 1:26/27	Year 2: 27/28	
	£150,000		
Capital Cost (Breakdown) £:			
Works £136,000	Equipment	Other	Fees £14,000

Additional Revenue cost/ (saving) per annum:	Year 1: 26/27	Year 2: 27/28
Year 3: 28/29	Year 4: 29/30	Year 5: 30/31
Proposed Funding		
External:	Internal: Organisation Stabilisation Reserve	

Useful Economic Life (years): 40	New/Replacement: New
Depreciation per annum: £3,750	Capital Financing Costs: £5,625 p.a.
Residual Value:	Category of Asset: Infrastructure
IFRS16 New Lease Checklist Completed	N/A
VAT Treatment Assessed	N/A

Approval required from	Council Budget Setting March 2026
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PROJECT APPRAISAL FORM

Project Name: Radcliffe on Trent Masterplan	Cost Centre: 0213	Ref: 4
Project lead	Senior Property Estates' Surveyor	
Request for project from	ROT Masterplan and the Economic Growth Strategy	
<p>Detailed Description: The Radcliffe on Trent Masterplan provides a long-term vision for the village but also breaks down that vision into phases. Phase I A & B being deliverable sub-projects to include:</p> <ul style="list-style-type: none"> • Increase much needed parking provision which will protect and grow retail business and reduce shopper leakage to neighbouring villages/West Bridgford. • Provide additional car parking around the existing Medical Centre to accommodate the increase in demand through population increase. • Regenerate the existing car parking provision. • Strategic Land Purchases to facilitate link to key areas and future proof opportunities for the area. • Provide the village with a modern, designated multiuse village centre which can be used for markets and events. <p>There is the potential to utilise UKSPF funding if advance survey/design/professional fees are incurred in 2025/26. If this is the case, budget provision will be accelerated from 2026/27.</p> <p>The scheme will be subject to a Cabinet report in March 2026.</p>		
Location: Radcliffe on Trent	Director: Development and Economic Growth	
<p>Contribution to the Council's aims and objectives: Corporate Priorities: The Environment Quality of Life Sustainable Growth Efficient Services</p> <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Recognising opportunities to create vibrant town centres which are attractive and accessible to all. • Working with our partners to create great, safe, and clean communities to live and work in. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Bringing new businesses to the Borough and nurturing our existing businesses helping them to grow and succeed. 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • Supporting the provision of high-quality community facilities as well as employment opportunities. • Through Partnership Boards which focus on shaping growth at a local level • To provide additional community infrastructure. 		
<p>Environmental Outcomes:</p> <ul style="list-style-type: none"> • Working with community and private sector partners as well as our supply chain and making public our commitment to protecting our environment. 		
<p>Other Options Rejected and Why: The Council could consider possible larger scale grant funding applications to EMCCA to complete a significant part of the Masterplan; however, timescales are unknown and we are</p>		

PROJECT APPRAISAL FORM

Project Name: Vehicle Replacement	Cost Centre: 0680	Ref: 5
Project Lead: Fleet and Vehicle Infrastructure Manager/Service Manager Neighbourhoods		
Request for Project from: Rolling Vehicle Replacement Programme.		
<p>Detailed Description:</p> <p>The authority owns vehicles ranging from large refuse freighters to small vans and items of mechanical plant. As these vehicles and plant age and become uneconomic to maintain and run, they are replaced on a new for old basis. Although there is a programme for replacements for the next ten years, each vehicle or machine is assessed annually, and the programme is continually adjusted to take account of actual performance and monitoring of repair and maintenance costs. This provision will be used to acquire new vehicles and plant, undertake refurbishments to extend vehicle life and value and to purchase second-hand vehicles and plant as and when appropriate. There is a concentration of focussing on newer cleaner technology as we replace existing fleet vehicles in line with the Council's Carbon management agenda, exploring alternatives such as electric and hydrogen cell technology as well as alternative fuel use to look at cutting down on emissions whilst ensuring the vehicles remain operationally viable and offer value for money. At present the Council is a user of Hydrogenated Vegetable Oil (HVO) on much of its large fleet where appropriate</p> <p>The 26/27 programme includes £1.250m for the acquisition of 9 new Food Waste Collection vehicles as part of Simpler Recycling legislation to be introduced in October 2027</p>		
Location: Eastcroft Depot	Director: Neighbourhoods	
<p>Contribution to the Council's aims and objectives:</p> <p>Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Working with our partners to create great, safe, and clean communities to live and work in. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Reviewing our policies and ways of working to protect natural resources, and to implement environmentally beneficial infrastructure changes. To reduce waste and increasingly reuse and recycle to protect the environment for the future. • Working with key partners to respond to any proposals from the new Environment Act and any changes or directives from central government regarding what wastes should be collected and how including the Simpler Recycling legislation in place. • Delivering a high-quality waste and recycling collection service. • Delivering a high-quality street cleansing, grounds maintenance and arboriculture service • A commitment to look at cleaner vehicles in line with our commitment to protect the environment, in particularly alternative fuel vehicles or the use of alternative fuels. • Working to achieve a carbon neutral status for the Council's operations <p>The replacement of vehicles is critical to the performance of the front-line services. Regular vehicle and plant replacement with new updated engines help to meet climate change and national indicator targets for emissions and helps maintain a cleaner air quality within the Borough.</p>		
Community Outcomes:		

- To address climate change and the need to reduce carbon emissions. The introduction of new euro standard engines will lower emissions. The new vehicles will also reduce maintenance costs on the vehicles they replace however it should be noted that the remainder of the fleet ages and therefore the fleet profile and maintenance costs overall remain stable.
- Glass Recycling – the addition of a kerbside glass recycling service has seen a high take up from residents and increased resident satisfaction with waste and recycling services. Data suggest that take up rates are high for such services, preventing the need to travel and visit recycling bring sites and increasing recycling rates.

Environmental Outcomes:

- The Council is actively looking at newer cleaner technologies and is committed to working with others to consider options and procure newer vehicles that will help commit to our carbon management plan. Whilst larger HGV electric vehicles may not be an option for Rushcliffe due to the range and geographical nature of our Borough, we continue to use alternative fuels such as the use of Hydrogenated Vegetable Oil (HVO) following a trial in late 2021. Much of the larger fleet is now using HVO on a daily basis with potential 90% reduction in emissions and the operational logistics and infrastructure arrangements as well as the costs of fuelling our vehicles utilising HVO. Smaller fleet vehicles such as small vans, etc could be replaced by electric vehicles which are readily available, and this option will be considered as and when such vehicles are due for replacement in line with the replacement programme. The introduction of EV charging points at Bingham (Streetwise) will further facilitate the use of electric vehicles and we have invested in a number of smaller electric vehicles in 2025/2026
- Glass Recycling – it is likely we will see an increase on overall tonnage collected and further diversion of glass from the residual waste bin. Glass is colour separated and fully recycled back into glass bottles and jars and an increase in the overall recycling rate will also be seen.

Other Options Rejected and Why:

An historic review was undertaken to consider the leasing and hiring in of vehicles. Due to the level of capital resources, it was concluded that it was uneconomical to do either of these two options but as resources are reduced, these options may need to be revisited again. However, there are also distinct advantages in direct purchase: -

- a) The authority has control over the maintenance of the vehicles.
- b) It is difficult to change the terms and conditions of a lease.
- c) High performing vehicles can have their lifespan lengthened.
- d) Poor performing vehicles can have their lifespan shortened.

Not being tied into lengthy lease/hire contracts means the service can react and adapt to change quickly.

The Council now actively looks at the possible purchase of 2nd hand vehicles and will refurbish vehicles to extend their life and value.

Glass Recycling – whilst the Council has previously collected glass from a range of bring sites, the new Simpler Recycling legislation places a statutory service for collection of glass from the kerbside by April 2026 and the Council's new service commenced in December 2025.

Procurement route proposed and stage:

Vehicles likely to be procured through existing vehicle procurement frameworks as part of the wider Nottinghamshire Transport Group contracts. Containers required will be through frameworks in place working in conjunction with Nottinghamshire County Council procurement team.

Project Management Office support required: No			
Start Date: Ongoing		Completion Date: Ongoing	
Capital Cost (Total):	Year 1: 26/27	Year 2: 27/28	
£2,173,000 (2 years)	£1,868,000	£305,000	
Capital Cost (Breakdown)			
Works £0	VPE £2,173,000	Other £0	Fees £0
Additional Revenue cost		Year 2: 26/27 £129,400	Year 3: 27/28 £770,700
Glass Recycling/ Food Waste (saving) per annum:			
Year 4: 28/29 £1,423,800		Year 5: 29/30 £1,450,000	Year 6: 30/31 £1,479,000
<p>As each vehicle replaces an existing vehicle, there is no increase in the overall revenue costs. Whilst newer vehicles can lead to less expenditure on breakdown and repair, older vehicles will cost more. The overall fleet profile remains relatively constant and therefore service budgets remain the same. However, with property growth and the potential impact on waste collections as a result of the Environment Act, there is the likelihood moving forward that additional revenue expenditure may be incurred, and this will need to be considered for future budget years. The introduction of mandatory weekly food waste collections (due October 2027) means additional vehicles and staff will be required leading to additional revenue costs.</p> <p>The costs will primarily be met by Government Grant (new burdens funding, grants and Extended Producer Responsibility (EPR) payments) with any shortfall to be covered from the Simpler Recycling Reserve.</p>			
Proposed Funding:			
External: Government Grant £819k		Internal: Capital Receipts, Vehicle Replacement Reserve, and Simpler Recycling Reserve	
Useful Economic Life (years): Various		New/Replacements: New and Replacements	
Depreciation per annum: Various		Capital Financing Costs: £70k p.a. in year 1 plus £11k p.a. in year 2 as opportunity cost of lost interest on outlay of capital resources	
Residual Value: Various		Category of Asset: Vehicle and Plant	
IFRS16 New Lease Checklist Completed?			N/A
VAT treatment assessed?			N/A
Approval Required from:		Council Budget Setting March 2026	

PROJECT APPRAISAL FORM

Project Name: Keyworth Leisure Centre (KLC) Enhancements	Cost Centre: 0402	Ref: 6
Project Lead: Team leader Leisure Contract, Sport and Health/Communities' Manager		
Request for Project from: Team leader Leisure Contract, Sport and Health/Communities' Manager		
Detailed Description: £125k has been included in the 27/28 Capital Programme for the replacement of the 13-year-old boiler at KLC. The existing gas boiler will be replaced with an Air Source Heat Pump in line with the corporate commitment to decarbonisation.		
Location: Keyworth Leisure Centre	Director: Neighbourhoods	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment • Sustainable Growth Strategic Commitments: <ul style="list-style-type: none"> • Protecting our residents' health and facilitating healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Ensuring well maintained facilities to support growing populations and increased usage • Creating opportunities for young people to realise their potential. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Working to achieve carbon neutral status for the Council's operations. • 		
Community Outcomes: <ul style="list-style-type: none"> • To ensure the provision of high-quality community facilities which meet community need. • To protect our residents' health and facilitate healthier lifestyle choice. 		
Environmental Outcomes: <ul style="list-style-type: none"> • Material selection, wherever possible locally sourced, carbon efficient production, longevity of materials will be considered when selecting finishes. 		
Other Options Rejected and Why: Do not replace the boiler – this will result in an unreliable heating and hot water supply at the leisure centre, increasing maintenance costs and repairs, and leading to customer dissatisfaction. Not replacing the gas boiler will result in carbon emissions, preventing the council achieving their net zero by 2030 ambitions. This may also lead to loss of customers resulting in a less efficient service and not be in line with the commitments made in the Leisure Strategy refresh which was adopted by Cabinet in December 2022.		
Procurement route proposed and stage: Framework or NCC tender		
Project Management Office support required: Yes/No The scheme is being delivered through internal project management through the Team leader, Leisure Contract, Sport and Health.		
Start Date: 2027	Completion Date: 2028	

Capital Cost (TOTAL):		Year 1: 26/27	Year 2: 27/28
£125,000			£125,000
Capital Cost (Breakdown) £:			
Works	Equipment £125,000	Other	Fees
Additional Revenue cost/(saving)per annum:	Year 1: 26/27	Year 2: 27/28	
Year 3: 28/29	Year 4: 29/30	Year 5: 30/31	
Proposed Funding:			
External:		Internal: Climate Change Reserve	

Useful Economic Life (years): 15	New/Replacement: Replacement
Depreciation per annum: £8,300	Capital Financing Costs: £4,700
Residual Value: N/A	Category of Asset: Vehicle, Plant, and Equipment
IFRS16 New Lease Checklist Completed	N/A
VAT Treatment Assessed	N/A
Approval required from	Council Budget Setting March 2026

PROJECT APPRAISAL FORM

Project Name: ELLC Enhancements	Cost Centre: 0686	Ref: 7
Project lead: Team Leader Leisure Contracts, Sport and Health		
Request for project from:	Team Leader Leisure Contracts, Sport and Health/ Communities' Manager	
<p>Detailed Description: This scheme is to enhance East Leake Leisure Centre when the PFI arrangement ends. Whilst the PFI requires the centre to be handed back with a determined lifespan remaining on assets, mechanical & electrical installations and fixtures and fittings, it is anticipated that some cosmetic enhancement to aid with rebranding from the incumbent operator Mitie to bring the centre in line with other RBC leisure facilities will be required. The precise use of the funds will be better understood as the PFI dilapidation and handover surveys are completed in Summer 2026 and there is clarity on the standard of assets being handed back. Works may include decoration, flooring, replacement lighting, new signage, enhanced audio-visual equipment and public realm items to improve the attractiveness of the centre, alongside renewable energy schemes, in agreement or partnership with East Leake academy/NCC.</p>		
Location: East Leake	Director: Neighbourhoods	
<p>Contribution to the Council's aims and objectives: Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment • Sustainable Growth <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Protecting our residents' health and facilitating healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Ensuring attractive and well-maintained facilities to support growing populations and increased usage • Creating opportunities for young people to realise their potential. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Working to achieve carbon neutral status for the Council's operations. • 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • To ensure the provision of high-quality community facilities which meet community need. • To protect our residents' health and facilitate healthier lifestyle choice. • 		
<p>Environmental Outcomes:</p> <ul style="list-style-type: none"> • Material selection, wherever possible locally sourced, carbon efficient production, longevity of materials will be considered when selecting finishes • Upgrades to lighting and mechanical building elements will look to use low energy technology wherever feasible 		
<p>Other Options Rejected and Why: Do not carry out any enhancement and accept the centre exactly as passed back – this would fail to optimise ability to rebrand to the community and modernise the offer to attract</p>		

new customers, thus limiting the financial success of the centre. Failure to invest may be detrimental to the visual appearance and diminish customer experience/satisfaction.

Procurement route proposed and stage:

Once the works packages are known, the services/products will be procured either as a series of small lots/individual items, or as a single enhancement package, in line with the council's procurement policy and financial regulations, through seeking 3 quotes or tender as appropriate.

Project Management Office support required: Yes/No

These works will be managed by the Team Leader Leisure Contracts, Sport and Health

Start Date: 2027

Capital Cost (Total):	Year 1:26/27	Year 2: 27/28
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£125,000		£125,000
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Capital Cost (Breakdown) £: to be determined

Works	Equipment	Other	Fees
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Additional Revenue cost/ (saving) per annum:	Year 1: 26/27	Year 2: 27/28
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Year 3: 28/29	Year 4: 29/30	Year 5: 30/31
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Proposed Funding

External:	Internal: Leisure Centre Maintenance Reserve
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Useful Economic Life (years): 10	New/Replacement: New and replacement
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Depreciation per annum: £12,500	Capital Financing Costs: £4,700 p.a.
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Residual Value:	Category of Asset: Operational Land & Building
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IFRS16 New Lease Checklist Completed	Checked will no longer be a leased asset
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VAT Treatment Assessed	N/A
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Approval required from:	Council Budget Setting March 2026
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PROJECT APPRAISAL FORM

Project Name: Rushcliffe Arena Enhancements	Cost Centre: 0415	Ref: 8
Project lead:	Team leader Leisure Contract, Sport and Health/Communities' Manager	
Request for project from:	Team leader Leisure Contract, Sport and Health/Communities' Manager	
<p>Detailed Description: A provision of £450k has been made in 26/27 for Heating and Ventilation Strategy works to Sports Hall and Studio 3; roof enhancements on Sports Hall and Studio 3; and works to address the low wall in the old bowls hall. The estimated breakdown for this £450K is</p> <p>£50k. Bowls Hall/Studio 3 low wall £200k. Roof works £200k. Ventilation Strategy Enhancements</p> <p>A provision of £175k has been included in the 27/28 capital programme to replace the gas boilers and Combined Heat Pump with Air Source Heat Pump solution.</p>		
Location: Rushcliffe Arena, WB	Director: Neighbourhoods	
<p>Contribution to the Council's aims and objectives: Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment • Sustainable Growth <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Ensuring well maintained facilities to support growing populations and increased usage • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Protecting our residents' health and facilitating healthier lifestyle choices. 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • Well maintained health and wellbeing facilities enabling residents to make healthier lifestyle choices 		
<p>Environmental Outcomes:</p> <ul style="list-style-type: none"> • Material selection, wherever possible locally sourced, carbon efficient production, longevity of materials will be considered when selecting finishes • Upgrades to mechanical building elements will look to use low energy technology wherever feasible 		
<p>Other Options Rejected and Why: Retain the low wall around the old bowls rink as current. The low wall creates a hazard as users attempt to step over the wall. It restricts access onto the floor space with only 4 wider ramped disability access points. It limits the true multi-functional purpose of the space.</p> <p>Don't invest in roof and ventilation strategies. If repairs are not carried out the roofs may deteriorate further and current leaks will worsen, additionally roofs in poor condition may prevent installation of renewable energy such as</p>		

solar panels in the future. As studio 3 has changed in use from a bowls hall to a multifunctional activity, fitness and conference space since built, the existing mechanical ventilation strategy leaves the venue very uncomfortable for certain events, particularly those where the space is full of people moving about/dancing/working out such as group exercise, conference, party and awards events. This results in negative experience for customers.

