

Date of meeting Tuesday, 13th January, 2026
Time 1.00 pm
Venue Astley Room - Castle
Contact Geoff Durham 742222



**NEWCASTLE
UNDER LYME**

BOROUGH COUNCIL

Castle House
Barracks Road
Newcastle-under-Lyme
Staffordshire
ST5 1BL

Cabinet

AGENDA

OPEN AGENDA

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
To receive declarations of interest from Members on items included in the agenda.
- 3 MINUTES OF PREVIOUS MEETINGS** **(Pages 5 - 12)**
To consider the Minutes of the previous meeting.
- 4 WALLEYS QUARRY UPDATE** **(Pages 13 - 22)**
- 5 DRAFT REVENUE AND CAPITAL BUDGETS AND STRATEGIES** **(Pages 23 - 102)**
2026/27
- 6 SCALE OF FEES AND CHARGES 2026/27** **(Pages 103 - 136)**
- 7 CIVIC PRIDE (EMPOWERING OUR COMMUNITIES) -** **(Pages 137 - 150)**
EVALUATION OF 2025 ACTIVITIES
- 8 BOROUGH TREE PLANTING STRATEGY (PHASE 7) AND** **(Pages 151 - 160)**
UPDATE ON PROTECTION OF GREEN SPACE
- 9 PROGRESS OF THE COUNCIL'S SUSTAINABLE** **(Pages 161 - 252)**
ENVIRONMENT STRATEGY & DELIVERY PLAN
- 10 SUPPORT FOR DRAFT STAFFORDSHIRE LOCAL NATURE** **(Pages 253 - 274)**
RECOVERY STRATEGY
- 11 RECYCLING & WASTE SERVICES OPERATIONAL STAFF** **(Pages 275 - 284)**
STRUCTURE DEVELOPMENT
- 12 FUTURE DELIVERY OF FINANCIAL WELL-BEING AND DEBT** **(Pages 285 - 290)**
ADVICE SERVICE
- 13 LOCAL GOVERNMENT ELECTIONS 2026** **(Pages 291 - 300)**

14 FORWARD PLAN (Pages 301 - 306)

15 URGENT BUSINESS

To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.

16 DISCLOSURE OF EXEMPT INFORMATION

To resolve that the public be excluded from the meeting during consideration of the following reports, because it is likely that there will be disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972.

17 TRADE REFUSE SCALE OF FEES AND CHARGES - (Pages 307 - 308)
CONFIDENTIAL APPENDIX

ATTENDANCE AT CABINET MEETINGS

Councillor attendance at Cabinet meetings:

- (1) The Chair or spokesperson of the Council's scrutiny committees and the mover of any motion referred to Cabinet shall be entitled to attend any formal public meeting of Cabinet to speak.
- (2) Other persons including non-executive members of the Council may speak at such meetings with the permission of the Chair of the Cabinet.

Public attendance at Cabinet meetings:

- (1) If a member of the public wishes to ask a question(s) at a meeting of Cabinet, they should serve two clear days' notice in writing of any such question(s) to the appropriate committee officer.
- (2) The Council Leader as Chair of Cabinet is given the discretion to waive the above deadline and assess the permissibility of the question(s). The Chair's decision will be final.
- (3) The maximum limit is three public questions at any one Cabinet meeting.
- (4) A maximum limit of three minutes is provided for each person to ask an initial question or make an initial statement to the Cabinet.
- (5) Any questions deemed to be repetitious or vexatious will be disallowed at the discretion of the Chair.

Members: Councillors S Tagg (Leader) (Chair), Sweeney (Vice-Chair), Heesom, Fear, Skelding and Hutchison

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums: Where the total membership of a committee is 12 Members or less, the quorum will be 3 members.... Where the total membership is more than 12 Members, the quorum will be one quarter of the total membership.

SUBSTITUTE MEMBER SCHEME (Section B5 – Rule 2 of Constitution)

The Constitution provides for the appointment of Substitute members to attend Committees. The named Substitutes for this meeting are listed below:

Substitute Members:

If you are unable to attend this meeting and wish to appoint a Substitute to attend on your place you need to identify a Substitute member from the list above who is able to attend on your behalf

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

NOTE: IF THE FIRE ALARM SOUNDS, PLEASE LEAVE THE BUILDING IMMEDIATELY THROUGH THE FIRE EXIT DOORS.

ON EXITING THE BUILDING, PLEASE ASSEMBLE AT THE FRONT OF THE BUILDING BY THE STATUE OF QUEEN VICTORIA. DO NOT RE-ENTER THE BUILDING UNTIL ADVISED TO DO SO.

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CABINET

Tuesday, 2nd December, 2025
Time of Commencement: 2.00 pm

[View the agenda here](#)

[Watch the meeting here](#)

Present: Councillor Simon Tagg (Chair)

Councillors: Sweeney Skelding
Heesom Hutchison

Apologies: Councillor(s) Fear

Officers:	Gordon Mole	Chief Executive
	Simon McEneny	Deputy Chief Executive
	Nesta Barker	Service Director - Regulatory Services
	Georgina Evans-Stadward	Service Director - Strategy, People and Performance
	Geoff Durham	Civic & Member Support Officer
	Craig Turner	Service Director - Finance / S151 Officer
	Simone Harris	Marketing and Communications Officer

Also in attendance::Hammy the Elf Portfolio Holder for Christmas

The Leader welcomed Hammy the Elf who had been observing Council Services. To date he had visited J2 and the Homelessness Hub.

1. **DECLARATIONS OF INTEREST**

There were no declarations of interest stated.

2. **MINUTES OF PREVIOUS MEETINGS**

Resolved: That the Minutes of the meeting held on the 4 November, 2025 be agreed as a correct record.

3. **WALLEYS QUARRY ODOURS ISSUE**

The Leader introduced a report updating Cabinet on the latest position regarding the problematic odours associated with Walleys Quarry.

A milestone had been reached this month – it being one year since the closure of the site.

The Chief Executive referred to section 2 of the report. Section 2.1 referred to complaint data and, as at today's date, no complaints had been received by the Council or the Environment Agency (EA). The past three months had also seen very few complaints compared to the same time last year.

The report included an update from the EA which outlined their immediate actions to prevent serious pollution.

Multi-agency meetings continued to take place and would continue to happen until, at least, early next year after which the multi-agency groups would assess the next phase/activity.

The Leader stated that there had been media interest, marking the first anniversary of closure of the site. The Leader had spoken to Radio Stoke and been on Midlands Today regarding the Council's position that the local tax-payer should not fund the restoration of the site and that it should be funded by Government money. In addition, there was still the call for a public inquiry, although there had been a further knock-back from the government minister.

The Deputy Leader, referring to section 1.6.3 of the report, was disappointed that the local MP had not responded to two letters sent to him requesting assistance in this matter and still calling for a public inquiry.

The Leader stated that the local MP, although having not responded to the letters, had commented on Radio Stoke indicating that restoration was underway. The Chief Executive was asked to confirm that the works that had taken place over the past twelve months were not restoration of the site but actually works to enable it to remain an odour free site. In addition, the MP had claimed that a public inquiry should take place after restoration of the site had been completed. The Chief Executive was also asked to confirm the length of time for restoration to take place which was believed to be up to twenty years.

There was no government money to restore the site. Over the past year, it had been the bond money – put aside by the previous company to keep the site going and not creating odours.

The Chief Executive stated that the last update received from the EA showed clearly that their work was to prevent serious pollution under their powers.

It was believed that the bond had, or was about to expire and the EA were working on their resource plan under their powers to carry on the works.

The restoration would be to the previous plan set out in the original planning permission and the process could take decades to complete. This would be a key phase of the next multi-agency discussions – what the restoration would look like and how it would be funded.

Regarding a public inquiry, the Chief Executive was of the view that an inquiry was not dependent upon the end outcome of the site but should focus on lessons to be learned in terms of preventative activity in the future.

The Leader thanked Council officers for the work that was being put in – working with the EA to ensure that the preliminary works paid for through the bond, were carried out correctly.

Following last weeks Health, Wellbeing and Environment Scrutiny Committee, the Leader and the Chair of the Committee had again written to the local MP asking him to clarify his position.

Resolved: That the contents of the update report be noted.

[Watch the date here](#)

4. REVENUE AND CAPITAL BUDGET 2026/27 - FIRST DRAFT SAVINGS PLANS

The Portfolio Holder for Finance, Town Centres and Growth introduced a report presenting the refreshed Medium Term Financial Strategy (MTFS) which included the first draft savings being considered to balance the 2026/27 revenue budget and the proposed capital programme for 2026/27 to 2028/29.

The proposed savings and funding strategies, to address a £1.752m budget gap were outlined at paragraph 2.4 of the report. The Portfolio Holder announced a below inflation increase in Council Tax of 1.99% which amounted to ten pence per week or less for 95% of households in the Borough.

The identified savings would enable a continued contribution of £250,000 to the Borough Growth Fund which would continue to enable investment in the Council's priorities including significant investment in boosting the sustainability of the environment within the Borough by supporting town centre development.

The draft proposals would assist in formulating a financially robust budget for the council which would continue to ensure financial sustainability whilst also protecting the Council's services.

The Leader stated that again, the proposed savings were a result of a very rigorous Efficiency Board process – which, since they had been introduced in 2018 had saved over £10m. The results showed that this Council could balance budgets and was a well run council which could keep Council Tax down.

Councillor Hutchison welcomed the MTFS and stated that in his Portfolio (Sustainable Development), £10,000 efficiencies had been found in Bereavement Services; £8,000 in Neighbourhood Delivery; £293,000 in Recycling and Waste and £20,000 in Streetscene.

Councillor Sweeney added that he had earlier learned that the number of Council's that had had their accounts signed off and completed for last year was one in fifteen and Newcastle was one of those councils.

The next stage for the revised MTFS would be to present it to the Finance, Assets and Performance Scrutiny Committee in January.

Resolved: (i) That the first draft savings proposals as set out in Appendix

A and Appendix B to the report be noted.

(ii) That the revised Medium Term Financial Strategy (MTFS) funding gap (Appendix C) be noted.

(iii) That the commencement date of the Budget Consultation

period as mid-November to mid-December 2025 be noted.

- (iv) That the first draft savings proposals be referred to the Finance, Assets and Performance Scrutiny Committee for their views (Appendix A and Appendix B).
- (v) That the refreshed Medium Term Financial Strategy (MTFS) (Appendix D) be referred to the Finance, Assets and Performance Scrutiny Committee for their views.
- (vi) That the Mid-Year Capital Estimates for 2025/26 be approved.
- (vii) That the proposed setting of Council Tax at 1.99 per cent for 2026/2027 be noted.

[Watch the debate here](#)

5. DRAFT HOUSING AND HOMELESSNESS STRATEGY 2026-30

The Portfolio Holder for Community Safety and Wellbeing introduced a report seeking approval for the draft Newcastle-under-Lyme Borough Council Housing and Homelessness Strategy 2026-2030 to be issued for public consultation prior to formal adoption in 2026.

The Strategy would focus on three housing priorities which were outlined at paragraph 2.2 of the report and their objectives were set out at paragraph 2.3.

The consultation would enable key stakeholders and those affected by the strategy to make their observations.

The Strategy was attached to the report at Appendix 1.

The Leader stated that this was an important document and therefore appropriate to have an up to date Strategy taking into account changes that had taken place.

- Resolved:**
- (i) That the Draft Housing and Homelessness Strategy 2026-2030 for an eight-week public consultation, be approved.
 - (ii) That the Service Director- Regulatory Services in consultation with the Portfolio Holder for Community Safety and Wellbeing be authorised to agree the final version for publication following the public consultation stage.

[Watch the debate here](#)

6. NEWCASTLE TOWN DEAL UPDATE

The Leader introduced a report updating Cabinet on the progress of delivering projects within the Newcastle Town Deal and seeking Cabinet approval to progress legal agreements to enable delivery of the remaining projects yet to be awarded.

The key projects, taking place were as the reconstruction of Astley Place to residential, shopping and café area and the Ryecroft redevelopment. In addition, work was underway on the former Midway car park – being transformed into high quality residential accommodation which had received significant backing from Homes England.

The former Zanzibar site had now been unlocked for development by Aspire Housing – with enterprise units on there, owned by the Council.

The Town Deal also covered other areas such as Knutton where there had been a residential development and enterprise centre extensions and enterprise village hub. The changing rooms on the Wammy were now also completed.

The County Council had been delivering their sustainable travel scheme in the town centre with new pedestrian and cycle crossings and real time passenger information.

There had also been roll out of the superfast broadband hubs.

The Deputy Leader commented on the workmen carrying out the development on York Place who, on Remembrance Sunday, stopped work and paid their respects during the two minutes' silence. Councillor Sweeney stated that all of the developments were starting to come together and it was really exciting.

The Leader stated that real change was being delivered to the town centre through the Town Deal and people could now see the schemes coming to fruition through new homes, jobs and opportunities.

- Resolved:**
- (i) That the progress made with the schemes in Newcastle as part of the Newcastle Town Deal be noted.
 - (ii) That the Deputy Chief Executive, in consultation with the Portfolio Holder for Finance, Town Centres and Growth, and Portfolio Holder for One Council, People and Partnerships, progress the necessary legal agreements to enable continued delivery of projects.

[Watch the debate here](#)

7. FINANCIAL AND PERFORMANCE REVIEW REPORT - SECOND QUARTER 2025-26

The Deputy Leader introduced the Financial Performance report. At this point in time the Council was £69,000 underspent and was budgeted to be at around £19,000 at the end of the year.

The Leader then went through the corporate performance indicators, asking portfolio holders to comment as required. It was pleasing to see that 82% of the Council's indicators were achieving their target.

Priority 1: One Council delivering for Local People

There were a number of good targets in this section.

The total number of digital transactions had come in below target but was not necessarily a bad thing. The Council's new website had online forms for which a drop in usage was expected at this time of year. In addition, fewer clicks were required to get to the required areas.

Priority 2: A Successful and Sustainable Growing Borough

These targets had all been met.

Priority 3: Healthy, Active and Safe Communities

On items collected that went to recycling and composting, the target was met and the dip was attributed to garden waste having gone down over a very dry summer.

On the percentage of fly tipping incidents, where sufficient evidence gathered to formal enforcement -there had been 582 incidents in the Borough over the last six months. The target was 1.5% but it was slightly below at 1.37. At an incident, every effort was made to go through the rubbish to gather evidence. Eight fly tipping Fixed Penalty Notices had been issued.

Regarding the Museum, visitor access continued to increase and was receiving a steady stream of awards.

J2 had steady and sustainable growth with membership now at 4,184.

There had been fewer cases of anti-social behaviour than the same period in the previous financial year – possibly due to targeted training being delivered. Work with Staffordshire Police continued to be built upon.

The last rough sleeper count on 14 November had reduced to twelve from the previous count. Three had a Stoke connection, one with Staffordshire Moorlands and one unknown – six rough sleepers had a Newcastle connection. The Homeless Outreach Team were picking the people up and working with them to get them into accommodation.

Priority 4: Town Centres for All

Car parking was going on an upward trend. Around 30,000 tickets per month were needed to hit the targets and the last four months had achieved that.

On town centre footfall, there had been some big events in the town centre bringing people into the town.

Market stall occupancy was doing well with speciality markets doing very well.

Resolved: That the contents of the attached report and appendices and continue to monitor and challenge the Council's service and financial performance for this period be noted.

[Watch the debate here](#)

8. FORWARD PLAN

The Leader presented the Forward Plan

Resolved: That the Forward Plan be received and noted.

[Watch the debate here](#)

9. URGENT BUSINESS

There was no Urgent Business from Members, officers or Hammy the Elf.

10. DISCLOSURE OF EXEMPT INFORMATION

There were no confidential items

**Councillor Simon Tagg
Chair**

Meeting concluded at 2.39 pm

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET

13 January 2026

Report Title: Walleys Quarry Update

Submitted by: Chief Executive

Portfolios: Sustainable Environment; One Council, People & Partnerships

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
To update Cabinet on the latest position regarding the problematic odours in the Borough associated with Walleys Quarry.			
<u>Recommendation</u> That Cabinet: 1. Notes the contents of this update report.			
<u>Reasons</u> To ensure Cabinet is kept updated on the ongoing work Walleys Quarry landfill.			

1. Background

- 1.1 For a number of years, parts of the borough have suffered from foul odours from the Walleys Quarry Landfill Site in Silverdale which has, until its liquidation been operated by Walleys Quarry Ltd. The Environment Agency (EA) is the lead regulator for permitted landfill sites, testing and enforcing compliance with the permit under which the site operates. The Council also has a role in influencing the operation and performance of such sites, where an operator fails to comply with actions required under an abatement notice issued by the Council in relation to any statutory nuisance caused by the site.
- 1.2 In March 2021, Council held an extraordinary meeting to receive the report of the Economy, Environment and Place Scrutiny Committee review into the Walleys Quarry issues, and to debate a motion demanding the immediate suspension of operations and acceptance of waste at the Walleys Quarry Landfill site.
- 1.3 Following extensive work, officers determined that the odours from the Walleys Quarry site amounted to a Statutory Nuisance and, on 13 August 2021, served

an Abatement Notice on Walleys Quarry Ltd. (WQL). Following an appeal by Walleys Quarry Ltd, and a successful mediation process, His Honour District Judge Grego approved the settlement that the parties had reached and issued a court order upholding the Abatement Notice and dismissing WQL's appeal on 6 October 2022.

- 1.4** Further instances of statutory nuisance identified which amount to a breach of the Abatement Notice, the Council's Enforcement Policy will guide the process to be followed [Reference: Environmental Health enforcement policy – Newcastle-under-Lyme Borough Council (newcastle-staffs.gov.uk). This would determine what action the Council would take, and whether that would be formal or informal. Enforcement is usually considered sequentially but should the circumstances or nature of the breach be such, escalation direct to prosecution is possible. The Council needs to obtain the consent of the Secretary of State before it is able to prosecute an offence of breaching an abatement notice, as the site is permitted by the Environment Agency. Such consent has been obtained.
- 1.5** Members and Officers have attended Liaison Meetings to maintain contact with Walleys Quarry Ltd, and with other agencies involved with the issue. Cabinet has received monthly updates on the issues relating to the odours, and Council has also been regularly updated.
- 1.6** At its meeting of 23 July 2025, full Council resolved to write to the Secretary of State for the Environment, Food and Rural Affairs, the local member of parliament, the Chief Executive of the Environment Agency and the Leader of Staffordshire County Council. The following updates on this correspondence are provided.
 - 1.6.1** The Secretary of State, Steve Reed OBE MP, was asked to provide a timetable for a public enquiry into the actions of the Environment Agency through the Walleys Quarry process and for confirmation that he would provide a guarantee that all costs of remediation would be met by UK Government.
 - 1.6.2** In response, correspondence has been received on 18 September 2025 from Mary Creagh CBE MP, and is set out in Appendix 4 in the Cabinet report dated 14 October 2025.
 - 1.6.3** The Member of Parliament for Newcastle-under-Lyme, Adam Jogee MP, was asked for specific assistance in getting the relevant Government departments and agencies to engage with the multi-agency co-ordinating group; to call for Government to play an active role in the safe restoration of the site; and to join calls for a public enquiry into the site and its regulation. There has to date, been no response. On 24 November 2025 the Council's Health and Wellbeing and Environment Scrutiny considered an item on Walleys Quarry, and raised concerns regarding not having received a response from the Member of Parliament. The Scrutiny Committee requested that a further letter be sent, which was issued on 28 November 2025.
 - 1.6.4** The Chief Executive for the Environment Agency was asked to commit real and lasting financial support for the restoration of the site; that continuous monitoring would continue to be in place; and that a public meeting be held by the end of September. A reply was received on 20

August 2025 and is set out in the Cabinet report dated 2 September 2025.

- 1.7** On the anniversary of the issue of the Environment Agency's Closure Notice, the Leader of the Council, members of the Stop the Stink Campaign group and the Member of Parliament for Newcastle-under-Lyme took part in media interviews, with the Council continuing to press for funding for full restoration of the site.
- 1.8** The Council continues to assess the prevalence of odours off site.

2. Issues

- 2.1** This updated report shows the data in respect of complaints reported to the Council and officer monitoring through a number of figures shown below.

Fig 1. Monthly odour complaint data for 2025. In 2025 the total number of complaints received to the Council was 1821.

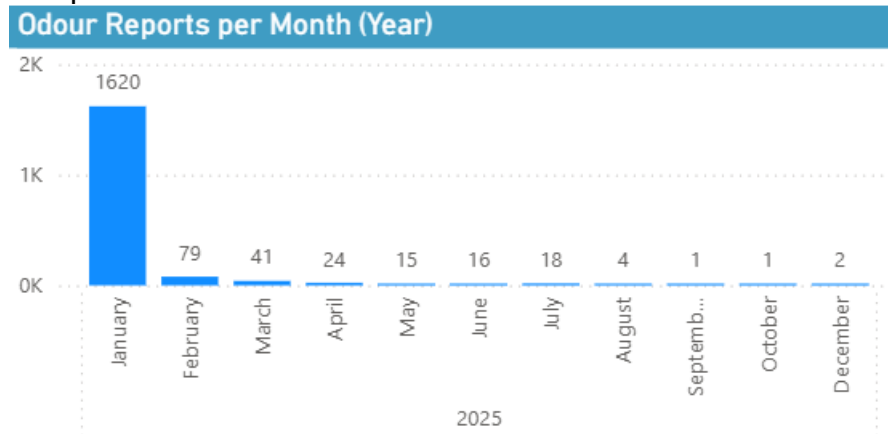
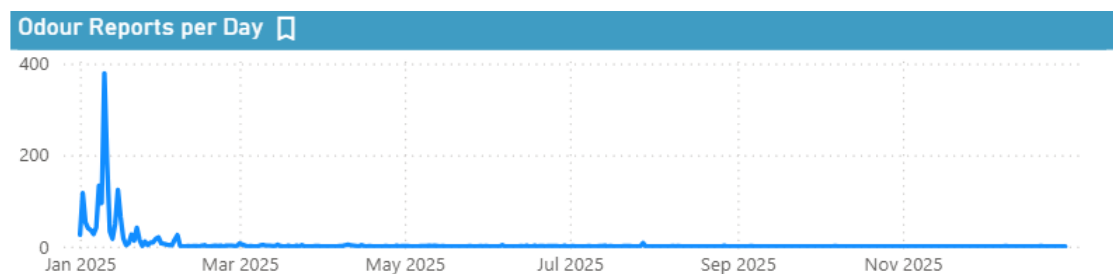
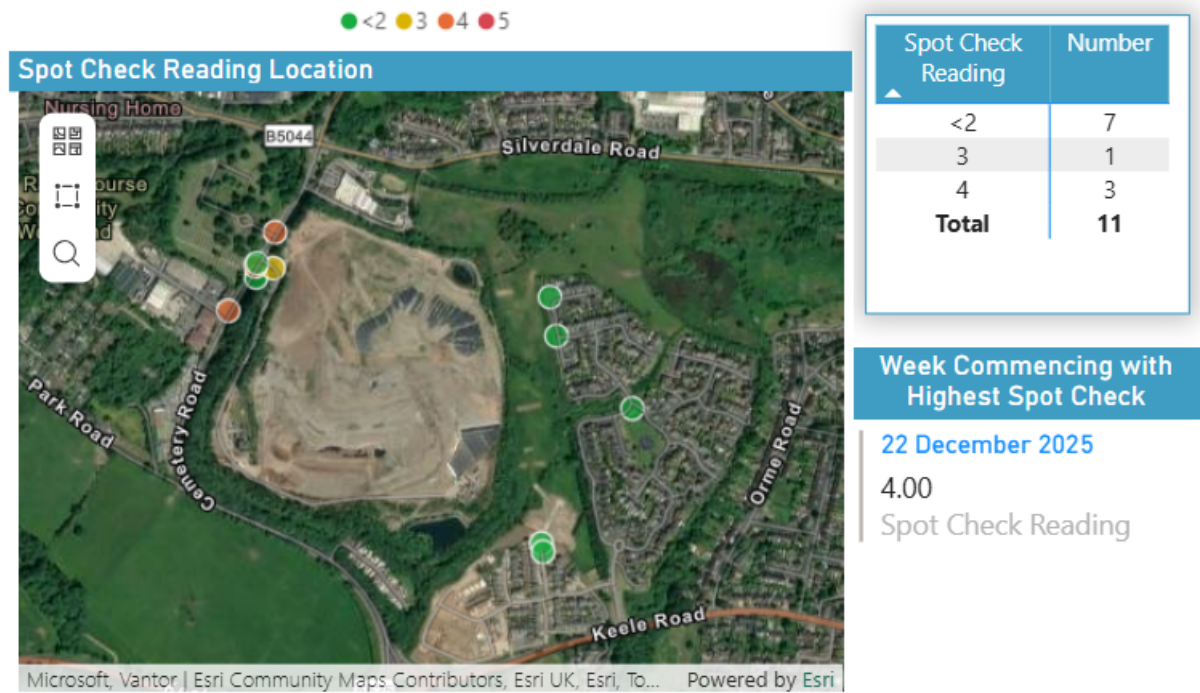