Procurement route proposed and stage:

Wall – Three quotes. Not started.
Roof and ventilation strategy - NCC tender or framework. Not started

Project Management Office support required: Yes/No

No, these projects will be led by the communities' team

Start Date: 2026		Completion Date: 2028	
Capital Cost (Total):	Year 1: 26/27	Year 2: 28/29	
£625,000	£450,000	£175,000	

Capital Cost (Breakdown) £:			
Works £595,000	Equipment	Other	Fees £30,000
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27	Year 2: 27/28	
Year 3: 28/29	Year 4: 29/30	Year 5: 30/31	

Proposed Funding	
External:	Internal: Regeneration and Community Projects Reserve and Climate Change Reserve

Useful Economic Life (years): Wall 15 years Roof 25 years Ventilation 25 years	New/Replacement: New and Replacements
Depreciation per annum: Wall £3,300 Roof £8,000 Ventilation £8,000	Capital Financing Costs: £23,450 p.a.
Residual Value:	Category of Asset: Operational Land & Buildings/Plant
IFRS16 New Lease Checklist Completed	N/A
VAT Treatment Assessed	N/A

Approval required from	Council Budget Setting March 2026
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PROJECT APPRAISAL FORM

Project Name: Play Areas W.B. (Special Expense)	Cost Centre: 0664	Ref: 9
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Project Lead: Communities' Manager

Request for Project from: Rushcliffe Play Strategy

Detailed Description:

2026/2027

West Park Junior Play area will be accelerated from the 2026/27 capital programme to 2025/26 to cover estimated cost: £60k.



The remainder of the 2026/2027 programme will not necessarily focus on a one out and one in project but will instead be informed by undertaking a full audit of all the special expenses play provision and safety surfacing across all sites and aim to replace end of life equipment and surfacing across multiple sites instead of focussing on one of the lesser used sites.

The replacement equipment and surfacing will aim to be more inclusive following the refreshed play strategy guidance and will also take pressure off the revenue repairs budget over the financial year.

2027/28

The Hook Toddler and Junior Play have been identified as the next play areas that require refurbishment, these play spaces are incredibly popular but are large play areas so work will

be done to maximise funding to do a full refurbishment of the spaces including the surfaces to ensure that areas remain fit for purpose.



Location: West Bridgford

Director: Neighbourhoods

Contribution to the Council's aims and objectives:

Corporate Priorities:

- Quality of Life
- Efficient Services
- The Environment

Strategic Commitments:

- Protecting our residents' health and facilitating healthier lifestyle choices.
- Provide high quality community facilities which meet the needs of our residents.
- Creating opportunities for young people to realise their potential.
- Delivering a scheme refurbishment identified within the Rushcliffe Play Strategy
- Working to achieve carbon neutral status for the Council's operations.

Community Outcomes:

- To ensure the provision of high-quality community facilities which meet community need.
- To protect our residents' health and facilitate healthier lifestyle choice.
- To provide a facility to engage with young people who may otherwise not take part in formal sports or physical activity.

Environmental Outcomes:

- The tender process will take into consideration supply chain, Carbon reduction measures from the supplier use of materials to procure the most sustainable play facility for the community.

Other Options Rejected and Why:

Doing nothing would result in increased maintenance costs for ageing equipment, reduced appeal of the play areas leading to lower levels of use and be inconsistent with the vision of high-quality parks and leisure facilities. A lack of replacement programme would over time lead to an increased health and safety risk.

Procurement route proposed and stage:

ESPO Framework tender for larger schemes that has the 12 leading play manufacturers on it. The procurement will be supported by Nottinghamshire Councils procurement team and project managed by VIA East Midlands

Project Management Office support required: Yes

Due to lack of internal capacity or expertise within the property and Estates team we propose to use the tried and trusted project management relations established with VIA East Midlands over the last 5 years, who provide procurement and project management support through to completion

Start Date: April 2026		Completion Date: March 2028	
Capital Cost (Total):	Year: 26/27	Year 2: 27/28	
£200,000	£100,000	£100,000	
Capital Cost (Breakdown) £: split of equipment costs to be determined			
Works £182,000	Equipment	Other	Fees £18,000
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27		Year 2: 27/28
Year 3: 28/29	Year 4: 29/30		Year 5: 30/31
External:		Internal: Regeneration and Community Projects Reserve (Special Expense)	

Useful Economic Life (years): 15	New/Replacement: Replacement and new
Depreciation per annum: £6,700 25/26 plus £6,700 26/27	Capital Financing Costs: Nil as funds raised through WB Special Expense
Residual Value: N/A	Category of Asset: Operational Land & Building/Equipment
IFRS16 New Lease Checklist Completed?	N/A
VAT treatment assessed?	N/A
Approval required from:	Council Budget Setting March 2026

PROJECT APPRAISAL FORM

Project Name: Gresham Sports Pavilion Enhancements	Cost Centre: 0347	Ref: 10
Project Lead:	Communities' Manager	
Request for Project from:	Communities Manager/Leisure Strategy	

Detailed Description:

The below proposals at Gresham have been set out in priority order for funding with any underspend being used to work down the list of identified schemes

Legionella

The priority issue to address at Gresham Sports Park is the ongoing Legionella issues experienced on site to ensure public safety, improve service continuity and loss of changing rooms when a positive reading is confirmed. We also wish to reduce costs related to excessive flushing and external contractor if we can achieve a stabilised system, which will in turn improve staffing productivity.

The proposal is to implement the recommendations of the NBS Legionella investigation and site survey report: namely the heating and system and local temperatures conditions, the ventilation air handling unit, local extract ventilation, cold water pipework insulation, pipework routing and segregation. The immediate actions are to review and rationalise the temperature control strategy, reduce TRV settings in changing rooms, improve ventilation control TRVs and stabilise the cold-water supply and integrated controls.

The NBS report does not give a budgetary estimate for these works so a high-level estimate of £100k has been used for budgetary purposes. We have requested a high-level estimate breakdown of costs from NBS.

Solar PV and Carbon Reduction

As part of the Council's Carbon reduction programme commitments and to reduce the electrical bills officers have commissioned GEP Environmental to undertake a heat



decarbonisation plan. The majority of the decarbonisation actions are cost prohibitive and will not be taken forward.

However, as a minimum to contribute to our carbon reduction commitments and reduce energy costs we would like to proceed with the solar PV on the roof without battery storage. **The capital cost for the installation of the solar is estimated at £77,671** and is set out in the

below table less the battery storage.

Calculations and assumptions

The site has been modelled with a Unit Price of Electricity of 21.1p/kWh.

It is estimated that 14% of excess generation will be exported to the grid, and 30% of excess generation will be stored within the battery storage system to be consumed during peak demand.

It is estimated that the solar PV array and battery storage system will provide 36.2% of the site's total electrical consumption.

The solar PV added to the rooftop is clear of any potential shading.

Cost breakdown can be seen below:

Capital Cost Breakdown		
Element	Cost £	%
Design and Engineering	£3,393	5%
Main equipment capital	£33,930	50%
Installation & commissioning	£23,751	35%
Project delivery	£6,786	10%
Contingency	£9,811	10%
Battery Storage	£30,250	
Total Costs	£107,921	

Catering Concession

Officers have, in principle, been offered a grant of up to £50k from the Football Foundation [Catering Unit Grants Funding | Grassroots Football](#) This has been a continual request from users of the site due to the current location of the meeting room. **It is estimate to cost £25k including fees to create a concrete pad for the unit and connect foul drainage.**



Classroom

We have been approached by a number of external operators about setting up teaching football academy onsite and this would provide a significant additional revenue stream on site and increase daytime usage bring the site up to almost 100% occupancy over the 7 days per week. This would require the reduction of two changing rooms which is something the football foundation have been resistant of in the past but are now in support of as per the below design. This would also have an ancillary benefit to legionella by reducing the showers on site by two changing rooms ensure the other rooms are busier and the tur over is increased in the other rooms.



Estates Proposal

The proposal is for a scheme of upgrade works to the shower areas within individual changing rooms – existing finishes which predominantly comprise ceramic wall and floor tiles are circa 15 years old. They are visually unappealing and expensive to maintain. The planned upgrade would introduce a modern seamless resin finish to floors and an acrylic panelling system to the walls, thereby improving the visual appearance and simplifying maintenance.

Location: Gresham Sports Pavilion

Director: Neighbourhoods

Contribution to the Council’s aims and objectives:

Corporate Priorities:

- Quality of Life
- Efficient Services

Strategic Commitments:

- Protecting our residents’ health and facilitating healthier lifestyle choices
- Providing high quality community facilities which meet the needs of our residents.
- Creating opportunities for young people to realise their potential.
- Ongoing appraisal and alignment of resources linked to growth aspirations.

Community Outcomes:

- Number of leisure users
- Satisfaction of leisure users
- Participation in sport figures
- Quality of facility

Environmental Outcomes:

- The planned upgrade work will result in safe more efficient showers and water systems reduction the health risks on site, it is also hoped to reduce the water flushing of a cube of water per changing room per week.
- The solar pv will reduce the carbon footprint of the building

Other Options Rejected and Why:

<ul style="list-style-type: none"> Doing nothing – would fail to address the ongoing legionella issues on site and not contribution to our carbon reduction and cost reduction strategy on site 			
Procurement route proposed and stage:			
Open tender for the legionella, Framework for the solar PV, quotes for the supply of services to the huddle spot.			
Project Management Office support required: YES			
The Corporate Projects Support Officer is supporting the catering grant application.			
Start Date: May 2026		Completion Date: August 2026	
Capital Cost (Total):	Year 1:26/27	Year 2: 27/28	
£200,000	£200,000		
Capital Cost (Breakdown) £: to be determined			
Works	Equipment	Other	Fees
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27	Year 2: 27/28 Not quantifiable at this stage but should see revenue spend on repair work reduce.	
Year 3: 28/29 As 27/28	Year 4: 29/30 As 27/28	Year 5: 30/31 As 27/28	
Proposed Funding			
External: Potential funding from the Football Foundation for the Catering Concession.		Internal: Regeneration and Community Projects Reserve	

Useful Economic Life (years): 10	New/Replacement: Replacement
Depreciation per annum: £20,000	Capital Financing Costs: £7,500 p.a.
Residual Value: N/A	Category of Asset: Operational Land and Buildings/Plant and Equipment
IFRS16 New Lease Checklist Completed?	N/A
VAT treatment assessed?	N/A
Approval required from	Council Budget Setting March 2026

PROJECT APPRAISAL FORM

Project Name: Rushcliffe Country Park Enhancements	Cost Centre: 0504	Ref: 11
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Project Lead: Communities' Manager

Request for project from: Neighbourhoods Feedback/Communities' Manager

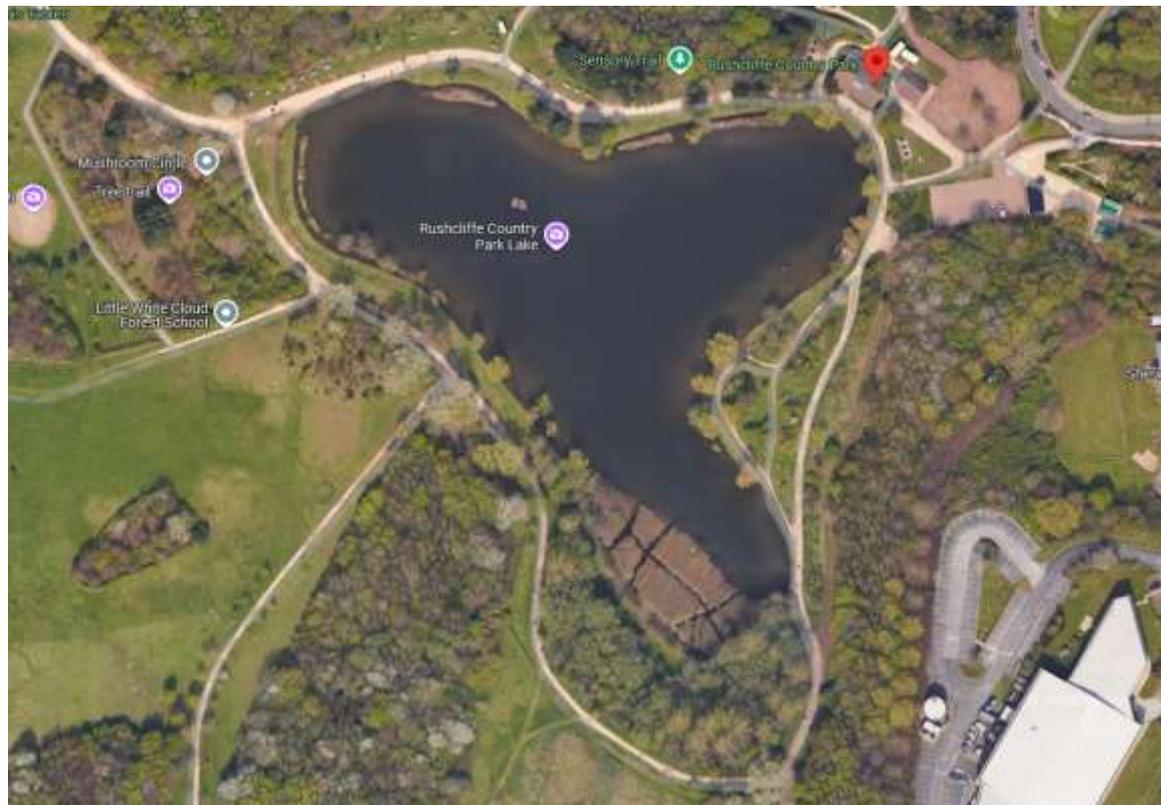
Detailed Description: Rushcliffe Country Park Footpath rolling investment programme.

Rushcliffe Country Park will be 32 years old in 2026 and up to 2022 had a passive management of the paths, by filling potholes and spreading some material in worn areas over the last 30 years.

In 2022 the council began to proactively manage the 8km of paths by undertaking some path resurfacing work. This has enabled a specialist contractor to tackle the poorest and most heavily trafficked paths sections in the park in priority order to improve the overall quality and longevity of these sections. It also has re-instated the camber in the paths to support rainwater runoff and tackled stretching in sections where the path appears bigger than intended so the path return to its original intended state.

In more recent years this work has been supplemented with UKSPF funding to improve access as part of our Equality and Inclusion efforts and to meet the commitment of the Rushcliffe Leisure Strategy priorities to “maintain the existing local standards for provision of open space,” and “creating more outdoor wellbeing opportunities including walking and cycling throughout the borough”.

The works in 2026/27 and 2027/28 will, amongst other areas, focus on the orbital path around the lake with the aim to provide as inclusive a surface as possible for those visiting the park with mobility issues and compliment the café areas and Changing Places toilet provision.



The country park has seen massive increase in recent years post Covid in the popularity of both the adult and junior Parkrun events with a consistent 500 to 600 taking part in the adult Parkrun event and between 100 and 150 taking part in junior park run event which are a free event held on a weekly basis every week of the year.



This is fantastic in the health outcomes it achieves for the residents of the borough but inevitably has an impact on the quality of the footpath so the need for investment to continue this work has never been greater.



Location: Rushcliffe Country Park

Director: Neighbourhoods

Contribution to the Council's aims and objectives:

Corporate Priorities:

- Quality of Life

- Efficient Services
- Strategic Commitments:**
- Protecting our residents' health and facilitating healthier lifestyle choices.
 - Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council.
 - Creating opportunities for young people to realise their potential.
 - Ongoing appraisal and alignment of resources linked to growth aspirations.

- Community Outcomes:**
- To ensure the provision of high-quality community facilities which meet community need.
 - To protect our residents' health and facilitate healthier lifestyle choice.

- Environmental Outcomes:**
- The tender process will take into consideration supply chain, Carbon reduction measures from the supplier use of materials to procure the most sustainable outdoor facility for the community.

Other Options Rejected and Why:
 Doing nothing would put at risk the operational performance and efficiency of the facility, reducing customer experience/satisfaction and, in turn, reduce revenue income.