Fig 2. Daily complaint data for 2025



Odour assessments

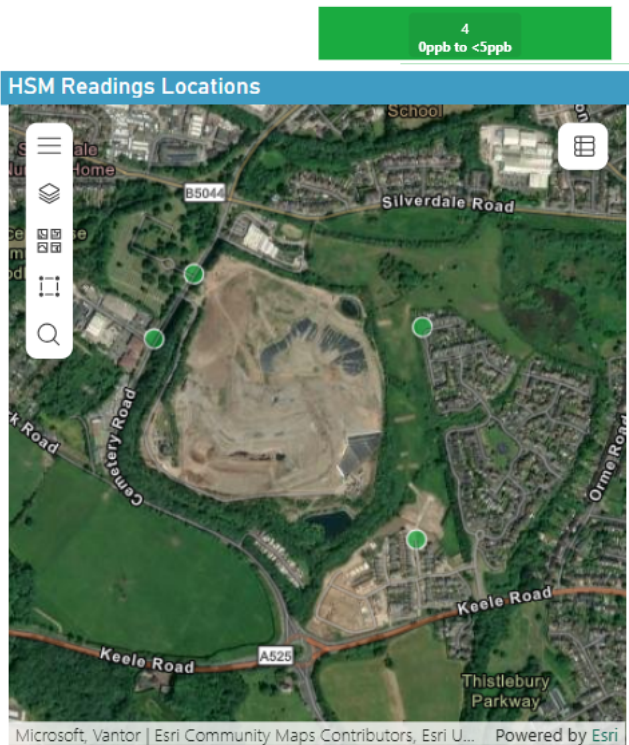
- 2.2** Fig 3. Officer odour assessments - December 2025. This shows the officer intensity rating of the odour assessments.



Hydrogen Sulphide Monitoring [HSM]

2.3 Fig 4. Officer Jerome hydrogen sulphide monitoring results - December 2025

Number of Readings per RAG Rating (Hover for RAG Description)

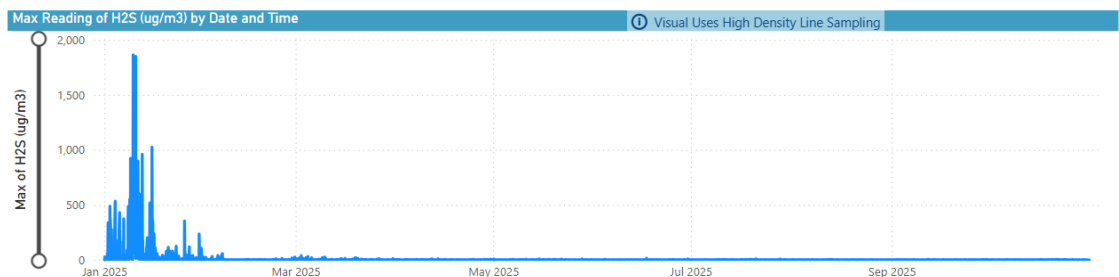


The highest level of hydrogen sulphide recorded in December 2025 was 4.25ppb at Cemetery Road.

HSM time	Month	Highest HSM reading
22/12/2025 11:25:00	December	4.25

Environment Agency Air Quality Data

- 2.4** The Council, Staffordshire County Council, and the Environment Agency have jointly funded a campaign of air quality monitoring utilising static air monitoring stations. The Environment Agency manage and operate these air quality monitoring stations. Data from these stations is routinely published by the Environment Agency.
- 2.5** In the period 15-21 December 2025, the raw data from MMF Maries Way reported 0.6% as the percentage of time the location recorded hydrogen sulphide above the WHO odour annoyance guideline level. The weekly exceedance for the remaining weeks in December reported 0%.
- 2.6** The maximum hydrogen sulphide recorded across the monitoring stations [MMFs] from January 2025 to October 2025 is set out in the figure below.



Environment Agency Regulatory and Enforcement Action

- 2.7** The Environment Agency provide updates on its activity on the Walleys Quarry Landfill which can be accessed here:
<https://engageenvironmentagency.uk.engagementhq.com/hub-page/walleys-quarry-landfill>

NULBC Update

- 2.8** The Council is providing both the Environment Agency and liquidator any support we can within our powers to keep this landfill under control, as it is currently.
- 2.9** We will continue to monitor the data in relation to the landfill.
- 2.10** We will continue to undertake odour monitoring and assessments in the community.
- 2.11** We would ask that should the community be adversely affected by odour that complaints are logged to the EA or ourselves via Report a problem or concern about Walleys Quarry – Newcastle-under-Lyme Borough Council.

Multi-Agency Working

2.12 We have started working with partners to review:

- the ongoing work by the Environment Agency to minimise emissions off site;
- the future of the site considering the availability of any funding and the potential routes to delivery

2.13 Further details of this work will be provided in a future report following the establishment of working groups.

UK Health Security Agency [UKHSA]

2.14 The UKHSA health update for Walleys Quarry landfill site is published monthly on the Environment Agency engagement webpage [Air Quality Monitoring | Engage Environment Agency](#)

The UKHSA Position Statement for November 2025 is:

Whilst the risk to long-term (lifetime) health cannot be excluded, currently this risk is likely to be small and will continue to be so while hydrogen sulphide concentrations remain around the current level. Reductions in hydrogen sulphide are anticipated to continue to improve.

3. Recommendation

3.1 Cabinet is recommended to:

- Note the contents of this update report.

4. Reasons

4.1 To ensure Cabinet is kept updated of the ongoing work to address the issues associated with the odours from Walleys Quarry landfill.

5. Options Considered

5.1 To ensure Cabinet is kept updated of the ongoing work to address the issues associated with the odours from Walleys Quarry landfill.

6. Legal and Statutory Implications

6.1 Part III of the Environmental Protection Act 1990 is the legislation concerned with statutory nuisances in law. This is the principal piece of legislation covering the Council's duties and responsibilities in respect of issues relating to odour nuisance.

- The relevant part of Section 79 defines a statutory nuisance as any smell or other effluvia arising on industrial, trade or business premises which is prejudicial to health or a nuisance. The Council is responsible for

undertaking inspections and responding to complaints to determine whether a statutory nuisance exists.

- Where a statutory nuisance is identified or considered likely to arise or recur, section 80 of the Act requires that an abatement notice is served on those responsible for the nuisance. The abatement notice can either prohibit or restrict the nuisance and may require works to be undertaken by a specified date(s).
- It is then a criminal offence to breach the terms of the abatement notice. Because the site is regulated by the Environment Agency under an Environmental Permit, the council would need to obtain the consent of the Secretary of State before it is able to prosecute any offence of breaching the abatement notice.
- The Act provides powers in respect of a breach. If a person on whom an abatement notice is served, without reasonable excuse, contravenes or fails to comply with any requirement or prohibition imposed by the notice, they shall be guilty of an offence. If this is on industrial, trade or business premises shall be liable on conviction to an unlimited fine. It is a defence that the best practicable means were used to prevent, or to counteract the effects of, the nuisance.

6.2 Walleys Quarry Ltd in February 2025 entered voluntary liquidation.

6.3 Upon the liquidation of Walleys Quarry Ltd, the abatement notice and the legal requirements in respect of odours, will cease to be enforceable. As a result, those legal proceedings will not continue. The Council will keep this under review.

6.4 The Council also continues to engage with the Crown Estate and the Environment Agency regarding any future plans for the site.

7. Equality Impact Assessment

7.1 The work of the Council in this regard recognises that the problematic odours in the area may impact on some groups more than others.

7.2 The work has been focussed on minimising this impact and is now on maintaining the improvements made.

8. Financial and Resource Implications

8.1 Dedicated officer resource has been allocated to continue the Council's work regarding Walleys Quarry Landfill.

8.2 On 25 February 2025, the Council was listed as a creditor in the 'Notice of Statement of Affairs' signed by a Director of Walleys Quarry Ltd. The amount owed to the Council is £132,097.20. This outstanding debt is made up of £102,000 in respect of the legal fees agreed through the mediated settlement in court back in October 2022 relating to the Abatement Notice. The remaining amount relates to outstanding Business Rates.

- 8.3 The Council is now in correspondence with Walleys Quarry liquidators in order to recover these outstanding monies. Updates on this situation will be provided as and when available.

9. Major Risks & Mitigation

- 9.1 A GRACE risk assessment has been completed including the following main risks:

- Failure to maintain the reduction in odour levels;
- Community dissatisfaction at odour levels;
- Failure to ensure suitable restoration of Walleys Quarry

- 9.2 Controls have been identified and implemented in order to control these risks; the main controls include:

- Dedicated officer resource for Walleys Quarry work has been secured;
- Continued air quality monitoring provision;
- Robust procedure for investigating complaints with experienced officers;
- Specialist expert advice maintained;
- Multi-Agency partnership working continues.

UN Sustainable Development Goals (UNSDG)



10. One Council

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☐

We will make investment to diversify our income and think entrepreneurially.

One Digital Council ☒

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.

The Council will use all available monitoring data and digital tools in making strategic and operational decisions in relation to Walleys Quarry.

One Sustainable Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle

The Council will further develop the Walleys Quarry landfill webpage to make it easier for residents and businesses to be kept up to date with the works being undertaken onsite.

11. Key Decision Information

11.1 As an update report, this is not a Key Decision.

12. Earlier Cabinet/Committee Resolutions

12.1 This matter has been variously considered previously by Economy, Environment & Place and Health, Wellbeing & Environment Scrutiny Committee, Council and Cabinet on 21st April 2021, 9th June 2021, 7th July 2021, 21st July 2021, 8th September 2021, 13th October 2021, 3rd November 2021, 17th November, 1st December 2021, 12th January 2022, 2nd February 2022, 23rd February 2022, 23rd March 2022, 20th April 2022, 7th June 2022, 19th July 2022, 6th September 2022, 18th October 2022, 8th November 2022, 6th December 2022, 10th January 2023, 7th February 2023, 13th March 2023, 5th April 2023, 6th June 2023, 18th July 2023, 19th September 2023, 17th October 2023, 7th November 2023, 5th December 2023, 16th January 2024, 6th February 2024, 14th February 2024, 19th March 2024, 10th April 2024, 4th June 2024, 16th July 2024, 10th September 2024, 25th September 2024, 15th October 2024, 5th November 2024, 25th November 2024, 3rd December 2024, 9th January 2025, 4th February 2025, 18th March 2025, 6th May 2025, 3rd June 2025, 8th July 2025, 2nd September 2025, 15th September 2025 and 14th October 2025, 4th November 2025, 24th November 2025, 2nd December 2025.

13. List of Appendices

13.1 None

14. Background Papers

14.1 Historic data is available at the following links:

[Appendix 1 - Historical Complaint Data 1.pdf](#)

[Appendix 2 - Percentage exceedance above the WHO odour annoyance guideline value 1.pdf](#)

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET

13 January 2026

Report Title: Draft Revenue and Capital Budgets and Strategies 2026/27

Submitted by: Service Director for Finance (Section 151 Officer)

Portfolios: Finance, Town Centres and Growth

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
<p>To review progress on the completion of the revenue and capital budgets for 2026/27 and approve the 5 year Medium Term Financial Strategy for 2026/27 to 2030/31.</p> <p>To consider drafts of the Capital Strategy for 2026/36, the Treasury Management Strategy for 2026/27, the Investment Strategy for 2026/27 and the Commercial Strategy for 2026/27 prior to their submission to Full Council for final approval.</p>			
<p><u>Recommendation</u></p> <p>That Cabinet:</p> <ol style="list-style-type: none"> 1. Notes the progress on the completion of the Revenue (Appendix 1) and Capital Budgets (Appendix 4). 2. Notes the updated Medium Term Financial Strategy 2026/27 to 2030/31 (Appendix 2). 3. Notes the strategy for ensuring a balanced revenue outturn position for 2025/26. 4. Notes the calculation of the Council Tax base and the Council Tax increase to be proposed for 2026/27 of 1.99% per Band D equivalent property. 5. Notes the risk assessment at Appendix 3 and the Section 151 Officer's recommendation on the level of reserves and contingencies provisionally required to be maintained in 2026/27. 6. Notes the draft Capital Strategy (Appendix 5) for 2026/36 be noted. 7. Notes the draft Treasury Management Strategy (Appendix 6) for 2026/27. 8. Notes the draft Investment Strategy (Appendix 7) for 2026/27. 9. Notes the draft Commercial Strategy (Appendix 8) for 2026/27. 			

10. Notes the updated Asset Management Strategy (Appendix 9) for 2023/28.

11. Refer the draft Budget and Council Tax proposals to Finance, Assets and Performance Scrutiny Committee for comment before the final proposals are considered at Cabinet on 3 February 2026.

Reasons

To inform Cabinet in recommending a robust and affordable budget for 2026/27 to the Council meeting on 11 February 2026.

The Council needs to have an approved Capital Strategy for 2026/27, an approved Treasury Management Strategy for 2026/27, an approved Investment Strategy for 2026/27 and an approved Commercial Strategy for 2026/27 in place before the start of the 2026/27 financial year.

1. Background

- 1.1 The Council is committed to the delivery of high quality services. Integral to this ambition is effective targeting of financial resources in line with the vision of “good local services, a prosperous borough and safe and welcoming places for all” and the Council’s stated aims and objectives, as set out in the Council Plan 2022-2026, which was approved by Cabinet on 6 September 2022.
- 1.2 The Medium Term Financial Strategy (MTFS) sets out the Council’s financial position over the next 5 years. This is aligned to the Council Plan 2022-2026 and is the key vehicle for ensuring efficiency in service delivery and targeting resources to priority areas.
- 1.3 There has been good progress against Council Plan objectives in the current year, with high standards of service delivery being achieved overall. Key Council Achievements, linked to the Council Plan objectives, are reported to Cabinet on a quarterly basis. (Details of the Council Plan 2022-2026 can be seen here <https://www.newcastle-staffs.gov.uk/policies-1/council-plan-2022-2026>)
- 1.4 The draft 2026/27 budget is based on the assumptions set out in the MTFS which was approved as a basis for consultation by the Cabinet at its meeting on 2 December 2025 and scrutinised by the Finance, Assets and Performance Scrutiny Committee at its meeting on 4 December 2025.
- 1.5 The draft and provisional proposals included in this report will inform the Revenue and Capital Budgets and Council Tax 2026/27 reports to Cabinet on 3 February 2026 and to Full Council on 11 February 2026.
- 1.6 The Capital Strategy 2026/36 sets out how the Council proposes to deploy its capital resources in order to achieve its corporate and service objectives. It takes into account other relevant Council strategies, policies and plans and the views of partners and interested parties with whom the Council is involved. It also takes account of the resources which are likely to be available to the Council to fund capital investment and the effect of that investment on the Council’s revenue budget. It will serve as a useful point of reference when determining or reviewing the Council’s Capital Programme.

- 1.7 The Council has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice. This requires approval by Full Council concerning the Treasury Management Strategy to be followed in carrying out its treasury management activities in the forthcoming financial year, 2026/27.
- 1.8 The Investment Strategy 2026/27 is compiled according to Central Government's Guidance on Local Government Investments ('the Guidance') and the 2017 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ('the CIPFA TM Code'). It sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 1.9 The Commercial Strategy 2026/27 is aligned with the Council's vision for Newcastle-under-Lyme to be a sustainable and business-oriented Council that maximises commercial opportunities in order to deliver long-term benefits for residents of the borough and support the Council's Medium-Term Financial Strategy.

2. Issues

Budget 2025/26 – Provisional Outturn Forecast

Revenue

- 2.1 The Council approved a General Fund Revenue Budget of £19.730m on 12 February 2025 for 2025/26. The actual and forecast position compared to this budget is continuously monitored by Budget Holders, the Corporate Leadership Team and Portfolio Holders in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget.
- 2.2 At the close of period 8 a positive variance of £0.011m has been achieved. The projected outturn on the General Fund Revenue Account for the year is £19.703m. This represents a positive variance of £0.027m for the year.
- 2.3 The positive variances that have occurred at the close of period 8 of 2025/26 include:
 - a. Income from major planning applications offsets income shortfalls in other areas by £0.436m, it is forecast that income for the remainder of the financial year will remain in line with budget resulting in a positive variance of £0.436m for the financial year.
 - b. Interest receivable on cash that the Council holds in terms of Town Deal funding totals £0.167m at the close of period 8 (it is forecast that this will grow to £0.188m for the financial year).
 - c. Interest payable on borrowing has not been incurred due to the cash that the Council holds in terms of Town Deal funding, resulting in a saving of £0.389m at the close of period 8. It is forecast that borrowing will commence during the final quarter, it is estimated that this saving may amount to £0.438m for the financial year.

- 2.4 These positive variances have been offset by the following adverse variances:
- a. Income shortfalls at the close of period 8 from car parking (£0.133m), trade waste (£0.076m) and bereavement services (£0.120m). It is forecast that these alongside income lost from the temporary large pool closure (£0.265m) at Jubilee 2 will total £0.649m for the financial year.
 - b. Contributions to reserves of up to £0.325m at the close of the financial year, dependent upon the outturn regarding interest payable and receivable.
- 2.5 Careful monitoring of the financial position will be required over coming weeks and months leading to prompt corrective action where necessary to ensure the Council remains in a position of being able to deliver a balanced budget position in the current financial year and beyond.

Capital

- 2.6 A mid-year review of the Capital Programme for 2025/26 has been undertaken in order to identify any projects that may need to be re-profiled from 2025/26 into future years. The revised Capital Programme for 2025/26 totalling £35.635m was approved by Cabinet on 2 December 2025.
- 2.7 The table below shows a high level (service) summary of the Capital Programme position at the close of period 8:

Priority	Budget at Period 8 £'000	Actual at Period 8 £'000	Variance at Period 8 £'000
One Council Delivering for Local People	392	391	(1)
A Successful and Sustainable Growing Borough	3,504	3,507	3
Healthy, Active and Safe Communities	3,719	3,730	11
Town Centres for All	3,193	3,191	(2)
Total	10,808	10,819	11

Medium Term Financial Strategy

- 2.8 The draft MTFS was approved as a basis for consultation by Cabinet on 2 December 2025 and has since been updated to reflect the impact of the Local Government Finance Settlement.
- 2.9 A number of savings and funding strategies have been identified as being both feasible and sustainable, via a vigorous Financial Efficiency Board process including challenge sessions for each of the Cabinet Portfolios involving Cabinet Members, the Corporate Leadership Team, Service Directors and the Finance Manager. The proposed savings and funding strategies identified to date for the period of the MTFS have enabled a balanced financial position to be proposed for 2026/27.

Detail	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Income	87	119	50	50	50
Staffing Related	781	-	-	-	-
Good Housekeeping	66	275	50	50	50
Tax Base	212	264	348	317	267
Council Tax Increase	179	182	186	190	193
Other Financing	274	-	-	-	-
TOTAL SAVINGS	1,599	840	635	607	560
UPDATED MTFS GAPS	1,599	883	692	550	925
REMAINING GAP/(SURPLUS)	-	43	58	(57)	365

2.10 The table below shows the amendments to items included in the saving strategy reported to Cabinet on 2 December 2025 reflecting the impact of the Local Government Finance Settlement on assumed increases to the tax base, the non-requirement to contribute from the Budget Support Fund towards the costs of Local Government Re-organisation (that can now be financed from the revenue fund) and the finalisation of pension contribution rates for the period 2026/27 to 2028/29:

Detail	£'000
Total Savings as at 2 December 2025	(1,752)
Pension contributions (to reflect finalised contributions)	(143)
Contribution to Local Government Re-organisation from Budget Support Fund	200
Amendments to Tax Base increases to reflect Fair Funding Review	96
Total Revised Savings	(1,599)

Draft Revenue Budget 2026/27

2.11 The MTFS has been updated to reflect the Local Government Finance Settlement received on 17 December 2025. It provides for a gap in 2026/27 of £1.599m and a gap over the 5 year period of the MTFS of £4.649m.

2.12 The table below shows the factors which give rise to the £1.599m gap for 2026/27:

	£'000
Additional Income	
Fees and Charges	(364)
Total Additional Income	(364)
Loss of Income	
Settlement Funding Assessment	126
Reduction in income from under achieved budgets	100
National Insurance – not fully reimbursed as previously assumed	233
Total Loss of Income	459
Additional Expenditure	
Employees (pay awards, increments, national insurance, pension)	649
Premises (business rates and utilities)	65
Transport (fuel)	21

Borrowing	90
Temporary Accommodation	194
Other (inc. software licences, Local Government Re-Organisation, restructuring)	485
Total Additional Expenditure	1,504
Net Increase in Base Budget	1,599

2.13 The table below shows the amendments to items included in the MTFS 'gap' reported to Cabinet on 2 December 2025 reflecting the impact of the Local Government Finance Settlement on them (further details are included at 2.30 to 2.33):

Detail	£'000
Total Pressures at 2 December 2025	1,752
Pension contributions on pay awards (to reflect finalised contributions)	(9)
Local Government Finance Settlement	(338)
Temporary Accommodation	194
Total Revised Pressures	1,599

2.14 The proposed savings identified for 2026/27 are summarised at 2.9, with further detail in Appendix 1.

2.15 As in previous years, the first draft of the savings plan set out at Appendix 1 was made available to the Finance, Assets and Performance Scrutiny Committee for scrutiny at its meeting on 4 December 2025. The Committee will also scrutinise this Cabinet report at its meeting on 15 January 2026.

Civic Growth Fund

2.16 The Civic Growth Fund (formally the Borough Growth Fund) was established in 2020 for the purpose of enabling investment in corporate priorities. The Civic Growth Fund is required to be used to invest in initiatives that are forecast to generate on-going revenue savings through reducing the costs of service delivery or through the generation of additional income.

2.17 Since the establishment of the Civic Growth Fund, investments have been made and committed to in the following areas:

Investment Area	£'000	Details
Council Modernisation	882	Embedding digitalisation across services and developing the skills of staff.
One Council Programme	100	Contribution to drive the digital programme which will transform public access to council services and drive efficiency savings.
Environmental Sustainability	140	Tree planting/carbon reduction
Walley's Quarry	175	Addressing community concerns regarding the quarry's unpleasant odour omissions.
Town Centre Support	188	Used to support the Town Deal bids for Newcastle and Kidsgrove and the rejuvenation of the Markets.

Car Parking Machines	30	Purchase of car parking machines with cashless payment options.
Commercial Property Review	20	Review to develop income generation ideas as part of the Commercial Strategy.

2.18 The savings and funding strategies identified in the table in paragraph 2.9 and in Appendix 1 will enable continued investment of £0.250m in the Council's priorities as per the Council Plan 2022-2026 via the Civic Growth Fund. The Civic Growth Fund will continue to be used to provide investment in initiatives, including Digital Delivery, that are forecast to generate on-going revenue savings through reducing the costs of service delivery or through the generation of additional income. The Council's Section 151 Officer will determine whether any proposed use of the fund complies with this guidance on a case by case basis.

2.19 The 2026/27 Civic Growth Fund investment will be used in the following areas:

Investment Area	£'000
Environmental Sustainability	100
Digital Delivery	100
Place Development	50
Total	250

2.20 In order to boost environmental sustainability within the Borough, £0.100m per annum over the life of the MTFS continues to be ring-fenced from the Civic Growth Fund to enable such projects to be fully funded.

2.21 £0.100m of the 2026/27 Civic Growth Fund will continue to be allocated to the digital programme which will transform public access to Council services and drive efficiency savings.

2.22 The remaining £0.050m will be used within place development on initiatives and events for boosting footfall within the town centre.