Procurement route proposed and stage:

 We would aim to get three quotes for the surfacing but have struggled in the past with getting three companies to quote.

Project Management Office support required: No

 This project will be managed by the Country Park Manager with the support of the Communities' Manager in house.

Start Date: April 2026		Completion Date: Mar 2028	
Capital Cost (Total):	Year 1:26/27	Year 2: 27/28	
£50,000	£25,000	£25,000	

Capital Cost (Breakdown) £: to be determined

Works £46,000	Equipment	Other	Fees £4,000
Additional Revenue cost/(saving)per annum:	Year 1: 26/27	Year 2: 27/28	
Year 3: 28/29	Year 4: 29/30	Year 5: 30/31	

Proposed Funding

External:	Internal: Regeneration and Community Projects Reserve
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Useful Economic Life (years): 15	New/Replacement: Replacement
Depreciation per annum: £1.6k for 26/27 expenditure and a further £1.6k for 27/28 expenditure	Capital Financing Costs: £1.9k p.a. as opportunity cost of lost interest on capital resources used.
Residual Value: N/A	Category of Asset: Infrastructure

IFRS16 New Lease Checklist Completed?	N/A
VAT Treatment Assessed	N/A
Approval required from	Council Budget Setting March 2026

PROJECT APPRAISAL FORM

Project Name: Rushcliffe Country Park Play Area	Cost Centre: 0412	Ref: 12
Project Lead: Communities' Manager		
Request for project from: Neighbourhoods feedback/Rushcliffe Play Strategy		
Detailed Description: Rushcliffe Country Park Play Area Inclusive Enhancements		
<p>Rushcliffe Country Park has a 4X (four-cross) cycle track created in 2008. It was designed in collaboration with the Free Riders 4-cross club and council engineers to provide a competition-standard track with jumps and obstacles.</p> <p>The track is extremely popular with all ages but is a particularly important facility for the council catering for wheeled sports and creating a more challenging environment for older competitive adults.</p> <p>The track has been enhanced in more recent years by the pump track on boundary road designed as an introduction to the sport.</p> <div style="display: flex; align-items: center; justify-content: center;"> <div style="width: 30%; padding-right: 10px;"> <p>The track has increased in importance for our sports offer since the inclusion of BMX racing as an Olympic sport in 2008 and its inclusion in the 2028 Los Angeles Olympic games, ensuring that this local provision provides the opportunity for an introduction into the sport.</p> <p>Although the Bike track has a service maintenance contract in place, £30,000 has been included in the 27/28 capital programme for essential enhancement works to the bike track to ensure that it remains a safe and exciting for all users.</p> <p>Proposed works</p> <p>The work will include stabilisation of the burns, ensuring the cut through sections are removed, fencing and signage is improved and topdressing of the track is undertaken.</p> </div> <div style="width: 60%; text-align: center;">  </div> </div>		



Our aim is to capture the imagination of every visitor through inventive designs and inclusive play and sports opportunities for all.

Finally, the project aligns with the Rushcliffe Leisure Strategy by providing cycling opportunities to our residents.

Location: Rushcliffe Country Park	Director: Neighbourhoods
Contribution to the Council’s aims and objectives:	
Corporate Priorities:	
<ul style="list-style-type: none"> • Quality of Life • Efficient Services 	
Strategic Commitments:	
<ul style="list-style-type: none"> • Protecting our residents’ health and facilitating healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Creating opportunities for young people to realise their potential. • Ongoing appraisal and alignment of resources linked to growth aspirations. 	
Community Outcomes:	
<ul style="list-style-type: none"> • To ensure the provision of high-quality community facilities which meet community need. • To protect our residents’ health and facilitate healthier lifestyle choice. 	
Environmental Outcomes:	
<ul style="list-style-type: none"> • The tender process will take into consideration supply chain, Carbon reduction measures from the supplier use of materials to procure the most sustainable facility for the community. 	
Other Options Rejected and Why:	
<p>Doing nothing would put at risk the operational performance and efficiency of the facility, reducing customer experience/satisfaction and, in turn, reduce revenue income.</p>	
Procurement route proposed and stage:	
<p>Given the capital value, we will look to get quotes for this work to enable swift completion of the scheme in advance of the summer peak season.</p>	
Project Management Office support required: /No	

To save costs, it is proposed that this work will be project managed directly between the Country Park Manager and the Communities' Manager.

Start Date: April 2027		Completion Date: April 2028	
Capital Cost (Total):	Year 1:26/27	Year 2: 27/28	
£30,000		£30,000	
Capital Cost (Breakdown) £:			
Works £27,000	Equipment	Other	Fees £3,000
Additional Revenue cost/(saving)per annum:	Year 1: 26/27	Year 2: 27/28	
Year 3: 28/29	Year 4: 29/30	Year 5: 30/31	
Proposed Funding			
External:		Internal: Regeneration and Community Projects Reserve	

Useful Economic Life (years): 15	New/Replacement: Replacement
Depreciation per annum: £2k	Capital Financing Costs: £1k p.a. as opportunity cost of lost interest.
Residual Value: N/A	Category of Asset: Infrastructure
IFRS16 New Lease Checklist Completed?	N/A
VAT Treatment Assessed	N/A
Approval required from	Council Budget Setting March 2026

PROJECT APPRAISAL FORM

Project Name: Edwalton Golf Course Enhancements		Cost Centre: 0420		Ref: 13	
Project lead:		Communities' Manager/Team Manager for Leisure Contracts, Sport, and Health			
Request for project from:		Communities' Manager/Team Manager for Leisure Contracts, Sport, and Health			
Detailed Description Works to address climate change resilience measures including: Building flood prevention measures such as Flood protection measures for the pavilion such as flood doors, flood bricks, flood gates and raising plug sockets.					
Location: West Bridgford			Director: Neighbourhoods		
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment • Sustainable Growth Strategic Commitments: <ul style="list-style-type: none"> • Ensuring well maintained facilities to support growing populations and increased usage • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Protecting our residents' health and facilitating healthier lifestyle choices. 					
Community Outcomes: <ul style="list-style-type: none"> • Ensure continued existence of high-quality community facilities to meet community need • Providing facilities to protect residents' health and facilitates healthier lifestyle choices 					
Environmental Outcomes: <ul style="list-style-type: none"> • Protecting assets from flood events resulting in frequent replacement of damaged fixtures and fittings thus reducing waste and environmental impact 					
Other Options Rejected and Why: Don't implement climate change resilience measures. This will leave the building at increased risk of future flood events. The pavilion has flooded in 2020, 2023, 2024 and 2025. Each time fixtures and fittings must be stripped out and replaced, or dried and professionally cleaned depending on the extent of the flood. This results in cost and closures with associated temporary loss of facilities for the community.					
Procurement route proposed and stage: Three quotes – not started.					
Project Management Office support required: Yes/No No, will be managed by the Team Manager for Leisure Contracts, Sport, and Health					
Start Date: April 26			Completion Date: Mar 27		
Capital Cost (Total):		Year 1:26/27		Year 2: 27/28	
£50,000		£50,000			

Capital Cost (Breakdown) £:			
Works £45,500	Equipment	Other	Fees £4,500
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27		Year 2: 27/28
Year 3: 28/29	Year 4: 29/30		Year 5: 30/31
Proposed Funding			
External:		Internal: Leisure Centre Maintenance Reserve	

Useful Economic Life (years): 15	New/Replacement: New and Replacement
Depreciation per annum: £3,300	Capital Financing Costs: £1,900 p.a.
Residual Value:	Category of Asset: Operational Land & Buildings
IFRS16 New Lease Checklist Completed	N/A
VAT Treatment Assessed	N/A

Approval required from	Council Budget Setting March 2026
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PROJECT APPRAISAL FORM

Project Name: West Park and Bridgford Park Tennis Court refurbishments – Special Expense	Cost Centre: 0320	Ref: 14
Project lead: Hamish MacInnes	Communities' Manager	
Request for project from:	Communities' Manager/Leisure Strategy	
<p>Detailed Description: Works to refurbish the Borough Council's Tennis court provision at Bridgford Park and West Park. The works will include deep cleaning removing moss and weeds, minor repairs to the porous macadam surface where cracks have appeared or become damaged and the full repaint of the surface and lines on the courts.</p> <p>Bridgford Park and West Park Tennis courts provision</p> <div style="display: flex; justify-content: space-around;">   </div> <p>The perimeter fencing and gates will also be refurbished to align with the new code locks technology installed in the 2025/26</p> <p>The second redundant tennis court at West Park will no longer be redeveloped due to emerging needs of Nottinghamshire County Cricket Club and their aspiration to develop this space to meet the growing demand for cricket on site.</p>		
Location: West Bridgford	Director: Neighbourhoods	
<p>Contribution to the Council's aims and objectives:</p> <p>Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Protecting our residents' health and facilitating healthier lifestyle choices • Providing high quality community facilities which meet the needs of our residents. • Creating opportunities for young people to realise their potential. • Ongoing appraisal and alignment of resources linked to growth aspirations. 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • Number of tennis users • Satisfaction of tennis users • Participation in sport figures • Quality of facility 		

Environmental Outcomes:

- The tender process will take into consideration the local supply chain, Carbon reduction measures from the supplier use of materials to procure the most sustainable outdoor facility for the community.

Other Options Rejected and Why:

Doing nothing would put at risk the operational performance and efficiency of the facility, reducing customer experience/satisfaction and, in turn, reduce revenue income.

Procurement route proposed and stage:

We would aim to get three quotes for the works five the value of the scheme

Project Management Office support required: No

It is envisaged that this project will be managed by the Facilities and Corporate CCTV Manager with the support of the Communities' Manager in house.

Start Date: April 26

Completion Date: Mar 27

Capital Cost (Total):

Year 1:26/27

Year 2: 27/28

£50,000

£50,000

Capital Cost (Breakdown) £: 25k +Vat

£8,000+ VAT for cleaning, minor repairs, and repainting per tennis court

Three tennis courts in total

£1k for the repainting of the code-lock backing plates and fencing repairs.

The remaining balance of £25k will be reviewed in light the need for tennis court 2 by cricket development

Works

£45,500

Equipment

Other

Fees

£4,500

**Additional Revenue cost/
(saving) per annum:**

Year 1: 26/27

Year 2: 27/28

Year 3: 28/29

Year 4: 29/30

Year 5: 30/31

Proposed Funding

External:

Internal: Capital Receipts in the first instance repayable by a Special Expense Annuity

Useful Economic Life (years): 8

New/Replacement: New and Replacement

Depreciation per annum: £6,250

Capital Financing Costs: Net nil as expenditure covered by a Special Expense annuity

Residual Value: N/A

Category of Asset: Operational Land & Buildings

IFRS16 New Lease Checklist Completed

N/A

VAT Treatment Assessed

N/A

Approval required from

Council Budget Setting March 2026

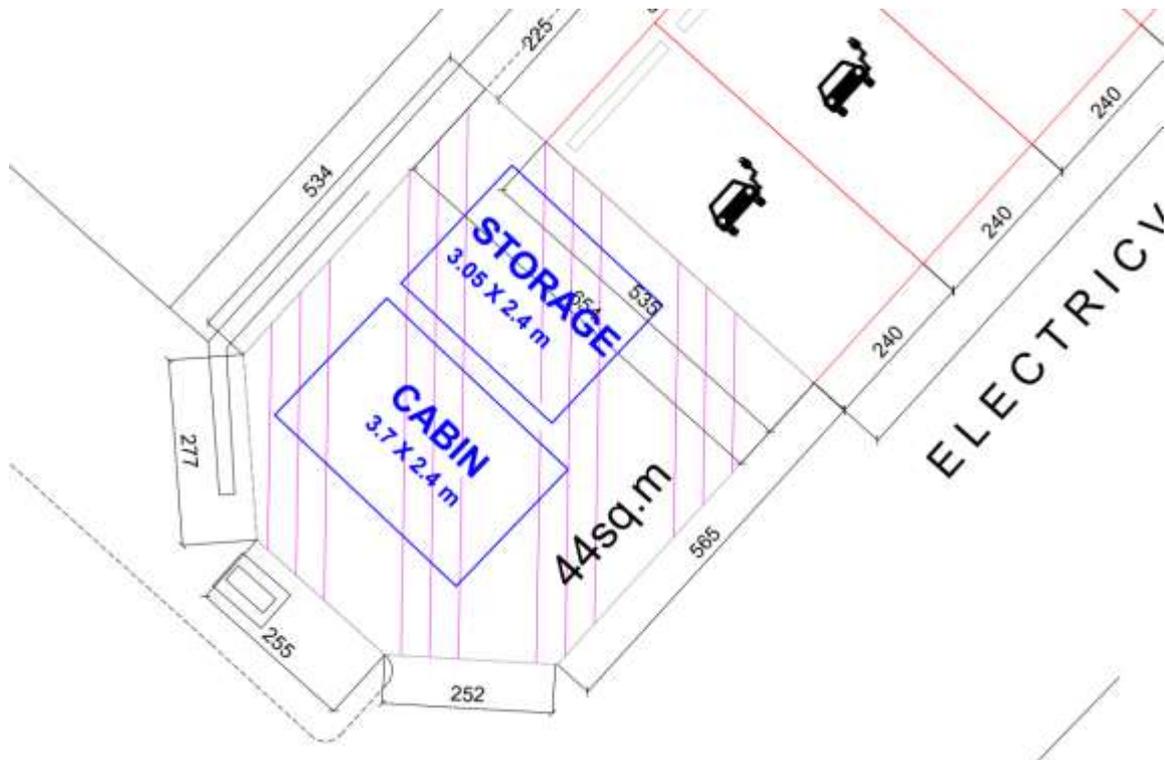
PROJECT APPRAISAL FORM

Project Name: Alternative Storage Solution West Park – Special Expense	Cost Centre: 0320	Ref: 15
Project lead: Nicola Wells	Communities' Manager	
Request for project from:	Communities' Manager	

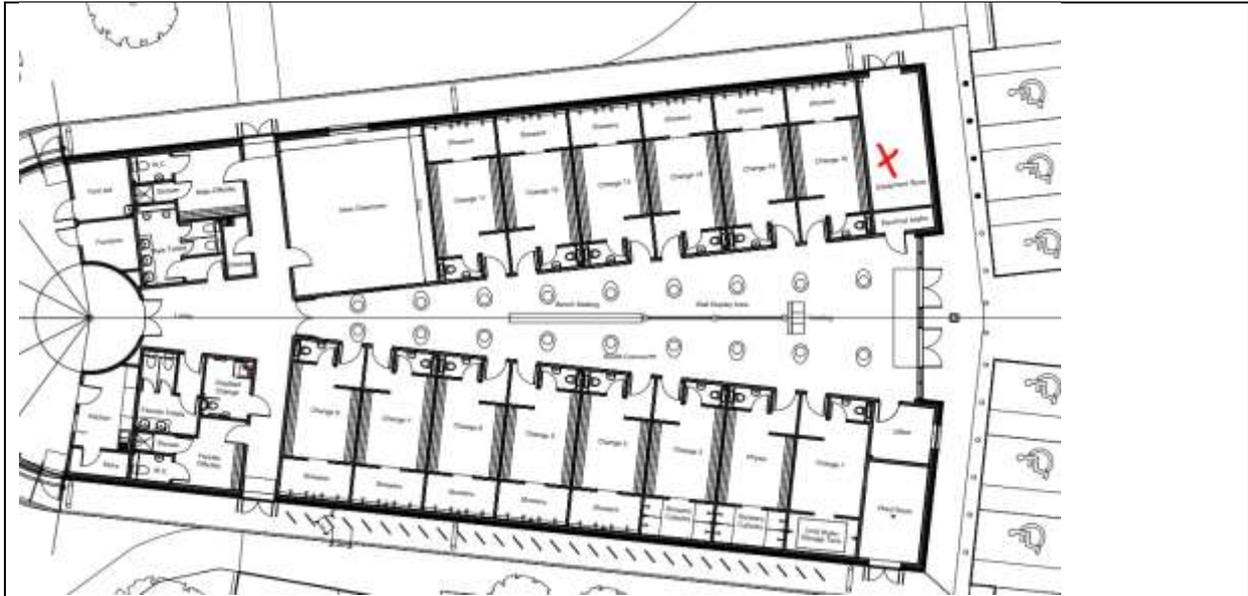
Detailed Description: Works to provide a long-term storage solution for the Events, Community Safety, and IT equipment which is currently stored at West Park Sports Pavilion since the sale of the Depot on Abbey Road.

The current proposal being explored is to provide a storage solution at Gresham Sport Park in the external store which is not fit for purpose to store football goals and to create a storage unit at Bridgford Park for the storage of town centre events materials

Please see the proposed location of the events storage until in Bridgford Park below. The cabin is being commissioned by Streetwise to provide mess facilities for the parking enforcement team instead of renting.



The below image shows the external equipment store at Gresham Sports Park which will be repurposed to better meet the needs of the council with the existing equipment being relocated elsewhere on site to accommodate the new equipment.



The relocation of this equipment will ensure that West Park sport Pavilion can return to its original purpose of providing changing facilities to meet the growing demand for cricket on the site ensuring that we continue to create opportunities for young people to reach their potential.

Location: West Bridgford

Director: Neighbourhoods

Contribution to the Council's aims and objectives:

Corporate Priorities:

- Efficient Services

Strategic Commitments:

- Providing high quality community facilities which meet the needs of our residents.
- Creating opportunities for young people to realise their potential.
- Ongoing appraisal and alignment of resources linked to growth aspirations.

Community Outcomes:

- To ensure the provision of high-quality community facilities which meet community need.
- To protect our residents' health and facilitate healthier lifestyle choice.

Environmental Outcomes:

- The tender process will take into consideration supply chain, Carbon reduction measures from the supplier use of materials to procure the most sustainable outdoor facility for the community.
- The events storage will remove the need for additional vehicle movement transporting event equipment at West Park

Other Options Rejected and Why:

Doing nothing would put at risk the operational performance and efficiency of the facility, reducing customer experience/satisfaction and, in turn, reduce revenue income.

Procurement route proposed and stage:

Three quotes

Project Management Office support required: Yes/No

It is envisaged that this project will be managed by the Team Manager for Communities and Streetwise Manager with the support of the Communities' Manager in house.

Start Date: April 26		Completion Date: Mar 27	
Capital Cost (Total):	Year 1:26/27	Year 2: 27/28	
£30,000	£30,000		
Capital Cost (Breakdown) £:			
<p>£10k for Parking enforcement cabin £5k for Events Storage Unit £5k removing and making good storage unit at West Park £5k Gresham Sports Park storage repurposing</p> <p>The remaining balance will be used to take into consideration Community Safety and IT requirements.</p>			
Works £10k	Equipment £15k	Other £3k	Fees £2k
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27 £25,000	Year 2: 27/28	
Year 3: 28/29	Year 4: 29/30	Year 5: 30/31	
Proposed Funding			
External:		Internal: Capital Receipts in the first instance repayable by a Special Expense Annuity	

Useful Economic Life (years): 15	New/Replacement: New
Depreciation per annum: £2k	Capital Financing Costs: Net nil as expenditure covered by a Special Expense annuity
Residual Value:	Category of Asset: Operational Land & Buildings/Equipment
IFRS16 New Lease Checklist Completed	N/A
VAT Treatment Assessed	N/A

Approval required from	Council Budget Setting March 2026
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PROJECT APPRAISAL FORM

Project Name: Keyworth Leisure Centre (KLC) Intruder Alarm and CCTV System	Cost Centre: 0402	Ref: 16
Project Lead: Team leader Leisure Contract, Sport and Health/Communities' Manager		
Request for Project from: Team leader Leisure Contract, Sport and Health/Communities' Manager		
Detailed Description: £20k has been included in the 26/27 Capital Programme for the replacement KLC Intruder Alarm and CCTV System.		
Location: Keyworth Leisure Centre	Director: Neighbourhoods	
Contribution to the Council's aims and objectives:		
Corporate Priorities:		
<ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment • Sustainable Growth 		
Strategic Commitments:		
<ul style="list-style-type: none"> • Meeting contractual obligations • Protecting our residents' health and facilitating healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Ensuring well maintained facilities to support growing populations and increased usage 		
Community Outcomes:		
<ul style="list-style-type: none"> • To ensure the provision of high-quality community facilities which meet community need. • To protect our residents' health and facilitate healthier lifestyle choice. 		
Environmental Outcomes:		
<ul style="list-style-type: none"> • Low energy cameras and monitors will be selected. • Where possible, existing infrastructure will be reused, e.g door contact points, sounders and bells and wiring to minimise waste. 		
Other Options Rejected and Why:		
<p>Do not replace the intruder Alarm and CCTV System.</p> <p>This will breach the council's lease obligations with Nottinghamshire County Council and the council's repair and maintenance obligations within the Leisure Services Contract which places full-scale capital replacement of these end-of-life systems on the council.</p> <p>Failure to meet contractual obligations places a financial and reputational risk on the authority should NCC or Parkwood Leisure insurers fail to make payments against insurance claims due to lack of CCTV or intruder alarm.</p> <p>This may also lead to loss of customers resulting in a less efficient service and not be in line with the commitments made in the Leisure Strategy refresh which was adopted by Cabinet in December 2022.</p>		
Procurement route proposed and stage:		
Three Quotes		
Project Management Office support required: Yes/No		
The scheme is being delivered through internal project management through the Team leader, Leisure Contract, Sport and Health.		

Start Date: Apr 26		Completion Date: Mar 27	
Capital Cost (TOTAL):		Year 1: 26/27	Year 2: 27/28
£20,000		£20,000	
Capital Cost (Breakdown) £:			
Works	Equipment £20,000	Other	Fees
Additional Revenue cost/(saving)per annum:		Year 1: 26/27	Year 2: 27/28
Year 3: 28/29		Year 4: 29/30	Year 5: 30/31
Proposed Funding:			
External:		Internal: Capital Receipts	

Useful Economic Life (years): 15	New/Replacement: Replacement
Depreciation per annum: £1,300	Capital Financing Costs: £750 p.a.
Residual Value: N/A	Category of Asset: Operational Land & Buildings
IFRS16 New Lease Checklist Completed	N/A
VAT Treatment Assessed	N/A
Approval required from	Council Budget Setting March 2026

PROJECT APPRAISAL FORM

Project Name: Footpath Improvements The Hook – Special Expense	Cost Centre:	Ref: 17
Project lead: Paul Phillips, Alastair Glenn, Hamish MacInnes	Communities' Manager	
Request for project from:	Communities' Manager	

Detailed Description: Works to improve the Hook Recreation Ground and nature reserve paths considering the significant development of the Bridge over the river Trent.



The Hook Recreation ground and wider nature reserve has several paths which crisscross the site, the paths range from porous macadam, crushed limestone or grass mown paths.



<p>This project will only focus primarily on the crushed limestone paths along the river Trent in Rushcliffe Borough Council ownership and to connect with the significant strategic investment in the new bridge over the river Trent to ensure walking and cycling opportunities are maximised and ensure strategic alignment with the Trent sports Quarter redevelopments being promoted by EMCCA.</p>			
<p>Location: West Bridgford</p>		<p>Director: Neighbourhoods</p>	
<p>Contribution to the Council's aims and objectives:</p> <p>Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services • Economic Growth <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Protecting our residents' health and facilitating healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Creating opportunities for young people to realise their potential. • Ongoing appraisal and alignment of resources linked to growth aspirations. 			
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • To ensure the provision of high-quality community facilities which meet community need. • To protect our residents' health and facilitate healthier lifestyle choice. 			
<p>Environmental Outcomes:</p> <ul style="list-style-type: none"> • The tender process will take into consideration supply chain, Carbon reduction measures from the supplier use of materials to procure the most sustainable outdoor facility for the community. • Careful consideration will also be given to ensure that works compliment the local nature reserve characteristics. 			
<p>Other Options Rejected and Why:</p> <p>Doing nothing would put at risk the operational performance and efficiency of the facility, reducing customer experience/satisfaction and considering the significant strategic investment could be reputationally damaging if they leave the end of the new work on to Rushcliffe owned and managed land to be experience potholed and poorly maintained walking and cycling infrastructure.</p>			
<p>Procurement route proposed and stage:</p> <p>We would aim to get three quotes for the surfacing but have struggled in the past with getting three companies to quote.</p>			
<p>Project Management Office support required: /No</p> <p>It is envisaged that this project will be managed by the Facilities and Country Park Manager with the support of the Communities' Manager in house.</p>			
<p>Start Date: April 26</p>		<p>Completion Date: Mar 27</p>	
<p>Capital Cost (Total):</p> <p>£50,000</p>	<p>Year 1:26/27</p> <p>£50,000</p>	<p>Year 2: 27/28</p>	
<p>Capital Cost (Breakdown) £: to be determined</p>			
<p>Works</p>	<p>Equipment</p>	<p>Other</p>	<p>Fees</p>

Additional Revenue cost/ (saving) per annum:	Year 1: 26/27	Year 2: 27/28
Year 3: 28/29	Year 4: 29/30	Year 5: 30/31
Proposed Funding		
External:	Internal: Capital Receipts in the first instance repayable by a Special Expense Annuity	

Useful Economic Life (years): 15	New/Replacement: New and Replacement	
Depreciation per annum: £3,300	Capital Financing Costs: Net nil as expenditure covered by a Special Expense annuity	
Residual Value: N/A	Category of Asset: Infrastructure	
IFRS16 New Lease Checklist Completed		N/A
VAT Treatment Assessed		N/A

Approval required from	Council Budget Setting March 2026
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PROJECT APPRAISAL FORM

Project Name: Empty Homes Compulsory Purchase Orders	Cost Centre: 0428	Ref: 18
Project lead:	Assistant Director of Public Protection/Principal Officer Environmental Health	
Request for project from:	Chief Executive	
<p>Detailed Description: This project aims to focus on the 9 most problematic long term empty properties within the Rushcliffe Borough, focusing time and resources into bringing them back into residential use within a three-year timeframe. This is deemed necessary since these properties have been scored as the highest priority on the Empty Property Scoring and Rating Matrix, and all actions in line with the Empty Homes Strategy 2024 – 2029 have been exhausted, including engagement with the homeowners and enforcement actions. It is deemed that without further council intervention these properties may remain empty indefinitely and continue to put a strain on the council's resources. Furthermore, the empty properties are attracting negative attention and are located in prominent high street locations, which is devaluing for the community.</p> <p>The project also aims to create a legacy for Rushcliffe Borough Council, as bringing back into use these problematic properties will bring social, regenerative, financial and strategic benefits by reinvigorating the community, in addition to cementing community trust and perception of the council.</p> <p>It is planned that the properties acquired using CPOs will be disposed of concurrently in a back-to-back acquisition and disposal thus ensuring that the Council does not hold these assets for any length of time. There is a risk that any time delay between acquisition and disposal will have revenue consequences. There could be an opportunity cost of holding the assets, even for a short time, in the form of lost interest on sale proceeds.</p>		
Location: Rushcliffe Borough	Director: Neighbourhoods	
Contribution to the Council's aims and objectives:		
Corporate Priorities:		
The Environment	Protecting the local environment by minimising environmental crime	
Quality of Life	The visual appearance of the Borough is an important factor in terms of the quality of life felt by residents. Unsightly, neglected and run-down properties contribute to a feeling that a neighbourhood is unsafe which also has a bearing on quality of life	
Efficient Services	Additional charges linked to Empty and Unoccupied homes in the Borough provides additional income which is used to take positive action in this area.	
Sustainable Growth	None	
Strategic Commitments:		
<ul style="list-style-type: none"> • This project is supported by the Council's Empty Homes Strategy 2024-2029. 		
Community Outcomes:		
<ul style="list-style-type: none"> • Sense of pride in local area, positive impact on local crime and disorder associated with vacant properties and increase in availability of local housing. • Bringing empty homes back into use improves their appearance and safety of the street • Several properties contained within this project are Listed Buildings. By bringing these back into use local identity and continuity is reinforced and erosion of village character is prevented. 		

Environmental Outcomes:			
<ul style="list-style-type: none"> • Bringing empty homes back into use is more environmentally sustainable than building new houses, which emits high levels of carbon emissions. • By making use of buildings already available we aim to preserve the rural nature of the Borough and safeguards landscape character • A reduction in vacancy related environmental harm including damp, mould, structural decay and pest infestation. 			
Other Options Rejected and Why:			
The Council's Empty Homes Strategy 2024-2029 outlines the steps that the Council will take to bring empty homes back into use. This project will deal with those empty homes where all informal and low-level enforcement options have failed to bring them back into use and those properties continue to be problematic to the Council and the community.			
Procurement route proposed and stage:			
To be confirmed.			
Project Management Office support required: Yes/No			
Already in place			
Start Date: Jan 2026		Completion Date: April 2028	
Capital Cost (Total):	Year 1:26/27	Year 2: 27/28	
£750,000	£250,000	£500,000	
Capital Cost (Breakdown) £: to be determined			
Works	Equipment	Other	Fees
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27		Year 2: 27/28
Year 3: 28/29	Year 4: 29/30		Year 5: 30/31
Proposed Funding			
External:		Internal: £250k initial costs met from the New Homes Bonus Reserve; £500k will be covered from the capital receipt generated through back-to-back purchase/disposals.	
Useful Economic Life (years): N/A		New/Replacement: New	
Depreciation per annum: N/A		Capital Financing Costs: £9,300 the opportunity cost of lost interest on capital resources used	
Residual Value:		Category of Asset: REFCUS for £250k; no resultant assets from CPO acquired property as bought and sold.	
IFRS16 New Lease Checklist Completed			N/A
VAT Treatment Assessed			To be checked
Approval required from		Council Budget Setting March 2026	

PROJECT APPRAISAL FORM

Project Name: Strategic 3G Artificial Turf Pitch and Changing Pavilion Grant Programme for Rushcliffe	Cost Centre: 0677	Ref: 19
Project lead:	Communities Manager	
Request for project from:	Communities Manager	

Detailed Description: Grant contribution of a maximum grant of £50k to the strategic projects which have been identified in the FA's Local Football Facilities Plan (LFFP) and the supporting Borough Council's Playing Pitch Strategy strategic projects.

The grants would be used as the Borough Council's contribution to Strategic projects as follows:

1. Regatta Way- West Bridgford
2. Bingham Area- site to be confirmed
3. Keyworth- site to be confirmed
4. Ruddington- Jubilee Field
5. Cotgrave- site to be confirmed
6. East Leake-site to be confirmed



In addition, the two-clubhouse refurbishment identified in the LFFP for strategic investment at Keyworth United Platt Lane and Bingham Road Radcliffe on Trent would also be eligible for funding.



The grant pot would be used as match funding alongside successful monies being received from the Football Foundation, Strategic CIL infrastructure funding and the applicants own resources.

The grant would be subject to confirmation of all the necessary planning permissions, grant confirmations and is for capital works only.

The total grant pot available is £400k with a maximum of £50k towards any single project.

Location: West Bridgford

Director: Neighbourhoods

Contribution to the Council’s aims and objectives:

Corporate Priorities:

- Quality of Life
- Efficient Services
- Economic Growth

Strategic Commitments:

- Protecting our residents’ health and facilitating healthier lifestyle choices.
- Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council.
- Creating opportunities for young people to realise their potential.
- Ongoing appraisal and alignment of resources linked to growth aspirations.

Community Outcomes:

- To ensure the provision of high-quality community facilities which meet community need.
- To protect our residents’ health and facilitate healthier lifestyle choice.

Environmental Outcomes:

- The tender process will take into consideration supply chain, Carbon reduction measures from the supplier use of materials to procure the most sustainable outdoor facility for the community.
- All projects would require full planning permission and associated Biodiversity Net Gain and ecology assessments

Other Options Rejected and Why:

Doing nothing would put at risk the opportunity to lever in up to 65% strategic funding per project from the football foundation. It also would stall the spending of the Strategic CIL funding which has been allocated to playing pitches across the borough

Procurement route proposed and stage:

Successful project would proceed through the Football Foundation’s Framework tendering exercise and comply with all procurement requirement to achieve the grant funding

Project Management Office support required: /No

It is envisaged that this project will be supported by the Borough Council’s Sports Development Officer and Communities’ Manager in conjunction with our external partners at Notts FA and the Football Foundation.