Council Tax and Collection Fund

2.23 The savings and funding strategy assumes a 1.99% per Band D equivalent property Council Tax increase, producing £0.179m of additional income. This increase in Council Tax would equate to the following monetary increases for residents:

Property Band	Annual Increase £ p	Weekly Increase £ p
A	2.95	0.06
B	3.46	0.07
C	3.94	0.08
D	4.44	0.09
E	5.42	0.10
F	6.42	0.12
G	7.39	0.14
H	8.88	0.17

- 2.24 Taking into account changes to the Council Tax base (i.e. new properties, empty homes premium, second home premium, single persons discount review), the Council Tax base has increased by 451 band D equivalent properties from 39,807 in 2025/26 to 40,258 in 2026/27.
- 2.25 The Council is required to declare its estimated surplus or deficit on the Collection Fund (for both Business Rates and Council Tax) to preceptors ahead of the financial year end for 2025/26. This surplus or deficit is then shared between the relevant preceptors in 2026/27 (a surplus if paid out to preceptors, including the Council, and a deficit is repaid to the collection fund from preceptors, including the Council).
- 2.26 The Council Tax Collection Fund is estimated to be in a deficit position as the close of 2025/26. This deficit is estimated to amount to £0.625m, of which the Council's share is £0.068m.
- 2.27 The Business Rates Collection Fund is estimated to be in a deficit position at the close of 2025/26. The deficit is estimated to amount to £2.982m, of which the Council's share is £1.193m.
- 2.28 The deficit primarily relates to successful appeals in the period January to March 2025 which resulted in an actual outturn position of a surplus of £1.823m for 2024/25 compared to the forecast declared surplus position as at December 2024 of £4.114m.
- 2.29 The Council's share of the deficit for both Business Rates and Council Tax will be provided for via Business Rates Reserve which was established to ensure the Council's resilience against Business Rates volatility.

Local Government Finance Settlement

- 2.30 The Local Government Finance Settlement for 2026/27 to 2028/29 was received on 17 December 2025. The amount receivable is £0.126m less than received in 2025/26 and provides a reduction of £1.051m over the 3 year period of the settlement, when compared to funding received in 2025/26.
- 2.31 The Council set aside £0.500m ahead of the potential impact of the Fair Funding Review 2.0, this amount is not required to be used in 2026/27, but will be used to smooth the impact of the settlement reductions in 2027/28 and 2028/29.
- 2.32 A recovery grant was introduced for 2025/26 with the aim of targeting money towards areas with greater need and demand for services, using deprivation as a proxy. This resulted in a grant of £0.398m which was assumed to be a one off grant, it has been confirmed that this grant will continue at £0.398m for at least the 3 year period of the settlement. It is anticipated that the Council will use this grant to smooth the impact of the settlement reductions in 2027/28 and 2028/29.
- 2.33 Grants in relation to Homelessness Prevention, Rough Sleepers and Domestic Abuse have been merged into a single ringfenced grant. Indications are that this will amount to £0.707m in 2026/27, compared to £0.640m in 2025/26.

Budget Consultation

- 2.34 Public consultation has been undertaken on the budget, the consultation ran between 25 November 2025 and 1 January 2026. The results of which will be reported to Cabinet on 3 February 2026.

Capital Programme 2026/27 to 2028/29 and Capital Strategy 2026/36

- 2.35 The Capital Programme for 2026/27 to 2028/29 (Appendix 4) is based on new schemes which are vital to ensure continued service delivery and in assisting the Council to achieve its corporate and service objectives as set out in the Council Plan 2022-26. These schemes total £109.946m including major investment into the Borough via external funding in terms of the Town Deals Fund for both Newcastle and Kidsgrove.
- 2.36 The Capital Programme will require to be financed by borrowing, primarily for cash flow purposes, whilst assets are procured and constructed, after which time significant capital receipts are expected. The associated borrowing costs have been factored into the MTFS. The Capital Financing Requirement is set to increase to £31.278m by 2028/29 based on the 3 year Capital Programme for 2026/27 to 2028/29, the Capital Financing Requirement at 31 March 2025 (£19.893m) and the Capital Financing Requirement for capital expenditure during the current financial year and the financial years 2026/27 to 2028/29 (£11.385m).
- 2.37 The Capital Programme for 2026/27 to 2028/29 includes an estimate for the development of York Place, this assumes spend of £18.136m over the period 2025/26 to 2027/28 and a subsequent capital receipt of the same value plus capitalised interest during 2028/29.
- 2.38 The Capital Programme for this period also includes an estimate for the redevelopment of the Midway Carpark and assumes spend of £36.350m over the period 2025/26 to 2028/29 and a subsequent capital receipt of the same value plus capitalised interest during 2029/30.
- 2.39 In addition, the Capital Programme also includes an estimate for the redevelopment of the Ryecroft site of £33.712m over the period 2025/26 to 2029/30 together with a subsequent capital receipt of the same value plus capitalised interest in 2030/31.
- 2.40 The Capital Strategy for 2026/36 (Appendix 5) meets the requirements of statutory guidance issued by the Government in January 2018. The Council's capital investment is carried out within the statutory framework laid down by the Local Government Act 2003 and regulations under that Act. Accordingly, only expenditure which fits the definition of capital expenditure contained in the Act or Regulations pursuant to it will be capitalised.
- 2.41 The Capital Programme is produced in line with the Capital Strategy for 2026/36. In addition to the Council's corporate and service objectives, as set out in the Council Plan 2022-26, the Capital Programme is also influenced by a number of external parties and factors.
- 2.42 Delivering the capital programme for 2026/27 will require prudential borrowing to be undertaken. The impact of borrowing is included in the MTFS pressures for 2026/27 and future years.

- 2.43 Advice will be sought from the Council's Treasury Management advisors, Arlingclose, as to the most beneficial timing of prudential borrowing. Their current advice to reduce interest rate risk is to borrow on a short term basis (up to 4 years) from other local authorities where possible alongside longer term Public Works Loan Board borrowing where suitable.

Treasury Management Strategy 2026/27, Investment Strategy 2026/27 and Commercial Strategy 2026/27

- 2.44 The Treasury Management Strategy for 2026/27 is attached at Appendix 6. The Minimum Revenue Provision Policy for 2026/27 is contained in Annex C to the strategy.
- 2.45 The Treasury Management Strategy for 2026/27 allows for borrowing and for the capitalisation of interest costs in relation to development schemes. Although not utilised in recent years, the Council has previously considered the option of long-term borrowing from the Public Works Loans Board (PWLB). After the utilisation of capital receipts and internal borrowing, the Council will also look to borrow short term from other local authorities and will also review any other sources of funding if required.
- 2.46 The Investment Strategy for 2026/27 is attached at Appendix 7. This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and is based on guidance provided by Arlingclose, the Council's treasury management advisors. Quantitative investment indicators are included within the Strategy to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.
- 2.47 The Commercial Strategy for 2026/27 is attached at Appendix 8. This strategy is aligned with the Council's vision for Newcastle-under-Lyme to be a sustainable and business-oriented Council that maximises commercial opportunities in order to deliver long-term benefits for residents of the borough and support the Council's medium-term financial strategy.

Balances and Reserves

- 2.48 A review of the Council's Balances and Reserves together with a financial resilience risk assessment informing the levels of these has been undertaken by the Council's Section 151 Officer. Details of the risk factors considered and the weightings applied to each are set out at Appendix 3.
- 2.49 It is recommended that a minimum level of unallocated reserves and contingencies (i.e. the Council's Balance and Reserve Strategy for 2026/27) of £2.225m be held in 2026/27 to reflect the levels of revenue risk shown in the draft budget for 2026/27.
- 2.50 The increase in the minimum level will be financed from the Recovery Grant to be received in 2026/27, the balance of which will be paid into the Budget and Borrowing Support Fund to increase the Council's financial resilience, ahead of its use in 2027/28 and 2028/29 to smooth the impact of the Fair Funding Review 2.0.

Timetable

Event	Committee	Date
Scrutiny of draft budget proposals	FAPSC	15 January 2026
Final budget proposals recommended for approval by Full Council	Cabinet	3 February 2026
Full Council to approve budget	Full Council	11 February 2026

3. **Recommendations**

- 3.1 That the progress on the completion of the Revenue (Appendix 1) and Capital Budgets (Appendix 4) be noted.
- 3.2 That the updated Medium Term Financial Strategy 2026/27 to 2030/31 (Appendix 2) be noted.
- 3.3 That the strategy for ensuring a balanced revenue outturn position for 2025/26 be noted.
- 3.4 That the calculation of the Council Tax base and the Council Tax increase to be proposed for 2026/27 of 1.99% per Band D equivalent property be noted.
- 3.5 That the risk assessment at Appendix 3 and Section 151 Officer's recommendation on the level of reserves and contingencies provisionally required to be maintained in 2026/27 be noted.
- 3.6 That the draft Capital Strategy (Appendix 5) for 2026/36 be noted.
- 3.7 That the draft Treasury Management Strategy (Appendix 6) for 2026/27 be noted.
- 3.8 That the draft Investment Strategy (Appendix 7) for 2026/27 be noted.
- 3.9 That the draft Commercial Strategy (Appendix 8) for 2026/27 be noted.
- 3.10 That the updated Asset Management Strategy (Appendix 9) for 2023/28 be noted.
- 3.11 That the draft Budget and Council Tax proposals be referred to Finance, Assets and Performance Scrutiny Committee for comment before the final proposals are considered at Cabinet on 3 February 2026.

4. **Reasons**

- 4.1 The Council has a statutory duty to set a balanced budget before 11 March in the financial year preceding the one in respect of which the budget is set, per Section 30(6) of the Local Government Finance Act 1992. Best practice is for financial planning to take place over a 5 year period in the form of a MTFS that sets out how the Council plans to allocate resources to meet its objectives.

5. **Options Considered**

- 5.1 None.

6. **Legal and Statutory Implications**

- 6.1 The Council is required to set its Council Tax for 2026/27 by 11 March 2026 per Section 30(6) of the Local Government Finance Act 1992. It is planned to approve the final budget and Council Tax rates on 11 February 2026.

7. Equality Impact Assessment

- 7.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably due to protected characteristics. It is important to consider the potential impact on such groups and individuals when designing or delivering services and budgets. Budget proposals requiring changes or new services and policies will be subject to Equality Impact Assessments including consultation with affected people and organisations.

8. Financial and Resource Implications

- 8.1 These are addressed in the body of the report.

9. Major Risks & Mitigation

- 9.1 Section 25 of the Local Government Acts 2003 places a duty on the Section 151 Officer to report on the robustness of the budget. The main risks to the budget include spending in excess of budget; income falling short of the budget (including capital receipts from disposal of assets); and unforeseen elements such as changes to Government funding. In the context of uncertainty regarding Government funding reforms there are significant budget risks that will need to be managed. It will be essential the Council has sufficient reserves to call on if required.
- 9.2 Such risks require regular and robust monitoring and it is essential that the Council has sufficient useable reserves to call on if required. The review and risk assessment indicates that overall unallocated reserves and contingencies are required to be held at a minimum level of £2.225m to reflect the levels of revenue risk shown in the draft budget for 2026/27. In addition a contingency of £1m is required to provide flexibility to manage risks relating to delivery of the capital programme.
- 9.3 The assessment of the Section 151 Officer is that the draft proposals included in this report are robust and will ensure an adequate level of reserves. However, it should be noted that a number of assumptions and proposals are provisional or draft, and as such this opinion will be confirmed in the Revenue and Capital Budgets and Council Tax 2026/27 reports to Cabinet on 3 February 2026 and to Council on 11 February 2026.
- 9.4 Treasury management is a major area of risk for the Council in that large amounts of money are dealt with on a daily basis and there are a number of limits and indicators, which must be complied with.
- 9.5 The overriding consideration in determining where to place the Council's surplus funds is to safeguard the Council's capital. Within this constraint the aim is to maximise the return on capital. Operational procedures, coupled with monitoring arrangements, are in place to minimise the risk of departures from the approved strategy.

10. UN Sustainable Development Goals (UNSDG)

10.1 In shaping detailed budget proposals consideration will be given to the need for investment in order to deliver the Council's Sustainable Environment Action Plan.



11. One Council

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☒

We will make investment to diversify our income and think entrepreneurially.

One Digital Council ☒

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.

One Sustainable Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle.