Start Date: April 26

Completion Date: Mar 28

Capital Cost (Total):

Year 1:26/27

Year 2: 27/28

£400,000

£200,000

£200,000

Capital Cost (Breakdown) £:			
Works	Equipment	Other – Grants £400,000	Fees
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27		Year 2: 27/28
Year 3: 28/29	Year 4: 29/30		Year 5: 30/31
Proposed Funding			
External:		Internal: New Homes Bonus reserve	

Useful Economic Life (years): N/A - Grants	New/Replacement: New and Replacement
Depreciation per annum: NIL - REFCUS	Capital Financing Costs: £15,000
Residual Value:	Category of Asset: REFCUS
IFRS16 New Lease Checklist Completed	N/A
VAT Treatment Assessed	Outside the scope of VAT

Approval required from	Council Budget Setting March 2026
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PROJECT APPRAISAL FORM

Project Name: Information Systems Strategy	Cost Centre: Various	Ref: 20
Project Lead: Strategic ICT Manager		
Request for Project from: Rolling Capital Programme		
Detailed Description: The strategy enables an agile approach to operational delivery, taking advantage of new proven developments. The ICT Technical Delivery Plan details all technical projects, and the schedule for implementation, during the lifetime of the ICT Strategy.		
Location: Rushcliffe Arena	Director: Finance and Corporate	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Efficient Services • Quality of Life • Protecting the Environment Strategic Commitments: <ul style="list-style-type: none"> • Ongoing appraisal and alignment of resources linked to growth aspirations. • Include digital principles in our communications and ways of undertaking business. • Working to achieve carbon neutral status for the Council's operations. • Continue to invest in Cloud Services to enhance the Council's Business Continuity Plans and provide support for 'Smarter Ways of Working' policies. • People and Technology working together to provide efficiencies and remove barriers to simplify the Council's operations. 		
Community Outcomes: <ul style="list-style-type: none"> • To ensure that we make best use of digital development where appropriate to deliver better services and operate more efficiently. • To enable residents to do business with us in a digital way if that is their preference. • To use public spend in an efficient and economical way. <p>The ICT Strategy is closely aligned to the Council's "Four Year Plan" reviews and ICT will be instrumental in delivering the outcomes identified during these reviews. The Strategy will deliver:</p> <ul style="list-style-type: none"> • People and Smarter Ways of Working. <ul style="list-style-type: none"> ○ With a focus on people and their experience when accessing Council services. Investing time to find the correct and appropriate solution, which provides efficient and economic systems across the Council. To bring people along the journey and promote flexible, remote and agile solutions, and digital transformation programmes that take advantage of self-service initiatives, intelligent automation (IA), and artificial intelligence (AI). Key elements are people and the use of technology as an enabler and improving customer service and experience. • Business Continuity, Cloud Services and Hybrid Technologies <ul style="list-style-type: none"> ○ Continue to improve business continuity arrangements and underpin other strategic objectives and their success. Seek opportunities to use cloud services to improve access and resilience for our residents and staff accessing Council services. Recognising when Hybrid technologies can be used to accommodate for complex and flexible solutions. Currently Cloud Services are not cost effective so in-house solutions are being sourced. • Information Management and Governance, and Security <ul style="list-style-type: none"> ○ To safeguard Council data by ensuring legislative, central government security standards are followed and using security and privacy by design principles. • Think Green 		

- To be aware of and help achieve local net zero targets from energy efficiency savings when upgrading existing or implementing new systems. To report on energy usage and seek out opportunities to provide positive impact on carbon reduction.

Environmental Outcomes:

- When new infrastructure or ICT equipment is procured, power consumption forms part of the decision making when assessing quality of products. The supplier is also reviewed to see what their carbon footprint is and will add to the Council's carbon reduction target.

Other Options Rejected and Why:

Every project is the subject of a proposal or business case to be presented to and approved by the Executive Manager for the corresponding Service Area to ensure that the most appropriate IT solution is chosen, having due regard to the alignment of technologies already in use across other local authorities, value for money and resilience. The option of not doing so would lead to outdated or incompatible technology, which would result in lower performance, higher maintenance costs and hinder the drive for greater efficiencies.

Proposed Procurement route and stage: schemes will be procured in line with procurement rules, utilising the Framework where possible, with open tenders where necessary.

Project Management Office support required: No

Start Date: On-going		Completion Date: On-going	
Capital Cost (Total):	Year 1:25/26	Year 2: 26/27	
£615,000 (2 years)	£385,000	£230,000	

Capital Cost (Breakdown):

Works	Equipment £460,000	Other £155,000	Fees
Additional Revenue cost/ (saving) per annum:	Year 1: 26/27		Year 2: 27/28
Year 3: 28/29	Year 4: 29/30		Year 6: 30/31

Proposed Funding

External: N/A	Internal: Regeneration and Community Projects Reserve and Organisation Stabilisation Reserve
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Useful Economic Life (years): 3	New/Replacement: New and Replacement
Depreciation per annum: £128k 26/27 plus £77k 27/28	Capital Financing Costs: £23,000
Residual Value: Nil	Category of Asset: Intangible Assets and Equipment
IFRS16 New Lease Checklist Completed?	N/A
VAT treatment assessed?	N/A
Approval Required:	Council Budget Setting March 2026

12.4 Appendix 4 – Use of Earmarked Reserves in 2026/27

Use of Earmarked Reserves in 2026/27	Projected Income	Projected Expenditure	Net Change in Year	Projected Closing Balance
Investment Reserves:				
Regeneration and Community Projects	363	(1,454)	(1,091)	2,534
Sinking Fund - Investments	200	(120)	80	649
Corporate Reserves:	0	0	0	0
Organisation Stabilisation	530	(478)	52	6,411
Treasury Capital Depreciation Reserve	0	0	0	1,310
Climate Change Action	0	(285)	(285)	531
Flood Grant & Resilience	0	0	0	22
Simpler Recycling Reserve	1,150	(430)	720	1,685
Vehicle Replacement Reserve	685	(300)	385	845
LGR Reserve	1,000	(76)	924	2,014
Risk and Insurance	0	0	0	100
Planning Appeals	0	0	0	340
Elections	50	0	50	201
Operating Reserves:	0	0	0	0
Planning	0	0	0	85
Leisure Centre Maintenance	515	(50)	465	498
Total Excluding NHB Reserve	4,493	(3,193)	1,300	17,225
New Homes Bonus	0	(2,239)	(2,239)	6,144
Total Earmarked Reserves	4,493	(5,432)	(939)	23,369

12.5 Appendix 5 – Transformation and Efficiency Plan

Efficiency	2026/27	2027/28	2028/29	2029/30	2030/31	Total
THEMATIC						0
LEISURE STRATEGY	(116)	(485)	(207)			(807)
CREMATORIUM	(70)	(64)	(40)			(174)
WEST PARK NCCC (SPECIAL EXPENSE)	(36)	1	1			(34)
CUSTOMER CONTACT CENTRE	(1)	(1)	(1)			(3)
ADDITIONAL INCOME						0
CAR PARKING			(100)			(100)
GREEN BIN SCHEME	(100)	(100)	(100)	(100)	(100)	(500)
GREEN BIN SCHEME (2ND AND SUBSEQUENT PRICE INCREASE)	(69)	(71)	(75)	(81)	(85)	(381)
BINGHAM ENTERPRISE	(8)					(8)
COTGRAVE PHASE 2	(6)					(6)
SERVICE EFFICIENCIES						0
HOME ALARMS DIGITALISATION	15	(6)			2	11
MARKETING SERVICES	10					10
PUBLIC CONVENIENCES	(1)					(1)
DIGITAL BIN CALENDAR	(6)					(6)
TOTAL	(386)	(726)	(522)	(181)	(183)	(1,998)
CUMULATIVE SAVINGS TO DATE	(6,658)	(7,044)	(7,770)	(8,292)	(8,473)	
CUMULATIVE SAVINGS CARRIED FORWARD	(7,044)	(7,770)	(8,292)	(8,473)	(8,656)	

12.6 Appendix 6 – Core Spending Power

Funding Breakdown

	2025/26	2028/29	Change
Baseline Funding Level	5,812,000	2,284,432	(64.98%)
Grants rolled into RSG	213,616	-	(100.00%)
Revenue Support Grant (RSG)	1,824,603	2,504,836	37.28%
Better Care Grant	-	-	
Fair Funding Allocation	7,850,219	4,789,268	(44.06%)

Homelessness Domestic Abuse	211,660	663,226	204.78%
Families First Partnership	-	-	
100% income floor protection	-	-	
95% income protection floor	-	859,268	
Recovery Grant	-	-	
Recovery Grant Guarantee	-	-	
Government Funding	8,061,879	6,311,762	(21.71%)
Council Tax	8,739,007	10,111,229	15.70%
Core Spending Power (CSP)	16,800,886	16,422,991	(2.25%)

Projected Population	126,612	129,696	2.44%
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Per head analysis of Core Spending Power (CSP)

	2025/26	2028/29	Change
Rushcliffe	132.70	126.63	(4.57%)
Nottinghamshire	150.22	148.29	(1.28%)
District	166.57	169.6	1.82%

12.7 Appendix 7 – Business Rate Pool

Nottinghamshire Finance Officers Report

Nottinghamshire Business Rates Pool: future pooling arrangements (2026/27 and beyond)

Purpose of the Report

1. To determine whether the Nottinghamshire Business Rates Pool should continue to operate for 2026/27.

Background

2. The Nottinghamshire Business Rates Pool has operated since 2023/14 with all members of Nottinghamshire being part of the pool barring Nottingham City Council and the Nottinghamshire Fire Authority.
3. In that time (to 31st March 2025) £74.6m has been retained locally that would otherwise have been paid to MHCLG.
4. Pooling has been a lucrative option for Local Government and has been utilised across the Country since 2013/14. Initially the number of pools (and their size in terms of LAs) was low (less than 10). More recently, as there was a greater understanding of Business Rates Retention and a greater confidence that authorities were going to be above baseline, numbers increased to over 25 pools with nearly 200 local authorities included.
5. This number was drastically reduced to be provisionally continued for the 2026/27 financial year. Only 11 pools signalled their intent to continue prior to the provisional LGFS announcement. It is also anticipated that this would be reviewed further as more information regarding how the system would work was announced as part of the provisional LGFS.
6. As part of the provisional LGFS, the Business Rates system has been reviewed and revamped. Under the previous system as Nottinghamshire County Council's top-up status exceeded the sum of the District and Borough tariff's the pool's overall levy rate was 0%. This meant the 50% levy that would have been due to MHCLG, should there not have been a pool, that each individual District and Borough incurred, would remain within Nottinghamshire. Therefore, where authorities were collecting more in business rates than the set NNDR baseline this triggered a levy to be paid. As the levy rate for the pool was 0% this meant that that levy was not payable to MHCLG, enabling the funds to stay within Nottinghamshire as pooling gains.

7. For 2026/27 there are two significant changes in the Business Rate Retention (BRR) system that impact on the viability of business rate pools:

- Full reset of the BRR system:- all authorities will have a new NNDR Baseline amount that is expected to be equal to the amount to be collected – hence there is unlikely to be significant variances between the amount to be collected and the baseline amount. These variances are just as likely to leave authorities above or below the NNDR baseline.
- Reform to the levy/safety net system:- For 2026/27 onwards the levy rates have been changed. These are now uniform for all authorities, instead of being linked to top up/tariff status. The new rates being:

Stage	Business rates retention income as a % of a local authorities' Baseline Funding Level	Levy rate charged on business rates retention income over Baseline Funding Level
1. Initial growth	100% - 110%	10%
2. Further growth	110% - 200%	30%
3. High growth	200%+	45%

For the safety net, the level of support has increased in 2026/27 and 2027/28, from 92.5% of Baseline Funding Level (BFL), with the new rates being:

- 2026/27 safety net guaranteeing 100% of BFL
- 2027/28 safety net guaranteeing 97% of BFL
- 2028/29 safety net guaranteeing 92.5% of BFL.

Proposals

8. Due to the changes in the system, it is anticipated that the risks outweigh the rewards in respect of pooling. As baseline funding levels have been adjusted to be more accurate, it is more likely that authorities will need a safety net payment, which would need to be funded by the other authorities in the pool where a pool exists. MHCLG would fund any safety net payments for authorities where they are not in a pool. The example below demonstrates this.

Two authority pool:

Authority A – growth of £200k

Authority B – below baseline £100k

Where the authorities are pooled:

Add up, so effectively A gives B £100k as it is below the baseline (hence needs the safety net payment)

Total net growth of £100k, 10% levy, so £10k paid in levy to MHCLG

Total net growth retained of £90k

Where the authorities are not pooled

A has growth of £200k hence 10% levy payable to MHCLG – A retains £180k

B receives £100k from MHCLG in safety net payment

Total net growth retained of £180k (£90k better off not pooling)

9. Based on the above it is therefore proposed that Nottinghamshire would not operate a Business Rates pool for 2026/27. This decision could be reviewed as part of Q1 monitoring in order to understand what the impact of the changes have been on individual authorities, to determine pooling viability in 2027/28.

Recommendations

1. **To note the significant benefits of operating the Nottinghamshire Business Rates pool since 2013/14**
2. **To agree the dissolution of the Nottinghamshire Business Rates pool at the end of 2025/26 and revoke the intent to pool in 2026/27 with MHCLG.**
3. **To review 2026/27 Business Rates Income levels after Q1 monitoring to determine potential pooling viability in 2027/28.**

12.8 Appendix 8 – Pay Policy Statement

Rushcliffe Borough Council Pay Policy Statement 2026-2027

1. Introduction

- 1.1 This Statement sets out the Council's policies in relation to the pay of its workforce, particularly its Senior Officers, in line with Section 38 of the Localism Act 2011. The Statement is approved by full Council each year and published on the Council's website demonstrating an open and transparent approach to pay policy.
- 1.2 This Statement draws together the Council's policies relating to the payment of the workforce particularly:
 - Senior Officers
 - Its lowest paid employees; and
 - The relationship between the pay of Senior Officers and the pay of other employees
- 1.3 For the purposes of this statement 'pay' includes basic salary, pension and all other allowances arising from employment.

2. Objectives of this Statement

- 2.1 This Statement sets out the Council's key policy principles in relation to pay evidencing a transparent and open process. It does not supersede the responsibilities and duties placed on the Council in its role as an employer and under employment law. These responsibilities and duties have been considered when formulating the Statement.
- 2.2 This Statement aims to ensure the Council's approach to pay attracts and retains a high performing workforce whilst ensuring value for money. It sits alongside the information on pay that the Council already publishes as part of its responsibilities under the Code of Practice for Local Authorities on Data Transparency. Further details of this information can be found on the Council's website at the following address: <https://www.rushcliffe.gov.uk/about-us/about-the-council/senior-officers/>

3. Senior Officers

- 3.1 For the purposes of this Statement, Senior Officers are defined as those posts with a salary above £50,000 in line with the Local Government Transparency Code 2015. Using this definition Senior Officers within Rushcliffe currently consists of 11 posts out of an establishment of 320. The posts are as follows:
 - Chief Executive
 - Director – Finance and Corporate Services (Section 151 Officer)
 - Director – Development and Economic Growth
 - Director - Neighbourhoods
 - Monitoring Officer and Assistant Director of Law, Governance and HR

- Assistant Director of Finance
- Assistant Director of Economic Growth, Property and Projects
- Assistant Director of Planning
- Assistant Director of Environment and Communities
- Assistant Director of Public Protection
- Assistant Director of Corporate Services

4 The Policies

4.1 The Council consults when setting pay for all employees. The Council will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events. The Council does not regard such costs as remuneration but as non-pay operational costs.

5. Pay of the Council's Lowest Paid Employees

5.1 The total number of Council employees is presently 320. The Council has defined its lowest paid employees by taking the average salary of five permanent staff on the lowest pay grade the Council operates, who are not undergoing an apprenticeship. On this basis the lowest paid full-time equivalent employee of the Council earned £24,521. The Council currently pays £12.71 per hour for its lowest paid employees but this will increase once the 2026/27 annual pay award is agreed.

5.2 The Council does not explicitly set the pay of any individual or group of posts by reference to a pay multiple. The Council feels that pay multiples cannot capture the complexity of a dynamic and highly varied workforce in terms of job content, skills and experience required. In simple terms, the Council sets different levels of basic pay to reflect differences in levels of responsibility. Additionally, the highest paid employee of the Council's salary does not exceed 10 times that of the lowest paid group of employees.

5.3 The Head of Paid Service, or their delegated representative, will give due regard to the published Pay Policy Statement before the appointment of any Officers. Full Council will have the opportunity to discuss any appointment of Statutory Officer roles before an offer of appointment is made, in line with the Council's Officer Employment procedure rules within Part 4 of the Council's Constitution. Appointment to Director level is via a member employment panel.

6 Additional Payments Made to Chief Officers – Election Duties

6.1 The Chief Executive is nominated as the Returning Officer. In accordance with the national agreement, the Chief Executive is entitled to receive and retain the personal fees arising from performing the duties of Returning Officer, Acting Returning Officer, Deputy Returning Officer or Deputy Acting Returning Officer and similar positions which they perform subject to the payment of pension contributions thereon, where appropriate.

6.2 The role of Deputy Returning Officer may be applied to any other post and payment may not be made simply because of this designation. Payments to the Returning Officer are governed as follows:

- for national elections, fees are prescribed by legislation;
- for local elections, fees are determined within a local framework used by other district councils within the county. This framework is applied consistently and is reviewed periodically by lead Electoral Services Officers

within Nottinghamshire. This includes proposals on fees for all staff employed in connection with elections. These fees are available for perusal on the Council's website.

- 6.3 As these fees are related to performance and delivery of specific elections duties, they are distinct from the process for the determination of pay for Senior Officers. The fees have been reviewed for 2026/27 and agreement made that the fees will increase annually in line with the national pay award.

Appendix to the Pay Policy

Policies on other aspects of pay

Process for setting the pay of Senior Officers

The pay of the Chief Executive is based on an agreed pay scale which is agreed by Council prior to appointment. Changes to this are determined by the Leader, Deputy Leader and Leader of the Opposition, who are advised by an agreed external professional and the Strategic Human Resources Manager.

The pay of all Officers including Senior Officers is determined by levels of responsibility, job content and the skills and experience required. Consideration is also given to benchmarking against other similar roles, market forces and the challenges facing the authority at that time and to maximise efficiency. The pay of these posts is determined through the Chief Executive, or their nominated representative, in consultation with the Strategic Human Resources Manager and in line with the Council's pay scales and its agreed scheme of delegation.

The Council moved away from the national conditions of service in 1990 and pay scales are set locally.

As with all employees, the Council would look to appoint on the best possible terms to secure the best candidate for the job. However, there are factors that could influence the rate offered to an individual, including the relevant experience of the candidate, their current rate of pay and market forces.

All Senior Officers are expected to devote the whole of their service to the Authority and are excluded from taking up additional business, ad hoc services or additional appointments without consent as set out in the Council's code of conduct.

Terms and Conditions – All Employees

All employees are governed by the local terms and conditions as set out in the Employee handbook available on the intranet.

Local Government Pension Scheme

Every employee is automatically enrolled into the Local Government Pension Scheme. Employer and employee contributions are based on pensionable pay, which is salary plus, for example, shift allowances, bonuses, contractual overtime, statutory sick pay and maternity pay as relevant.

For more comprehensive details of the local government pension scheme see: www.lgps.org.uk and www.nottspf.org.uk

Neither the scheme nor the Council adopt different policies with regard to benefits for any category of employee and the same terms apply to all staff. It is not normal Council policy to enhance retirement benefits but there is flexibility

contained within the policy for enhancement of benefits and the Council will consider each case on its merits.

Car Allowances

The Council pays mileage rates at HMRC recommended rates.

Pay Increments

Where applicable pay increments for all employees are paid on an annual basis until the maximum of the scale is reached. The Chief Executive, or their nominated representative, has the discretion to award and remove increments of officers' dependant on satisfactory or unsatisfactory performance.

Relocation Allowance

Where it is necessary for a newly appointed employee to relocate to take up appointment, the Council may make a contribution towards relocation expenses. The same policy applies to Senior Officers and other employees. Payment will be made against a range of allowable costs for items necessarily incurred in selling and buying a property and moving into the area. The costs include estate agents' fees, legal fees, stamp duty, storage and removal costs, carpeting and curtains, short term rental etc. The Council will pay 80% of some costs and 100% of others or make a fixed sum available. If an employee leaves within two years of first employment, they may be required to reimburse a proportion of any relocation expenses.

Professional fees

The Council currently meets the cost of professional fees and subscriptions for employees where it is a requirement of their employment or their contract.

Returning Officer Payments

In accordance with the national agreement the Chief Executive is entitled to receive and retain the personal fees arising from performing the duties of returning officer, acting returning officer, deputy returning officer or deputy acting return officer and similar positions which they perform subject to the payment of pension contributions thereon, where appropriate.

Fees for returning officer and other electoral duties are identified and paid separately for local government elections, elections to the UK Parliament and other electoral processes such as referenda. As these relate to performance and delivery of specific elections duties, they are distinct from the process for the determination of pay for Senior Officers.

Managing Organisational Change Policy

The Council has a Managing Organisation Change Policy which was originally agreed by Council in March 2007 and is regularly reviewed. The Council also has policies related to redundancy payments which is based on the length of

continuous local government service, which is used to determine a multiplier, which is then applied to actual pay.

The policy provides discretion to enhance the redundancy and pension contribution of the individual, and each case would be considered taking into account individual circumstances. Copies of the policies are available on the Council's website.

Payments on termination

The Council does not provide any further payment to employees leaving the Council's employment other than in respect of accrued leave, which by agreement is untaken at the date of leaving, or payments that are agreed or negotiated in line with current employment law practices.

Publication of information relating to remuneration of Senior Officers

The Pay Policy Statement will be published annually on the Council's website following its approval by full Council each year.

Gender Pay gap reporting

The Council publishes its Gender Pay Gap information annually on the Council's website and on the Governments website.

12.9 Appendix 9 – Capital and Investment Strategy 2026/27-2030/31

CAPITAL AND INVESTMENT STRATEGY 2026/27 – 2030/31

Introduction

1. The Local Government Act 2003 requires the Council to comply with the CIPFA Prudential Code for Capital Finance in Local Authorities (the CIPFA code) when carrying out capital and treasury management activities.
2. The Ministry of Housing Communities and Local Government (MHCLG) has issued Guidance on Local Council Investments that requires the Council to approve an investment strategy before the start of each financial year.
3. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the MHCLG Guidance.

The Capital Strategy

4. The Council's capital expenditure plans are summarised below and forms the first of the prudential indicators. Capital expenditure needs to have regard to:
 - Corporate Priorities (e.g., strategic planning)
 - Stewardship of assets (e.g. asset management planning)
 - Value for money (e.g. option appraisal)
 - Prudence and sustainability (e.g. implications for external borrowing and whole life costing)
 - Affordability (e.g. implications for council tax)
 - Practicability (e.g. the achievability of the Corporate Strategy)
 - Proportionality (e.g. risks associated with investment are proportionate to financial capacity); and
 - Environmental Social Governance (ESG) (e.g. address environmental sustainability in a manner which is consistent with our corporate policies. This is now a requirement of the Treasury Management (TM) Code)
5. Each year the Council will produce a Capital Programme to be approved by Full Council in March as part of Council Tax setting.
6. Each scheme is supported by a detailed appraisal (which may also be a Cabinet Report), as set out in the Council's Financial Regulations. The capital appraisals will address the following:
 - a) A detailed description of the project
 - b) How the project contributes to the Council's Corporate Priorities and Strategic Commitments (particularly the Council's environmental and carbon policies)

- c) Anticipated outcomes and outputs
- d) A consideration of alternative solutions
- e) An estimate of the capital costs and sources of funding
- f) An estimate of the revenue implications, including any savings and/or future income generation potential
- g) A consideration of whether it is a new lease agreement (IFRS 16)
- h) How the project affects the Council's Environmental targets
- i) Any other aspects relevant to the appraisal of the scheme as the S151 Officer may determine.

The appraisal requirement applies to all schemes except where there is regular grant support and if commercial negotiations are due to take place and further reporting to Cabinet or Full Council is therefore required.

7. From time-to-time unforeseen opportunities may arise, or new priorities may emerge, which will require swift action and inclusion in the Capital Programme. These schemes are still subject to the appraisal process, and the Capital Programme will contain a contingency sum to allow such schemes to progress without disrupting other planned capital activity.

Capital Prudential Indicators

a) Capital Expenditure Estimates

8. Capital expenditure can be financed immediately through the application of capital resources, for example, capital receipts, capital grants or revenue resources. However, if these resources are insufficient or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need. Table 1 summarises the capital expenditure projections and anticipated financing. The detail behind the schemes is included in the Medium-Term Financial Strategy (MTFS) presented to Full Council.

Table1: Projected Capital Expenditure and Financing

	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Capital Expenditure	14,186	6,898	5,703	4,472	4,740	3,283
Less Financed by:						
Capital Receipts	4,460	325	625	315	915	435
Capital Grants/ Contributions	3,720	2,224	3,350	2,487	1,850	870
Reserves	6,006	4,349	1,728	1,670	1,975	1,978
Total Financing	14,186	6,898	5,703	4,472	4,740	3,283
Underlying need to Borrow	0	0	0	0	0	0

9. The key risks to the capital expenditure plans are that the level of grants estimated are subject to change, anticipated capital receipts are not realised/deferred or spend is more than expected in the medium term. We now know New Homes Bonus has been discontinued in the 2026/27 finance settlement.

b) The Council's Underlying Need to Borrow and Investment position

10. The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR) which remains a key indicator under the Prudential Code. The CFR increases with new debt-financed capital expenditure and reduces with Minimum Revenue Provision (MRP) and capital receipts used to replace debt. In addition, the CFR will reduce with any voluntary contributions (VRP) made.
11. The Council also holds usable reserves and working capital which represent the underlying resources available for investment. The Council's current strategy is to use these resources, by way of internal borrowing, to avoid the need to externalise debt.
12. Table 2 below summarises the overall position regarding borrowing and available investments. It shows a decrease in CFR as the final residual MRP payment in relation to the Arena is made in 2026/27.

Table 2: CFR and Investment Resources

	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Opening CFR	10,010	8,362	7,125	6,693	6,381	6,063
CFR in year	-	-	-	-	-	-
Less: MRP, VRP, IFRS16 MRP	(1,648)	(1,237)	(432)	(312)	(318)	(325)
Closing CFR	8,362	7,125	6,693	6,381	6,063	5,738
Less: External Borrowing	-	-	-	-	-	-
Internal Borrowing	8,362	7,125	6,693	6,381	6,063	5,738
Less:						
Usable Reserves	(33,573)	(32,705)	(33,105)	(32,856)	(30,937)	(30,466)
Working Capital	(46,301)	(44,301)	(42,301)	(40,301)	(38,301)	(38,301)
Available for Investment	(71,512)	(69,881)	(68,713)	(66,776)	(63,175)	(63,029)

*The CFR increase in 2024/25 arose from a change in the accounting for leases.

13. The Council is currently debt free and the assumption in the capital expenditure plan is that the Council will not need to externally borrow over the period of the

MTFS predominantly due to the ability to internally borrow using Community infrastructure Levy (CIL) and S106 monies. Available resources (usable reserves and working capital) gradually reduce with usable reserves being used over the medium term to finance both capital and revenue expenditure. Reserves will decrease further when spending plans are finalised and unknown costs such as those relating to Local Government Reorganisation impact on the Council. Working capital is projected to steadily reduce as S106 monies in relation to education are no longer paid to the Council and monies from developers are released.

14. Projected levels of the Council's total outstanding debt are shown below, compared with the capital financing requirement (see above). Statutory guidance is that debt should remain below the CFR, except in the short term. As can be seen from table 3, the Council expects to comply with this. A reducing CFR is also positive as the Council's underlying need to borrow reduces.

Table 3 – Prudential Indicator: Gross Debt and the Capital Financing Requirement

	2025/26 Forecast £'000	2026/27 Forecast £'000	2027/28 Forecast £'000	2028/29 Forecast £'000	2029/30 Forecast £'000	2030/31 Forecast £'000
Debt (IFRS16 lease liability)	2,321	1,848	1,350	1,093	955	811
Capital Financing Requirement	8,362	7,125	6,693	6,381	6,063	5,738

Minimum Revenue Provision Policy

15. MHCLG Regulations require the Governance Scrutiny Group to consider a Minimum Revenue Provision (MRP) Statement in advance of each year. Further commentary regarding financing of the debt is provided in paragraphs 27-32. A variety of options are provided to Councils, so long as there is prudent provision. As with previous strategies, the Council implements the Asset Life Method (Option 3 within the Guidance) with the following recommended MRP Statement:

MRP will be based on the estimated life of the assets, in accordance with Option 3 of the regulations. Estimated life periods within this limit will be determined under delegated powers, subject to any statutory override. (MHCLG revised guidance states maximum asset lives of 40 and 50 years for property and land respectively)

As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped

together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

This option provides for a reduction in the borrowing need over approximately the asset's life.

16. As well as the need to pay off an element of the accumulated General Fund borrowing requirement, used to fund capital expenditure each year (the CFR), through a revenue charge (the MRP), the Council is also permitted to make additional voluntary contributions (VRP). In times of financial crisis, the Council has the flexibility to reduce voluntary contributions. Once payments in relation to the Arena finish (2026-27) the Council does not envisage making VRP contributions on any other scheme. Table 2 (paragraph 12) includes the use of capital receipts to bring the CFR down by funding capital expenditure.

Treasury Management Strategy 2026/27 to 2030/31

17. The CIPFA Code of Practice for Treasury Management in the Public Services (the "CIPFA Treasury Management Code") defines treasury management activities as:

"The management of the organisation's borrowing, investments and cash flows, including 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 code also includes non-cash investments which are covered at paragraph 70 below. Under the revised Prudential code, investments are separated into categories for Treasury Investment, Service Investment and Commercial Investment.

18. The CIPFA CIPFA Treasury Management Code and the CIPFA Prudential Code require local authorities to produce a Treasury Management Strategy before the start of each financial year.
19. This Strategy includes those indicators that relate to the treasury management functions and help ensure that the Council's capital investment plans are affordable, prudent, and sustainable, while giving priority to the security and liquidity of those investments. Treasury Management Practices (TMP) 1 sets out the Council's practices relating to Environmental Social Governance (ESG) and is a developing area.

The Current Economic Climate and Prospects for Interest Rates

20. The impact on the UK from the government's Autumn Budget, is an influence on the Council's treasury management strategy for 2026/27. Other influences will include lower short-term interest rates alongside higher medium and longer-term rates, modest economic growth, together with ongoing uncertainties around the global economy, stock market sentiment, and ongoing geopolitical issues.
21. The Bank of England's (BoE) reduced the base rate to 3.75% at its meeting in December 2025, down 25 basis points from 4%. This follows multiple cuts during 2025. The Council's treasury advisors are expecting this downward trend to continue over the medium term with the next cut anticipated in February 2026 and rates expected to stabilise around 3.25%.
22. The Consumer Prices Index (CPI) was 3.2% in November, down from 3.8% in September and lower than the 3.5% expected. Core CPI eased to 3.2% from 3.5%, against forecasts of it being 3.6%. The BoE projects inflation to reach the 2% target by late 2026 or early 2027.
23. The labour market continues to ease with rising unemployment, falling vacancies and flat inactivity. In the three months to October 2025, the unemployment rate increased to 5.1%, while the employment rate slipped to 74.9%. Going forward, the Bank predicts the unemployment rate will remain around 5.0% before trending downwards in 2026 at a gradual pace over the rest of the time horizon.
24. Table 4 below shows the assumed average interest (which reflects a prudent approach) that will be made over the next five years for budget setting purposes.

Table 4: Budgetary Impact of Assumed Interest Rate Going Forward

	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate
Anticipated Interest Rate	3.31%	3.25%	3.00%	3.00%	3.00%
Expected interest from investments (£)	1,263,100	1,235,200	1,163,300	1,091,900	1,033,900
Other interest (£)	54,400	48,800	44,300	39,900	35,200
Total Interest (£)	1,317,500	1,284,000	1,207,600	1,131,800	1,069,100
Sensitivity:	£	£	£	£	£
- 0.25% Interest Rate	82,100	78,600	84,700	77,800	83,100
+ 0.25% Interest Rate	(82,100)	(78,600)	(84,700)	(77,800)	(83,100)

25. In the event that a bank suffers a loss, the Council could be subject to bail-in to assist with the recovery process. The impact of a bail-in depends on the size of the loss incurred by the bank or building society, the amount of equity capital and junior bonds that can be absorbed first and the proportion of insured deposits, covered bonds and other liabilities that are exempt from bail-in.

26. The Council has managed bail-in risk by both reducing the amount that can be invested with each institution to £10 million and by investment diversification between creditworthy counterparties.

Borrowing Strategy 2026/27 to 2030/31

Prudential Indicators for External Debt

27. Table 2 above identifies that the Council will not need to externally borrow over the MTF5 instead choosing to internally borrow. Whilst this means that no external borrowing costs (interest/debt management) are incurred, there is an opportunity cost of using internal borrowing by way of lost interest on cash balances.
28. The approved sources of long-term and short-term borrowing are:
- HM Treasury's PWLB lending facility
 - National Wealth Fund (formerly UK Infrastructure Bank)
 - Any institution approved for investments
 - Any other bank or building society authorised to operate in the UK
 - Any other public sector body
 - UK public and private sector pension funds
 - Capital market bond investors
 - Retail investors via a regulated peer-to-peer platform
 - Special purpose companies created to enable local authority bond issues

Public Works Loan Board (PWLB) borrowing is at Gilts +80bps (certainty rate). If applying, there is the need to categorise the capital programme into 5 categories including service, housing and regeneration (not anticipated). If any Council has assets that are being purchased 'primarily for yield' anywhere in their capital programme they will not be able to access PWLB funding.

Other sources of debt finance, in addition to the above, that are not borrowing but may be classed as other debt liabilities are listed below. These options would be subject to due diligence in the event that any are proposed methods to finance Council debt.

- Leasing
- Hire purchase
- Private Finance Initiative
- Sale and leaseback

- Similar asset-based finance

a) Authorised Limit for External Debt

29. The authorised limit is the “affordable borrowing limit” required by section 3 (1) of the Local Government Act 2003 and represents the limit beyond which borrowing is prohibited. It shows the maximum amount the Council could afford to borrow in the short term to maximise treasury management opportunities and either cover temporary cash flow shortfalls or use for longer term capital investment. It should be set higher than the CFR (see table 3) plus a safety margin of £10m to £15m. The limits below satisfy this requirement.