12. Key Decision Information

12.1 Final approval of the budget setting process will be a key decision.

13. Earlier Cabinet/Committee Resolutions

13.1 Medium Term Financial Strategy 2026/27 to 2030/31 (Cabinet 2 September 2025).

13.2 Revenue and Capital Budgets 2026/27 – First Draft Savings Plans (Cabinet 2 December 2025).

14. List of Appendices

14.1 Appendix 1 – 2026/27 MTFS Funding Strategy

14.2 Appendix 2 – 2026/27 to 2029/30 MTFS 'Gaps'

14.3 Appendix 3 – Risk Assessment on Required Balances/Contingency Reserve

14.4 Appendix 4 – 2026/27 to 2028/29 Capital Programme and 2025/26 Mid-Year Estimate

14.5 Appendix 5 – Capital Strategy 2026 to 2036

- 14.6 Appendix 6 – Treasury Management Strategy 2026/27
- 14.7 Appendix 7 – Investment Strategy 2026/27
- 14.8 Appendix 8 – Commercial Strategy 2026/27
- 14.9 Appendix 9 – Asset Management Strategy 2023/2028

15. Background Papers

CIPFA Treasury Management Code of Practice (revised December 2017)
Council's Treasury Management Policy Statement
Local Government Act
Local Authorities (Capital Finance and Accounting) (England) Regulations

Appendix 1 – 2026/27 MTFS Funding Strategy

Ref	Service Area	Description	£000's	Detail
Income				
I1	Regulatory Services	Navigation House Rent	8	Rent contribution from contractor
I2	Commercial Delivery	Pet Cremations	10	Initial net income from the introduction of pet cremations
I3	Commercial Delivery	Museum Rent	10	Rental income from the Museum café
I4	Commercial Delivery	Electrical Works	12	Recharging of time spent by Electrician at non Council managed buildings
I5	Planning	Fees	15	Introduction of new fees and cost recovery for pre-planning application advice
I6	Neighbourhood Delivery	Digital Screen Advertising	8	Net income from advertising on Town Centre digital screen
I7	Sustainable Environment	Food Waste Transfer Station	19	Operating charge to users of the Waste Transfer Station
I8	Legal and Governance	Legal Costs	5	Recharging of legal costs relating to deeds of variation and Section 106 agreements
			87	
Staffing Related Efficiencies				
S1	Finance	Pension Contributions	744	Reduction in primary and secondary contributions to reflect improved funding levels
S2	Neighbourhood Delivery	Markets	37	Restructure of Markets and Events team following changes to the Markets operating model
			781	
Good Housekeeping/More Efficient Processes				
G1	Corporate	Printing and Postage	14	Reduction in printing and postage across the Council
G2	Legal and Governance	Contract Register Review	32	Savings from review of contracts including janitorial supplies, software, cash collections and licences
G3	Sustainable Environment	Sustainable Bedding Plants	20	Saving in bedding contract costs following the introduction of sustainable bedding plants
			66	
Alternative Sources of Finance/Other				
A1	Corporate	Tax base – Council Tax	100	Increase in tax base based on market housing supply requirement and current year tax base forecasts
A2	Corporate	Tax base – Business Rates	112	Assumed increase in tax base of 3%
A3	Corporate	Council Tax increase	179	Assumed increase of 1.99% per Band D property
A5	Sustainable Environment	Extended Producer Responsibility	274	Additional funding to be received during 2026/27, this enables a continued contribution of £200k to the Waste Reserve
			665	
Grand Total			1,599	

Appendix 2 – 2026/27 to 2030/31 MTFS ‘Gaps’



Detail	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Description
Employees:						
Increments	68	45	17	4	-	Employees due an increment
Pay awards	396	465	479	494	509	3% pay award assumed for all years (2026/27 includes 2025/26 difference)
Members pay awards	8	9	9	9	10	3% pay award assumed for all years
Superannuation increases	99	97	94	95	97	19% of salary increases
Superannuation lump sum increases	-	33	35	37	39	Net increase of lump sum pension payment
National Insurance	78	77	74	75	76	15% of salary increases
Premises:						
Business Rates	28	23	24	25	25	Inflationary increase in business rates payable (per CPI)
Utilities	37	30	31	32	33	Inflationary increase in gas and electric (per CPI)
Transport:						
Fuel	21	17	17	18	18	Inflationary increase in fuel/HVO (per CPI)
Financing:						
Borrowing costs	90	175	38	(4)	363	Borrowing costs regarding the financing of capital expenditure
New Pressures:						
ICT software	10	10	10	10	10	ICT costs re. systems maintenance and software licences
Restructuring	25	-	-	-	-	Potential additional resource requirements
Inflationary Pressures (contracts)	50	50	50	50	50	Inflationary uplifts allowance
Local Government Re-organisation	400	(200)	(200)	-	-	One off costs re. re-organisation (£400k in 2026/27 includes one off contribution from reserves in 2026/27, spend reduced to £200k in 2027/28 and nil in 2028/29)
Temporary Accommodation	194	-	-	-	-	Contribution towards costs of temporary accommodation
Recycling	-	195	250	-	-	Potential loss of recycling credits and income if contractor disposal undertaken by the County Council
Income:						
Fees and charges	(364)	(299)	(308)	(317)	(326)	Inflationary increase in fees and charges assumed for all years (per CPI)
Settlement Funding Assessment baseline funding level	126	454	472	(78)	(79)	The Council currently receives £9.36m from Business Rates Retention and grants that are to be rolled into a new Settlement Funding Assessment for 2026/27 onwards. Revised forecasts estimate that this will amount to £9.23m in 2026/27 with decreases of £0.45m in 2027/28 and £0.47m in 2028/29.
Recovery Grant/Allowance for funding impact	-	(398)	(500)	-	-	The Recovery Grant will continue over the 3 year period of the Settlement Funding Assessment. This will be used to offset the reduction in the settlement in 2027/28. £0.5m has already been included in the base budget for 2025/26 to allow for a reduction in the settlement, this will be applied in 2028/29.
National Insurance reimbursement	233	-	-	-	-	Shortfall in grant re. National Insurance rises
Income pressures	100	100	100	100	100	General income shortfalls
TOTAL GAPS	1,599	833	692	550	925	

Appendix 3 – Risk Assessment on Required Balances/Contingency Reserve (£2,225m)

Item	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Balance Needed £
1	Increase in fees and charges does not result in higher income levels	Shortfall in income leading to overspends	3 x 4	High	Included in calculation of minimum balances	3 x 3	High	Regular monitoring of income levels	275,000
2	Reduced Income due to non-availability of service (e.g. COVID-19 related or similar)	Shortfall in income leading to overspends	3 x 3	High	Included in calculation of minimum balances	3 x 3	High	Regular monitoring of income levels	285,000
3	Bad debts reduce the Council's income	Shortfall in income leading to overspends and need to top up provision	3 x 4	High	A contribution to the bad debts provision is budgeted for	3 x 3	High	Increase monitoring of collection rates	205,000
4	Employee budgets – the budget is discounted on the assumption there will be vacancies	Vacancies do not occur leading to additional costs	3 x 3	High	The budget assumes a vacancy factor of 3.5%, this is realistic compared with previous years	2 x 3	Moderate	Regular monitoring of vacancy levels	50,000
5	Employee budgets - the 2024/25 employee pay settlement results in an increase higher than included in the budget	Additional unbudgeted costs	2 x 3	Moderate	Balances sufficient to deal with any additional costs, plus reduced job security in economy	2 x 3	Moderate	None	100,000
6	Problems with staff recruitment/retention resulting in the payment of market supplements at extra cost	Additional unbudgeted costs	3 x 3	High	Subject to ongoing review	3 x 3	High	None	75,000
7	Problems with staff sickness/suspensions resulting in the needs to use agency/interim staff	Additional unbudgeted costs	3 x 3	High	Absence management procedures in place	3 x 3	High	Monitoring of sickness levels	150,000
	Council becomes liable to pay compensation or legal fees or another	Additional unbudgeted costs	3 x 3	High	Included in calculation of minimum balances	3 x 2	Moderate	None	125,000



Item	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Balance Needed £
	unforeseen commitment arises								
9	Inflation relating to supplies and services exceeds the allowance in the budget	Additional unbudgeted costs	3 x 3	High	Included in calculation of minimum balances. Regular review of inflation levels	3 x 3	High	None	100,000
10	Existing commitment(s) missed out of budget	Additional unbudgeted costs	3 x 3	High	Budgets subject to checking at several levels. Preparation of standstill budget for comparison	3 x 3	High	None	75,000
11	Additional interest costs incurred resulting from loss of income and additional expenditure	Additional unbudgeted borrowing costs	3 x 3	High	Capital Budgets and receipt expectations have been realistically set. Allowance provided for in calculation of minimum balances	3 x 3	High	None	220,000
12	Fuel costs increase by more than allowed for in budget	Additional unbudgeted costs	3 x 3	High	Realistic increases included in base budget	3 x 3	High	None	20,000
13	Energy costs increase by more than allowed for in budget	Additional unbudgeted costs	3 x 3	High	Realistic increases included in base budget	3 x 3	High	None	40,000
14	Unforeseen major repairs needed to Council properties	Additional unbudgeted costs	2 x 3	Moderate	Planned maintenance programme in place and stock condition survey.	2 x 3	Moderate	None	50,000
15	Insurances – unexpected increases in premiums	Additional unbudgeted costs	3 x 3	High	Included in calculation of minimum balances	2 x 3	Moderate	None	15,000
16	Insurances - high level of excesses to be met by Council or uninsured losses	Additional unbudgeted costs	3 x 3	High	Included in calculation of minimum balances. Insurance Provision established	2 x 3	Moderate	Monitor level of Insurance Provision	40,000



Item	Risk	Potential Consequences	Risk Score I * L	Risk Rating	Specify Existing Control Measures	Final Score I * L	Final Risk Rating	Further Action Required	Balance Needed £
17	Government further increase NI rates during 2026/27	Additional unbudgeted costs	2 x 3	Moderate	Included in calculation of minimum balances. Increased rate built into budget	2 x 3	Moderate	None	65,000
18	Savings built into Budget are not realised	Additional unbudgeted costs	3 x 3	High	Regular Budget Monitoring	3 x 2	Moderate	None	80,000
19	New Legislation imposes extra costs but provides insufficient resources	Additional unbudgeted costs	3 x 3	High	Contingency Reserve available. Included in calculation of minimum balances	3 x 2	Moderate	None	25,000
20	Partnerships - expenses falling on Council as accountable body	Additional unbudgeted costs	2 x 3	Moderate	Monitor partnership activities and ensure carried out according to agreements	2 x 1	Low	None	5,000
21	Civil Emergency	Additional unbudgeted costs	5 x 2	High	Bellwin Scheme will meet 100% of eligible expenditure within 1 month of an emergency	4 x 2	Moderate	None	60,000
22	Municipal Mutual Insurance (MMI) Clawback	Additional unbudgeted costs	3 x 3	High	MMI Provision	2 x 1	Low	Consider increasing amount of provision if necessary	15,000
23	Data Protection breach resulting in fine	Additional unbudgeted costs	3 x 3	High	Data Protection Policy Reminders to staff. All staff complete mandatory e-learning module	3 x 3	High	None	75,000
24	Members act against officer advice resulting in cost to the Council	Additional unbudgeted costs	3 x 3	High	Agenda pre-meetings. Liaison with members. Monitoring Officer	3 x 3	High	None	75,000