Table 5: The Authorised Limit

	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Authorised Limit	20,000	20,000	20,000	20,000	20,000	20,000

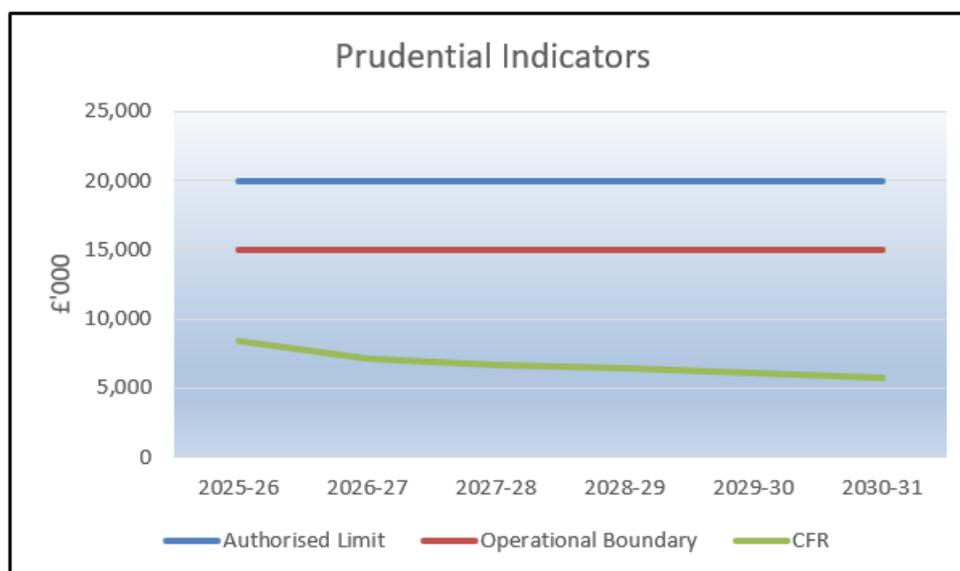
b) Operational Boundary for External Debt

30. The operational boundary is the expected borrowing position of the Council during the year. The operational boundary is not a limit, and actual borrowing can be either below or above the boundary subject to the authorised limit not being breached. The Operational Limit has been set at £15m (Table 6) and, whilst the Council is not expected to externally borrow over the period of the MTFS, this provides a cushion and gives flexibility should circumstances significantly change.

Table 6: The Operational Boundary

	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Operational Boundary	15,000	15,000	15,000	15,000	15,000	15,000

Chart 1 below shows the prudential indicators graphically



31. The Council's is required to show the maturity structure of borrowing. The Council had no debt and is unlikely to need to borrow over the medium term and if it did, it would only be for small amounts so there are no significant refinancing risks and therefore the limits in the strategy do not need to be restrictive (see Table 7).

Table 7 – Prudential Indicator: Refinancing Risk Indicator

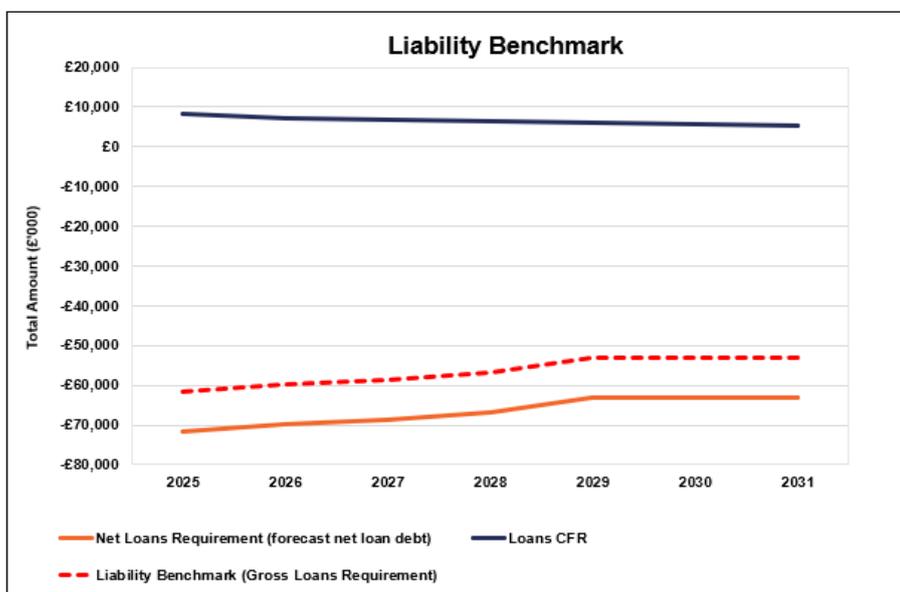
Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	100%	0%
12 months an within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

32. The Liability Benchmark reflects the real need to borrow and can be seen in table 8. In accordance with the Code this must also be shown graphically (Chart 2). The Council's CFR is reducing due to MRP repayments. Reserves are being used to fund future capital expenditure and working capital/S106 monies are returning to a normal level. As demonstrated by the credit figures below, the Council expects to be a long-term investor and has no need to borrow over the medium term.

Table 8 Prudential Indicator: Liability Benchmark

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000	£'000
Closing CFR	8,362	7,125	6,693	6,381	6,063	5,738
Less:						
Usable Reserves	(33,573)	(32,705)	(33,105)	(32,856)	(30,937)	(30,466)
Working Capital	(46,301)	(44,301)	(42,301)	(40,301)	(38,301)	(38,301)
Plus minimum investments	10,000	10,000	10,000	10,000	10,000	10,000
LIABILITY BENCHMARK	(61,512)	(59,881)	(58,713)	(56,776)	(53,175)	(53,029)

Chart 2 Prudential Indicator: Liability Benchmark



Prudential Indicators for Affordability

33. Affordability indicators provide details of the impact of capital investment plans on the Council's overall finances.

a) Actual and estimates of the ratio of net financing costs to net revenue stream

34. This indicator identifies the trend in net financing costs which include borrowing costs (MRP and IFRS16 interest for Rushcliffe) less investment income, against net revenue income. The purpose of the indicator is to show how the proportion of net income used to pay for financing costs is changing over time.

35. A credit indicates net interest earned rather than an interest cost. The figures fluctuate over the MTFs period, but all figures after 2026/27 are a credit. This is reflective of the reducing MRP payments, as payments in relation to Rushcliffe Arena finish in 2026/27. There are other non-treasury capital commitments in relation to Rushcliffe Oaks Crematorium and Bingham Arena and Enterprise Centre which give rise to further MRP, but repayments are lower because they are spread over a longer period.
36. Net revenue streams fluctuate over the period. Following the Fair Funding Review, individual income streams (such as New Homes Bonus) have now been replaced with a single Revenue Support Grant to support transition and provide a funding 'floor'. Allocations are confirmed until 2028/29 after which it is expected that this will reduce. Later years also reflect both the downward trend in interest from lower investment balances and fluctuating net revenue streams from Council Tax and Localised Business Rate changes.

Table 9: Proportion of Financing Costs to Net Revenue Stream

	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate
Net Interest Payable/(Receivable)	34	(762)	(831)	(762)	(699)
Net Revenue Stream	17,907	17,705	17,445	16,394	17,057
Financing costs:Net Revenue Stream	0.19%	-4.30%	-4.76%	-4.65%	-4.10%

b) Estimates of net income to net revenue stream

37. This indicator that looks at net income from commercial and service investments (for example it includes Rushcliffe Oaks Crematorium and Bingham Market) and expresses it as a percentage of net revenue streams. The increase reflects rent increases and improved commercial performance of the crematorium.

Table 10: Proportion of Net Income to Net Revenue Stream

	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate
Net Income from investments	(2,094)	(2,284)	(2,345)	(2,411)	(2,482)
Net Revenue Stream	17,907	17,705	17,445	16,394	17,057
Net Income:Net Revenue Stream	11.7%	12.9%	13.4%	14.7%	14.6%

Investment Strategy 2026/27 to 2030/31

38. Table 11 below shows the Council's investment balance projections. The downward movement reflects the use of capital receipts to finance capital expenditure. In addition, it reflects the release of S106 monies and the loss of S106 receipts for Education which are no longer paid to the Council.

Table 11: Investment Projections

	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate
Investments at 31 March £'000	71,500	69,900	68,700	66,800	63,200	63,000

39. The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitable low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, to maintain the spending power of the sum invested. The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing (see paragraph 41). The Council ensures that robust due diligence procedures cover all external investments.
40. As demonstrated by the liability benchmark above (paragraph 32), the Council expects to be a long-term investor and treasury investments will therefore include both short-term low risk instruments to manage day to day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support the services the Council provides.
41. ESG policy: Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Council's ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Council will (in accordance with treasury advice) prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance (NZAM) and/or the UK Stewardship Code. Note that the NZAM is currently suspended but has announced a resumption from January 2026. Ultimately security, liquidity and yield are the overriding principles that drive where the council invests its resources.

42. The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation and will seek to manage the risk accordingly in the context of the whole of the Council's inflation exposures.
43. The Council will invest its surplus funds with any of the counterparty types in Table 12 below, subject to the limits shown and counterparties included at Appendix i.

Table 12: Counterparty Details

Sector	Time limit †	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£10m	Unlimited
Secured investments - government collateral	25 years	£10m	Unlimited
Secured investments - other collateral*	10 years	£10m	Unlimited
Banks (unsecured) *	13 months	£5m	Unlimited
Building societies (unsecured) *	13 months	£5m	£5m
Registered providers (unsecured) *	5 years	£5m	£5m
Money market funds *	n/a	£10m	Unlimited
Strategic pooled funds	n/a	£10m	£30m
Real estate investment trusts	n/a	£5m	£10m
Other investments *	5 years	£5m	£10m

*Please refer to Glossary at Appendix (iv)

Although the above table details the counterparties that the Council could invest funds with, it would not invest funds with counterparties against the advice of Arlingclose (the Council's Treasury Management Advisors) even if they met the criteria above.

44. Credit rating information is provided by Arlingclose on all active counterparties that comply with the criteria above. A counterparty list will be maintained from this information and any counterparty not meeting the criteria will be removed from the list.
45. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,

- any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
46. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as “rating watch negative” or “credit watch negative”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn (on the next working day), will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
47. The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will be given to other available information on the credit quality of the organisations in which it invests, including financial statements, information on potential government support, reports in the quality financial press and analysis and advice from Arlingclose.
48. The Council is aware that investments with certain counterparties, while considered secure from a purely financial perspective, may leave it open to criticism that may affect its public reputation, and this risk will also be considered when making investment decisions. Many local authorities are not rated by credit rating agencies, although some are. The Council will always take reasonable steps as mentioned in paragraph 47 and carry out due diligence before investing.
49. Although the Council has never made use of financial derivatives and has no current plans to do so, in line with the CIPFA code, the Council would seek external advice before entering into such an agreement to ensure that it fully understands the implications (see paragraph 64 for more detail).

Credit Risk

50. The CIPFA Treasury Management Code recommends that organisations should clearly specify the minimum acceptable credit quality of its counterparties; however, they should not rely on credit ratings alone and should recognise their limitations. Full regard will therefore be given to other available information on the credit quality of the organisations, in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantial doubts about its credit quality, even though it may meet the credit rating criteria.
51. When deteriorating financial market conditions affect the credit worthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of

higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned but will protect the principal sum invested.

Current investments

52. The Council uses its own processes to monitor cash flow and determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium term financial strategy and cash flow forecast.
53. Surplus funds are invested in accordance with the Council's cash flow requirements in order to gain the maximum benefit from the Council's cash position throughout the year. Generally speaking, in times of declining interest rates it is prudent to lock into longer deals to take advantage of higher rates, whilst also ensuring a diversified portfolio. Funds are separated between service investment and non-specified investments as detailed in paragraphs 57 to 59 below.
54. The Council currently holds a total of £15m in pooled/diversified funds. The fair value of these funds fluctuates, and the current value of these investments can be seen in Appendix ii. The downward trend experienced in previous years is starting to reverse but these funds are still susceptible to global unrest, inflation and monetary policies.
55. The fluctuations in capital value of the pooled/diversified funds to date is a loss of £0.561m. This is currently reversed by the statutory override preventing any accounting loss impacting on the revenue accounts. This is due to end 1 April 2029. The risk of this loss crystallising after this period has been mitigated by appropriations of £1.310m to the Treasury Capital Depreciation Reserve.
56. It should be noted that whilst the capital value of this type of investment can fluctuate, the revenue returns make up a significant proportion of the overall returns on investments. The fair value of these investments accounted for 16% of average investment balances in 2024/25 but generated 34% interest. The Council will continue to monitor the position on these investments and take advice from the treasury advisors.

Service investments

57. The Council invests its money for three broad purposes:
- because it has surplus cash as a result of its day-to-day activities (treasury management),
 - to support local public services by lending to or buying shares in other organisations (service investments), and
 - to earn investment income (or known as commercial investments where this is the main purpose).
58. The Council can lend money to its suppliers, parish councils, local businesses, local charities, employees, housing associations to support local public services and stimulate local growth, normally at market interest rates. The Council has existing loans to Nottinghamshire Cricket Club which not only stimulates the local economy but provides social outcomes. The Trent Bridge Community Trust delivers projects that have positive impacts on local communities such as tackling social exclusion and anti-social behaviour. The main risk when making service loans is that the borrower may be unable to repay the principal lent and/or the interest due. In order to limit this risk and ensure that total exposure to service loans remains proportionate to the size of the Council, the upper limit on any category of borrower will be £5 million.

Non-specified investments

59. Shares are the only investment type that the Council has identified that meets the definition of a non-specified investment in the government guidance. The Council does not intend to make any such investments, that are defined as capital expenditure by legislation.

Investment Limits

60. The Council's revenue reserves available to cover investment losses in a worst-case scenario are forecast to be around £17.5 million on 31st March 2026 and £19.3 million on 31st March 2027. The maximum that will be lent unsecured to any one organisation (other than the UK Government) will be £10 million (table 12). This figure is constantly under review to assess risk in the case of a single default. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries, and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country since the risk is diversified over many countries.

Table 13: Additional investment limits

	Cash limit
Any group of pooled funds under the same management	£10m per manager
Investments held in a broker's nominee account	£10m per broker
Foreign countries	£3m per country

Treasury Management limits on activity

61. The Council measures and manages its exposures to treasury management risks using the following indicators:

a) Interest Rate Exposures

62. This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposure is usually expressed as a percentage of the amount of net interest payable. However, for the Council, interest costs on borrowing are greatly exceeded by interest and investment income, therefore the upper limit for fixed and variable interest rate exposure in absolute terms will be negative. The Council has set a limit of 50% on fixed interest rate exposure. During a time of falling interest rates as forecast (paragraph 24) this indicator should not be restrictive or prevent the Council from locking more investments into higher interest rates. The definition of fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Table 14: Interest Rate Exposure

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Upper Limit on fixed interest rate exposure	50%	50%	50%	50%	50%	50%
Upper Limit on variable interest rate exposure	100%	100%	100%	100%	100%	100%

Principal Sums Invested over 1 year

63. This limit is intended to contain exposure to the possibility of any loss that may arise as a result of the Council having to seek early repayment of any investments made. It includes long-term investments with no fixed maturity date including strategic pooled/diversified funds. The limits on the long-term principal sum invested to final maturities beyond the period end are set at 50% of the sum available for investment (to the nearest £100k), as follows:

Table 15: Principal Sums Invested over 1 year

	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate
Limit on Principal invested over 1 year £'000	35,800	34,900	34,400	33,400	31,600	31,500

Policy on the use of financial derivatives

64. Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g., interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g., LOBO (Lender Option Borrowers Option) loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e., those that are not embedded into a loan or investment).
65. The Council will only use standalone financial derivatives (such as swaps, forwards, futures, and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be considered when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
66. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Treasury Management Advisors

67. Arlingclose will act as the Council's treasury management advisors until 31 October 2026 (with optional extension to 31 October 2028). The company provides a range of services which include:
- Technical support on treasury matters and capital finance issues
 - Economic and interest rate analysis
 - Investment advice on interest rates, timing, and investment instruments; and
 - Credit ratings/market information service comprising the three main credit rating agencies.
68. Whilst the treasury management advisors provide support to the internal treasury function, the current market rules and the CIPFA Treasury Management Code confirms that the final decision on treasury management matters rests with the Council. The service provided by the Council's treasury management advisors is subject to regular review.

Other Options Considered

69. The MHCLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Director of Finance and Corporate Services, having consulted the Cabinet Member for Finance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Our policy is to have a feathered approach ie a range of counterparties spread over different time periods (short/medium/long term), this mitigates risk of changes in credit ratings and interest rates whether they go up or down.

Commercial Investments

70. The CIPFA definition of investments in treasury management activities above (paragraph 17) covers all financial assets of the organisation as well as other non-financial assets which the organisation holds primarily for financial returns, such as investment property portfolios. This may therefore include investments which are not managed as part of normal treasury management or under treasury management delegations.
71. Under the updated Prudential Code, Local Authorities are no longer allowed to borrow to fund non-financial assets solely to generate a profit.