Appendix 4 2026/27 to 2028/29 Capital Programme and 2025/26 Mid-Year Estimate



CAPITAL PROGRAMME	2025/26 MID YEAR	2026/27	2027/28	2028/29	TOTAL 2026/27 to 2028/29
	£	£	£	£	£
PRIORITY – One Council Delivering for Local People					
Service Area – Council Modernisation	922,120	705,000	80,000	351,000	1,136,000
Total	922,120	705,000	80,000	351,000	1,136,000
PRIORITY – A Successful and Sustainable Growing Borough					
Service Area – Housing Improvements	3,474,641	3,421,363	2,095,000	2,095,000	7,611,363
Service Area – Managing Property & Assets	14,183,389	18,997,888	42,758,904	16,028,979	77,785,771
Total	17,658,030	22,419,251	44,853,904	18,123,979	85,397,134
PRIORITY – Healthy, Active and Safe Communities					
Service Area – Streetscene	536,760	542,419	130,000	130,000	802,419
Service Area – Bereavement Services	164,200	141,950	5,000	5,000	151,950
Service Area – Recycling and Fleet	3,717,650	3,049,661	6,279,419	2,323,428	11,652,508
Service Area – Leisure and Cultural	475,763	1,604,998	1,373,936	-	2,978,934
Service Area – Engineering	310,600	200,000	-	-	200,000
Total	5,204,973	5,539,028	7,788,355	2,458,428	15,785,811
PRIORITY – Town Centres for All					
Public Realm	10,000	-	-	-	-
Town Deals – Newcastle	8,040,484	3,432,755	-	-	3,432,755
Town Deals – Kidsgrove	3,318,343	1,955,030	1,239,313	-	3,194,343
Total	11,368,827	5,387,785	1,239,313	-	6,627,098
CONTINGENCY (assumes unspent contingency is carried forward from 2026/27)	480,954	1,000,000	-	-	1,000,000
TOTAL	35,634,904	35,051,064	53,961,572	20,933,407	109,946,043
FUNDING					
Capital Receipts	1,530,000	5,050,000	4,350,000	4,350,000	13,750,000
Regeneration Receipts	-	-	-	12,655,881	12,655,881
External Contributions	26,590,251	16,907,528	4,196,155	2,000,000	23,103,683
Borrowing	7,514,653	1,633,832	3,216,988	(979,519)	3,871,301
Regeneration Borrowing	-	11,459,704	42,198,429	2,907,045	56,565,178
TOTAL	35,634,904	35,051,064	53,961,572	20,933,407	109,946,043

Capital Strategy

2026 to 2036



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Introduction

The purpose of the Capital Strategy is to set out how the Council proposes to deploy its capital resources to assist it to achieve its corporate and service objectives. It considers other relevant Council strategies, policies and plans and the views of partners and interested parties with whom the Council is involved. It also takes account of the resources which are likely to be available to the Council to fund capital investment and the effect of that investment on the Council's revenue budget. It will serve as a useful point of reference when determining or reviewing the Council's Capital Programme.

Capital expenditure is where the Council spends money on assets, such as property or vehicles that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.

A mid-year review of the Capital Programme for 2025/26 has been undertaken to identify any projects that may need to be re-profiled from 2025/26 into future years. This was approved by Cabinet on 2 December 2025.

The revised 2025/26 Capital Programme totals £35.635m and is summarised below, showing the constituent categories by the priorities identified in the Council Plan:

Council Priorities	Planned Expenditure £m
One Council Delivering for Local People	0.922
A Successful and Sustainable Growing Borough	17.658
Healthy, Active and Safe Communities	5.205
Capital Contingency	0.481
Town Centres for all	11.369
Total	35.635

Full Council will consider a capital programme to continue investment beyond 2025/26 on 11 February 2026.

The Strategy has been prepared against a background of continuing reductions in funding provided to local authorities by central government and its agencies, arising from the need to restrain public expenditure owing to the ongoing economic conditions and to rebalance public finances. The Council has also produced a Commercial Strategy with the aim to generate income through commercial activities which can then be reinvested in local priorities.

Key Objectives and Priorities

The Council's Priorities contained in the Council Plan are:

One Council Delivering for Local People
A Successful and Sustainable Growing Borough
Healthy, Active and Safe Communities
Town Centres for All

Capital investment projects will be included in the Council's Capital Programme on the basis that they address issues arising from one or more of these Priority Areas. An indication is shown against each project in the Programme of the area or areas it addresses.

New proposals for capital investment will be assessed against the corporate priorities to ensure that they will contribute towards achieving the aims expressed. This assessment will be carried out as part of the appraisal process for new projects.

The Council will also endeavour, through its programme of capital investment, to maintain its assets to a standard such that they remain fit for purpose, enabling continuity of service delivery. In particular, it will carry out regular surveys of its stock of buildings and structures to ascertain their state of repair and any remedial works which may be necessary. Repair or improvement works arising from such surveys will be carried out subject to the availability of resources and consideration of the role the building plays in service delivery and the need to continue the relevant service in order to contribute to meeting corporate priorities. If a building is no longer required for service delivery, it will either be considered for alternative use by the Council or its partners or disposed of and the proceeds made available for future capital investment in priority areas. All property assets are held to either (i) provide Council services, (ii) provide an investment return or (iii) to further regeneration projects.

The Capital Assets and Commercial Investment Review Group is in place and chaired by the Cabinet Portfolio Holder for Finance, Town Centres and Growth. This Group keeps the Council's capital investment strategy under continuous review, including the prioritisation of projects for inclusion in future capital investment programmes over the medium term. Regular reviews of the property portfolio will be carried out by the group to identify properties or land which could potentially be disposed of, following a consultation process in the case of significant proposals, and a capital receipt obtained from the sale.

Where suitable "Invest to Save" projects can be identified the Council will actively pursue such projects as it recognises the benefits, in the form of reduced costs falling on the General Fund Revenue Account, that can result from such investment.

The Council will seek, where practicable and economically justifiable, to develop its investment projects having regard to principles of sustainability, for example in relation to materials used and environmentally friendly modes of operation once in use, following construction or purchase.

Factors Influencing the Capital Programme

Projects for inclusion in the capital programme arise from a variety of sources, some of them internally generated and some arising from external factors. The more significant of these can be summarised diagrammatically as follows:

Internal	External
Corporate Priorities, as set out in the Council Plan	Government sponsored programmes, e.g. Disabled Facilities Grants
Investment identified in Strategies, Policies and Plans	Unforeseen Emergency Works
Work needed to maintain Property Assets	Works required to comply with legislation, e.g. re disabled access, health and safety
Vehicles, Plant and Equipment replacement needs	Projects resulting from Partnership Activity
ICT Investment and Replacement	Availability of External Funding
Invest to Save Projects	Public expectation that works should be carried out

These are discussed in greater detail in sections below:

Links with Other Strategies, Policies and Plans

As well as the Council's Plan and the Capital Programme the Capital Strategy has clear links to many other strategies, policies and plans, the most significant of which are shown in the following table:

Key Strategies	
Asset Management Strategy	Service and Financial Plans
Economic Development Strategy	Procurement Strategy
Investment Strategy	Housing Strategy
Medium Term Financial Strategy	Customer Service and Access Strategy
Flexible Use of Capital Receipts Strategy	Treasury Management Strategy

An important link is to the Asset Management Strategy in that many capital investment projects are related to the Council's fixed assets, such as its stock of buildings. Needs and priorities identified in the Asset Management Strategy will require consideration for inclusion in the Council's Capital Programme and have wider financial consequences. Equally important is the opportunity to generate

capital receipts from the disposal of land/property where there is no current or likely future operational need.

The Investment Strategy sets out the Council's policies and practices in relation to commercial investments, for example investments in property and will include information about any such proposals, including funding the expenditure and the effect upon the revenue budget. Expenditure relating to commercial investments will be capital and will be included in the capital programme.

The Medium Term Financial Strategy will take account of the revenue effect of capital investment.

Appraisal, procurement and management of capital projects needs to be carried out with regard to the objectives, methodologies the principles and practices set out in the Procurement Strategy.

The various service based strategies will inform the Council's capital investment process through their identification of areas for action and of priorities within individual service areas.

The Treasury Management Strategy needs to reflect planned capital spend, particularly with regard to setting limits for tying up money over the longer term and the limits relating to the amount of permitted borrowing.

In addition, the Capital Strategy will be influenced by the results of any Service Reviews which have been carried out by the Council, either as part of the budget preparation process or as one-off exercises. Where these reviews identify areas of service which are to be discontinued, this may give rise to assets which will be available for disposal and possibly generate a capital receipt which will be available for funding further capital investment. Alternatively, reviews may identify areas for investment, including potential "invest to save" projects, some of which may be capital investment.

External Influences, Partners and Consultation with Other Interested Parties

The Council's capital investment plans are influenced by several external parties and factors: central government and its agencies, legislation requiring capital works, partner organisations, businesses, developers and by the needs and views of other interested parties, particularly those of Borough residents.

Government sponsored initiatives and programmes will influence the projects which the Council will include in its capital investment plans. In particular, its Housing Investment Programme in which the Council participates with regard to Disabled Facilities Grants, this is a major area of investment where funding is provided by Government to meet a proportion of the costs of some of these activities. This funding currently consists mainly of grant payments to partially meet the cost of disabled facilities grants payable to eligible applicants.

Where required by legislation to carry out works of a capital nature, such as to comply with the Disability Act or Health and Safety requirements, or anti-pollution regulations, the Council will consider the most effective way to discharge its obligations and appropriate provision will be made in its Capital Programme once it has determined that it shall carry out the necessary work and that this should be capitalised.

The Council works with a wide range of partners from the public, private, voluntary and community sectors, all of which have an influence over its spending priorities. Relationships with partners, including those concerning capital matters, will be governed by the Council's Partnerships Code of Practice. Wherever possible the Council will seek to work in partnership with others to deliver its capital investment programme in order to provide facilities which meet its own and partners' needs. When working with the private sector, the objective will be to maximise the benefits to the Council

and the community from any projects, both in terms of outputs and in relation to obtaining funding for the project.

The Council has established a Town Centre Partnership, together with relevant parties such as representatives of retailers and businesses in the town centres of Newcastle and Kidsgrove. The partnership may identify proposals for town centre improvements which could place demands upon future capital programmes where such works align with the Council's economic development objectives. It may also present an opportunity for costs to be shared between the parties likely to benefit from their implementation.

The availability of external funding (particularly in relation to the successful Town Deals and Future High Street Fund bids) will also influence the projects which the Council will include in its capital investment plans. This is referred to in the following section of the Strategy.

Regard will be given to the Council's obligations under disabled access requirements in putting forward proposals for capital investment and in the design of any facilities which are proposed.

Wherever possible the principles of financial and environmental sustainability will be incorporated into any capital projects.

Resources Available to Finance Capital Investment

The following table shows the main sources of funding which are available to the Council to finance its capital investment. Individual projects may be financed solely by one of these or by a combination of several of them.

Internal	External
Capital Receipts in Hand	Government Grants
Reserves	Borrowing
New Capital Receipts from Asset Sales	Contributions from Partners
Revenue Contributions	Other Contributions

More details of these funding sources are given in the following paragraphs:

Capital receipts have been the major source of funding for the Capital Programme in recent years. Capital receipts, alongside borrowing and external contributions, are committed to finance the currently approved Capital Programme. Additional capital projects may be financed from capital receipts obtained by asset sales or other new capital streams.

A previously significant source of capital receipts has been the Council's continuing right to a share of receipts arising from tenants of Aspire Housing under the Right to Buy legislation. However, Right to Buy sales have diminished from historically high levels, both because of the present depressed property market and there being fewer potential purchasers as time goes by. Future sales income is projected to be in the range of £0.5m per annum.

Capital receipts from sales of land and property (including covenant release payments) have been relatively modest in recent times.

The Asset Management Strategy sets out expected sales over the next ten years. The Capital, Assets and Commercial Investment Review Group meets on a bi-monthly basis and is responsible for the formulation of strategies in respect of income generation relating to asset disposals.

The use of capital receipts and reserves to finance new capital projects influences investment income receipts and hence the General Fund Revenue Account. At an investment interest rate of around 4%, every £100,000 of such capital receipts or reserve balances used will cost £4,000 to the revenue account on an ongoing basis. The use of capital receipts and reserves to finance the Capital Programme is taken account of in the Medium Term Financial Strategy. Any receipts generated from the sale of assets will be invested until they are required to finance capital expenditure.

Wherever Government grants are available to meet all or part of the cost of capital projects the Council will ensure that these are applied for and used to maximise the amount of investment which can be made and the benefit which will result from that investment.

Funding will be sought towards the cost of capital projects from external parties wherever possible and appropriate. The prime examples of these being the Town Deals, Future High Streets Fund and Disabled Facilities Grants. These may include property developers, central government and government agencies, funding bodies such as the National Lottery, the Football Foundation, the Lawn Tennis Association and partner organisations that may join with the Council to bring forward projects of mutual benefit.

The capital investment programme set out in Annex B will require a significant amount of borrowing if it is to be carried out in its entirety. The use of borrowing influences the General Fund Revenue account in terms of interest payable and the requirement to allocate a Minimum Revenue Provision, for a typical asset with a useful life of 20 years borrowing costs currently amount to around £9,000/year for every £100,000 borrowed.