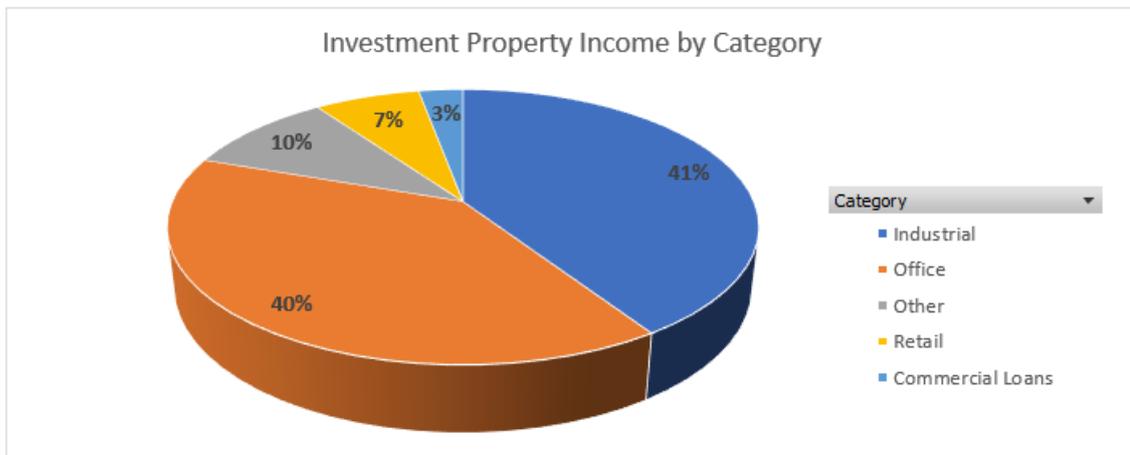
72. The Council will maintain a summary of current material investments, subsidiaries, joint ventures, and liabilities, including financial guarantees and the organisation's risk exposure. The current summary is included at Appendix iii.
73. The Council will also monitor past commercial property investments against original objectives and consider plans to divest as part of a biennial review. The last report was presented to Governance Scrutiny Group in February 2024 (see paragraph 83) with the next report due in June 2026.
74. Proportionality is included as an objective in the Prudential Code. Clarification and definitions to define commercial activity and investment are also included, and the purchase of commercial property purely for profit cannot lead to an increased capital financing requirement (CFR).
75. The Council must disclose its dependence on commercial income, and the contribution non-core investments make towards core functions. This covers assets previously purchased through the Council's Asset Investment Strategy (AIS), as well as other pre-existing commercial investments.
 - a. **Dependence on commercial income and contribution non-core investments make towards core functions**
76. The expected contributions from existing commercial investments are shown in Table 16. To manage the risk to the Council's budget, the contribution from commercial investments should not account for a significant proportion of the Council's total income. Over the medium term the contribution from commercial investments is around 10% each year leaving the Council less exposed to risks surrounding commercial property.
77. This percentage is declining over the medium term due to the Council's budgeted total income increasing relative to rental income.

Table 16: Commercial Investment income and costs

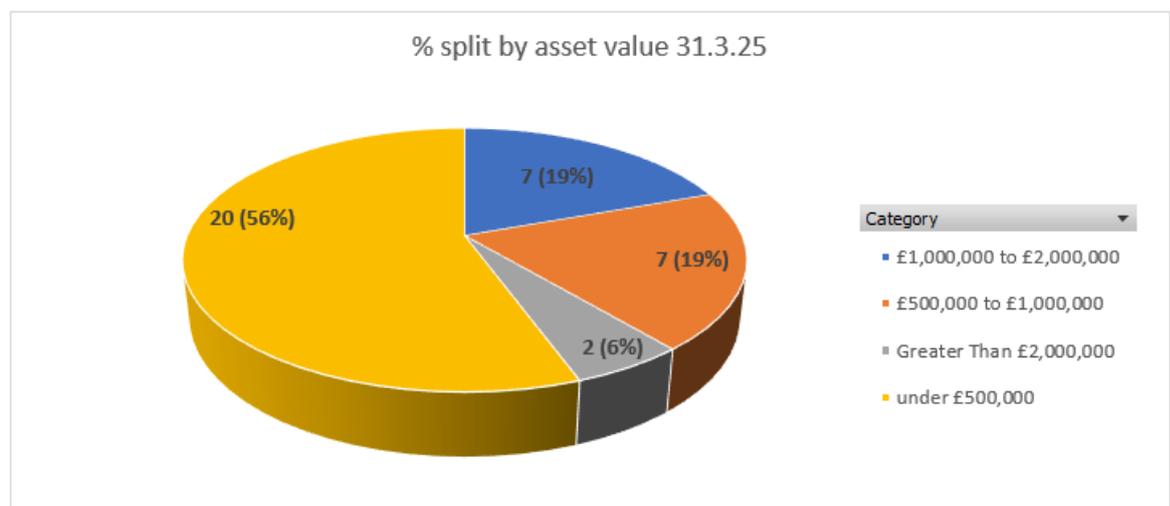
	2026/27	2027/28	2028/29	2029/30	2030/31
	£'000	£'000	£'000	£'000	£'000
Commercial Property Income	(1,837)	(1,940)	(1,940)	(1,940)	(1,940)
Running Costs	503	483	492	501	510
Net Contribution to core functions	<u>(1,333)</u>	<u>(1,457)</u>	<u>(1,448)</u>	<u>(1,439)</u>	<u>(1,430)</u>
Interest from Commercial Loans	(55)	(49)	(44)	(40)	(35)
Total Contribution	<u>(1,388)</u>	<u>(1,506)</u>	<u>(1,492)</u>	<u>(1,479)</u>	<u>(1,465)</u>
Sensitivity:					
+/- 10% Commercial Property Income	184	194	194	194	194
Indicator:					
Total Contribution as a % of total Council Income	10.0%	10.4%	10.0%	9.8%	9.5%
Total Income	13,952	14,441	14,864	15,147	15,435

b) Risk Exposure Indicators

78. The Council can minimise its exposure to risk by spreading investments across sectors and by avoiding single large-scale investments (Chart 3 and 4 below). Generally, there is a spread of investment across sectors in the Council's portfolio. The Council's previous commitment to economic regeneration (not purely financial return) has meant that many of its investments have been in industrial units, which have been very successful. This is closely followed by income from Office accommodation which in some cases is linked to economic regeneration schemes. Bingham Enterprise Centre is the latest investment which is now fully let and generating rental income of £108,000 per annum.

Chart 3 Investment Income by Category

c) Security and Liquidity

Chart 4 Investment by Asset Value

79. Commercial investments are held for longer term asset appreciation as well as yield. Investments or sales decisions will normally be planned as part of the consideration of the 5-year capital strategy to maximise the potential return. Nevertheless, the local and national markets are monitored to ensure any gains are maximised or losses minimised.
80. To help ensure asset values are maintained the assets are given quarterly inspections, together with a condition survey every 3 years. Any works required to maintain the value of the property will then form part of Council's spending plans.

81. The liquidity of the assets is also dependent on the condition of the property, the strength of the tenants and the remaining lease lengths. The Council keeps these items under review with a view to maximising the potential liquidity and value of the property wherever possible.
82. The liquidity considerations for commercial investments are intrinsically linked to the level of cash and short-term investments, which help manage and mitigate the Council's liquidity risk.
83. The investments are subject to ongoing review with regards to their financial viability or indeed whether they are surplus to requirement. At the February 2024 Governance Scrutiny Group Meeting, details on the risks surrounding the Council's commercial properties were reported, as well as providing a pathway to potential commercial asset disposal, if required.

Knowledge and Skills

84. The TM Code requires Local Authorities to document a formal and comprehensive knowledge and skills schedule reflecting the need to ensure that both members and officers responsible for treasury management are suitably trained and kept up to date (TMP 10). There will be specific training for members involved in scrutiny and broader training for members who sit on full Council. Training for Members was last delivered in January 2026. The Council specifically addressing this important issue by:

- Periodically facilitating workshops for members on finance issues.
- Interim reporting and advising members of Treasury issues when necessary via Governance Scrutiny Group.

With regards to officers, the Council employs professionally qualified and experienced staff in senior positions and continues to support professional development by:

- Attendance at training events, seminars, and workshops; and
- Support from the Council's treasury management advisors
- Identifying officer training needs on treasury management related issues through the Performance Development and Review appraisal process

85. The Council will continue to have its Annual Treasury Management training session with Councillors provided by its Treasury advisers.

Counterparty Registrations under MIFID II

The Council is registered with the following regulated financial services organisations who may arrange investments with other counterparties with whom they have themselves registered:

- BGC Brokers LP
- Royal London Asset Management
- Tradition UK Ltd
- King & Shaxson
- Aberdeen Asset Management
- Aviva
- Institutional Cash Distributors Ltd
- Federated Investors (UK) LLP
- Invesco Asset Management Ltd
- CCLA
- Goldman Sachs Asset Management
- Black Rock
- Aegon Asset Management
- Ninety-One
- HSBC Asset Management
- Imperial Treasury Services

Appendix (ii)

Pooled Funds – Changes in Fair Value since Acquisition

Pooled Funds	Fair Value 31.03.25	Difference		Amount Invested	Difference in valuation from initial investment
		Fair Value 31.12.25	from 31.03.25		
Aegon-Previously Kames	4,560,790	4,955,654	394,864	5,000,000	(44,346)
Ninety One-Previously Investec	4,518,894	4,621,171	102,277	5,000,000	(378,829)
RLAM	1,015,613	1,026,306	10,692	1,000,000	26,306
CCLA Property	2,008,092	2,011,052	2,960	2,000,000	11,052
CCLA Divesified	1,825,481	1,824,177	(1,303)	2,000,000	(175,823)
	13,928,870	14,438,360	509,491	15,000,000	(561,640)

Appendix (iii)

Current Book Value of Non-Treasury Investments

	Book Value 31.3.25 £000	Book Value 31.3.24 £000
INVESTMENT PROPERTY		
The Point Office Accommodation	3.282	3.272
Hollygate Lane, Cotgrave Industrial Units	2.944	2.776
Unit 3 Edwalton Business Park	2.194	2.223
Bardon Single Industrial Unit	1.929	1.929
Unit 1 Edwalton Business Park	1.731	1.787
Trent Boulevard	1.414	1.428
Colliers Business Park Phase 2	1.511	1.386
Cotgrave Phase 2	1.231	1.227
Bingham Hub Offices	1.116	1.112
Bridgford Hall Aparthotel and Registry O	0.955	1.061
Finch Close	0.914	0.911
Boundary Court	0.742	0.787
Colliers Business Park Phase 1	0.863	0.775
Cotgrave Precinct Shops	0.526	0.487
Mobile Home Park	0.477	0.477
New Offices Cotgrave	0.504	0.470
TOTAL INVESTMENT PROPERTY	22.333	22.108
Notts County Cricket Club Loan	1.384	1.499
TOTAL	23.717	23.607

Glossary

CPI: is the consumer price index. A measure of the cost of living for the typical person.

Core CPI: is the CPI for energy and food prices.

Minimum credit rating: Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than [AA-]. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be considered.

For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £10 million per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.

† Time limits

These start on the earlier of date that the Authority is committed to make the investment and the date that cash is transferred to the counterparty.

UK Government

Sterling-denominated investments with or explicitly guaranteed by the UK Government, including the Debt Management Account Deposit Facility, treasury bills and gilts. These are deemed to be zero credit risk due to the government's ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

Local authorities and other government entities: Loans to, and bonds and bills issued or guaranteed by, other national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. The counterparty limit for loans to local authorities will be increased to an unlimited amount where (a) the government has announced that the Council will merge with the borrowing authority and (b) the loan is scheduled to be repaid after the expected date of the merger.

Secured investments: Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds, secured deposits and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments. A higher limit applies for investments fully secured on UK or other government collateral.

Banks and building societies (unsecured): Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Registered providers (unsecured): Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

Strategic pooled funds: Bond, equity and property funds, including exchange traded funds, that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, they can be either withdrawn after a notice period or sold on an exchange, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar

manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and unsecured loans to companies and universities. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.

Operational bank accounts: The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank. These are not classed as investments but are still subject to the risk of a bank bail-in and balances will therefore be kept below **£10 million** per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

12.10 Appendix 10 – Cabinet Addendum 10 February 2026

Second Homes Premium and Terminally Ill Council Tax Discount – Extract Cabinet Addendum 10 February 2026

1. Second Homes Premium

1.1 A second home is defined as a furnished property that is not occupied as anyone's main residence but is suitable for overnight accommodation. From 1 April 2025, Rushcliffe Borough Council has applied a 100% Council Tax premium (doubling the charge) to homes that have been second homes for over 12 months. It was introduced as part of the Levelling-up and Regeneration Act 2023. The intention of the policy was to encourage properties back into full use and support housing availability, rather than primarily to raise revenue.

1.2 To date 165 properties have been affected by the Second Home Premium in 2025/26, with 130 currently as at 01 February 2026. This difference is likely to be because properties have gone back into full occupation. The premium generates an extra income of £290k for the collection fund per annum. The Rushcliffe element of this is approximately 7%, which equates to £20,300. Note these figures are applicable based on Council Tax rates for 2025/26 and should the precepts increase in future years the income generated will increase accordingly.

1.3 Several exceptions apply, including where a property is being actively marketed for sale or rent, is subject to probate, is used as a job-related dwelling where the individual as a condition of the job has to be located in Rushcliffe eg a caretaker, forms part of an annexe, or is restricted as holiday accommodation. Armed forces personnel are also exempt from the premium.

1.4 Empty-homes premiums are designed to encourage occupation, and the Council has a strong, well-evidenced empty homes strategy. It is arguable whether the second-homes premium aligns well with the aims or effectiveness of the existing Empty Homes Strategy. The fact the number has reduced to 130 may indicate some success but the quantum is small given the Council has over 55,000 chargeable properties (ie 0.23%).

1.5 In terms of comparison of all of the other Nottinghamshire councils RBC, GBC and Nottingham City are the Councils to adopt the policy. NSDC are proposing to introduce from April 2026. Based on Collection Fund statistics 73% of authorities in England have introduced the policy.

1.6 Revoking the policy could reduce the Council's income by approximately £20k per year (£100k across the MTFS). However, given the volatility of Council Tax receipts and possible changes to the tax base and discounts, the impact will be managed within such fluctuations. The tax base will be adjusted in future years to reflect the lower chargeable amount when we update the MTFS for 2027/28 onwards.

1.7 As Cabinet are recommending revoking the Policy legislation dictates that to remove the premium this would have to be agreed in the previous financial year, thus it will be an additional recommendation in the Full Council Budget Report and the MTFS will be updated to reflect the policy change within the Council Tax section. **It is now recommended to go to scrutiny first and if there is any policy change this is to be reflected in the 2027/28 MTFS.**

2. Council Tax Discount for the Terminally Ill

2.1 During 2024, Marie Curie, the UK's leading end of life charity, published a report that explored poverty and fuel poverty at the end of life in the UK. The report identified that in 2023, 111,000 people died in poverty, more than one in six deaths registered in England, Scotland and Wales. A number of Councils are starting to introduce a Council Tax discount scheme for the terminally ill, Newark and Sherwood being one such Council, with their scheme commencing from April 2026.

2.2 This is the scheme that has currently been approved by NSDC to operate from 01/04/2026. This does not pre-empt what a scrutiny review may determine but gives working assumptions:

- Liable for Council Tax in Rushcliffe
- One family member in household is terminally ill
- The household is in receipt of council tax support through the LCTS scheme
- The applicant has a completed SR1 form (completed by a medical professional), which advises that the named person:
 - o has a progressive disease, and
 - o because of that disease, the expected remaining life of the patient is less than 12 months.

2.2 There are risks surrounding estimating the budget. We do not know the number of people on LCTS and the level of LCTS and therefore the level of Council Tax support, who are terminally ill or how this may change in the future. The scheme would be administered as a S13a local discount, so all costs of the scheme would be borne by Rushcliffe Borough Council. This cost may vary between £30k and £150k per year.

2.3 Based on an average LCTS payment for 36 people who are terminally ill we have allowed for £27,000 plus £13,000 contingency, so an annual budget of £40,000. Over 5 years this is £0.2m and therefore will reduce the budget surplus position

2.4 MTFS implications:

- An additional £40k expenditure budget is suggested to cover the cost of the scheme. Over 5 years is £0.2m cost reducing the surplus as currently reported.

- Any reference to £0.569m surplus over the MTFS period would become £0.369m
- Any reference to reserves balance would be £0.2m less by 2031(appendix 4, table 16)
- Table 12 – expenditure will increase by £40k per year overall with the increase on the transfer payments line
- Table 14 – gross expenditure line will increase and transfer to reserves will reduce by £40k per year (table 15 transfer to reserves will be equally affected)
- Table 17 – net budget deficit or surplus will change by the £40k each year
- To add into the risks section of the report as ultimately we do not know the number of residents who would be subject to the discount, scheme to be agreed as part of a Scrutiny Review
- The scheme can be applied retrospectively to commence from 1 April 2026 once a policy has been agreed by Cabinet, following scrutiny
- Appendix 2 – increase in budget requirement on the Finance and Corporate Services line and surplus/deficit will change as previously mentioned
- The tables below show the effects on the MTFS between current budget report and the revised proposals.

Table 1 – Five-year Budget Estimate

Year	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Net (Surplus)/Deficit (£)	(184,900)	(482,400)	225,000	(33,000)	(93,700)	(569,000)

Table 1 – Five-year Budget Estimate

Year	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Net (Surplus)/Deficit (£)	(144,900)	(442,400)	265,000	(7,000)	(53,700)	(369,000)