There is no intention to charge any capital investment directly to the General Fund Revenue Account.

The Council does not presently intend to consider the use of Private Finance Initiative type arrangements or tax increment financing to meet the cost of capital investment.

The Service Director for Finance (S151 Officer) will prepare estimates of the resources which are presently in hand plus those likely to be available in future to finance capital investment. They will keep these estimates up to date and periodically report upon them to Cabinet and Council, particularly when the Capital Programme is being considered. The Council will decide on the appropriate form of financing for projects included in the Capital Programme based on advice from the Service Director for Finance (S151 Officer) as to availability and the consequences and costs of use of the various options.

The need to have available liquid funds to be used to pay for capital projects will be considered when drawing up the Council's Treasury Management Strategy. An appropriate limit will be placed on long term investments based on predictions of the capital spending profile over the period covered by the Strategy so that there are likely to be enough readily available easily cashable investments to meet requirements.

Revenue Implications

The impact upon the General Fund Revenue Account arising from capital investment proposals will be calculated and considered at the time projects are placed before Cabinet or Full Council for inclusion in the approved Capital Programme or for specific approval. Such impact may be in the form of reduced interest receipts, where projects are to be financed from capital receipts or reserves, borrowing costs, if loan finance is to be employed, or additional running costs arising from the

provision of a new or altered facility. Offset against these costs will be any savings which might accrue, for example from “invest to save” projects.

The Council will always have regard to the affordability of its proposed capital investments, in terms of the revenue implications arising.

The revenue implications of the capital programme will be taken account of in the Council's Medium Term Financial Strategy.

Appraisal and Prioritisation of Investment Proposals

In accordance with the Council's Financial Regulations proposals for new capital investment estimated to cost more than £250,000 will be subject to an appraisal process, whereby a business case will be made out for the proposal, considering its contribution towards meeting corporate objectives and service priorities, its outputs and milestones, its cost and sources of and its effect, if any, upon the revenue budget in future years. Less significant projects costing below £250,000 will be subject to a simplified process. All new capital investment proposals must be considered by the Capital, Assets and Commercial Investment Review Group prior to specific Cabinet approval being requested. The project will only be included in the approved Capital Programme, after considering its priority relative to other proposed projects and the overall level of resources available to fund the Capital Programme as a whole.

No projects should be considered in isolation. They must be required to be measured against all other competing projects to determine which should go forward. This process should also apply to any projects which are proposed after the approval of the programme, to ensure that only those projects with a high priority are proceeded with and funds are not diverted to projects of a lesser priority.

A Risk Assessment, in the approved corporate format, will be completed for capital projects over £250,000.

Monitoring Arrangements and Project Management

Progress in relation to individual projects will be monitored through the Council's arrangements for the monitoring of capital projects, which entail quarterly monitoring reports to be received by the Cabinet. The Capital Assets and Commercial Investment Review Group will also review project progress and corrective action will be initiated where projects fall behind schedule, appear likely to overspend or otherwise give cause for concern. Individual Project Forms will be maintained in respect of each project by the Service Director for Finance (S151 Officer) which will track the progress of projects and be available to officers and members with an interest in reviewing progress of those projects.

All projects will be assigned to a named officer who will be responsible for overseeing the project, including project monitoring and control and implementing exception reports and, where appropriate, corrective action if the project deviates from its planned progress or cost. Where complex major projects are to be carried out, consideration will be given to employing the Prince2 project management methodology.

All capital projects will be subject to Internal Audit review to ensure correct procedures have been followed and sums have been paid out in accordance with Financial Regulations and Standing Orders as they relate to contracts. Where projects have received funding from government or quasi-governmental sources, the expenditure will also be subject in many cases to external audit. European

Union funded projects may also be subject to audit by auditors on behalf of that body. Where monitoring returns or claims for reimbursement of expenditure are required to be sent to funding bodies, these will be completed and forwarded promptly to the relevant body in compliance with any deadlines laid down by them. All capital investment proposals and project progress and management are subject to the Council's scrutiny arrangements.

Statutory Framework

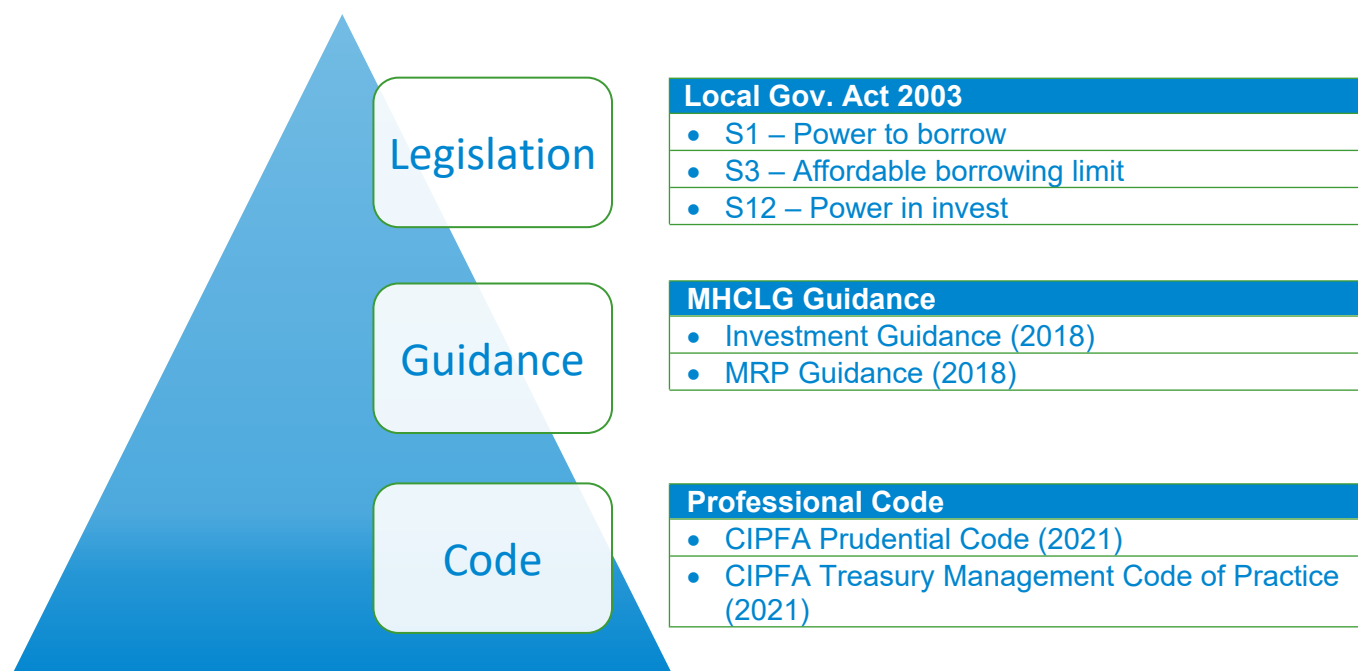
The Council's capital investment is carried out within the statutory framework laid down by the Local Government Act 2003 and regulations under that Act. Accordingly, only expenditure which fits the definition of capital expenditure contained in the Act or Regulations pursuant to it will be capitalised.

Capital expenditure is defined by the 2003 Act as that which falls to be capitalised in accordance with accounting, published by the Chartered Institute of Public Finance and Accountancy (CIPFA), applicable to all local authorities. Annex A sets out a summarised version of the definition provided by the Code. In addition, there are several other types of expenditure that have been defined by Regulations as being treatable as capital in nature. Generally, these do not apply to this Council.

It should be noted that the Act and Regulations are framed in a permissive way, allowing local authorities to capitalise expenditure which fits the definition but not forcing them to capitalise such expenditure. The Council will decide, therefore, whether to include a project meeting the capital definition in its capital programme or to meet its cost from a revenue account.

The Council does not set a minimum amount for the capitalisation of expenditure (de minimis level). Accordingly, any expenditure complying with the above definition may be capitalised.

Legal and Regulatory Requirements



Prudential Indicators

The Council shall ensure that all its capital expenditure, investments and borrowing decisions are prudent and sustainable. In doing so it will consider its arrangements for the repayment of debt and consideration of risk and the impact, and potential impact, on the Council's overall fiscal sustainability. The Council's prudential indicators (shown in Annex C) are as follows:

- **Estimates of capital expenditure**

The Council will make reasonable estimates of the total of capital expenditure that it plans to incur during the forthcoming financial year and at least the following two financial years.

- **Actual capital expenditure**

After the year end, the actual capital expenditure incurred during the financial year will be recorded.

- **Estimates of capital financing requirement**

The Council will make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the following two years.

- **Actual capital financing requirement**

After the year end, the actual capital financing requirement will be calculated directly from the Council's balance sheet.

- **Ratio of financing costs to net revenue streams**

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs.

- **Authorised limit on external borrowing**

The Authorised Limit sets the maximum level of external borrowing on a gross basis (i.e., excluding investments) for the Council. This Prudential Indicator separately identifies borrowing from other long-term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

- **Operational boundary for external debt**

This indicator refers to how the authority manages its external debt to ensure it remains within the statutory authorised limit. It differs from the authorised limit in as far as it is based on the most likely scenario, in terms of capital spend and financing during the year.

- **Gross debt and capital financing requirement**

This is a key indicator of prudence. To ensure that over the medium-term debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

Where the gross debt is greater than the capital financing requirement the reasons for this should be clearly stated in the annual treasury management strategy.

Procurement

Regard will be given to the contents of the Council's Procurement Strategy when considering the delivery of capital projects.

Where estimated project contract costs exceed the relevant statutory threshold, the appropriate EU or other tendering procedures will be followed.

Standing Orders relating to contracts will apply to all contracts proposed to be let in relation to capital projects, together with Financial Regulations and the provisions of the Council's scheme of Delegation.

The achievement of Value for Money will be a guiding principle in the procurement of capital works and services and in managing contracts.

Future Capital Programme

Capital investment needs have been assessed over a ten-year period (2026/27 to 2035/36) and are set out in Annex B.

During this period, there will be a need for some items of capital investment to be made to ensure continued service delivery or to comply with statutory requirements or to ensure health and safety of staff and public. Examples of these include operational building repairs and maintenance, replacement of vehicles, plant and equipment required to deliver services, and disabled facilities grants.

It may be possible to extend the lives of some of the vehicles, if they are in a fit condition when their replacement date is reached. Similarly, some of the maintenance/improvement works to the Council's operational properties may be capable of being deferred; periodic stock condition surveys will inform any decisions in this regard. Additionally, some properties may be deemed surplus to operational requirements and eligible for disposal in their current condition.

In addition to the essential works outlined above, there are significant amounts of expenditure which need to be incurred:

- In respect of the Town Deals and Future High Streets Fund funding successfully bid for, these projects will have a significant impact upon the regeneration and recovery of both Newcastle and Kidsgrove Town centres;
- In respect of the commercial portfolio in order to keep properties in a state of repair such as to continue to obtain a reasonable rental income;
- To maintain various engineering structures such as walls, bridges, drains, and reservoirs to ensure safety to the public; and
- To enable agreed actions in relation to approved policies and strategies to be progressed and to meet other Council commitments.

Over the period 2026/27 to 2035/36 it is estimated that this expenditure will total £142.312m. There will be insufficient capital receipts arising from planned sales to meet all the costs of the investment programme.

The Capital Programme will require to be financed by borrowing, primarily for cash flow purposes, whilst assets are procured and constructed, after which time significant capital receipts are expected. The associated borrowing costs have been factored into the Medium Term Financial Strategy (MTFS). The Capital Financing Requirement is set to increase to £31.278m by 2028/29 based on the 3-year Capital Programme for 2026/27 to 2028/29, the Capital Financing Requirement at 31 March 2025 (£19.893m) and the Capital Financing Requirement for capital expenditure during the current financial year and the financial years 2026/27 to 2028/29 (£11.385m).

There will be a consequent cost to the revenue budget which will have to be included in the MTFS projections. Based on the expenditure shown in Annex B and forecasts of the amount and timing of receipts and current capital financing costs, the costs to the revenue budget relating to minimum revenue provision and interest payable on borrowings will be around £16.163m over 10 years, with the costs in each year 2026/27 to 2035/36 being as shown below:

Year	Total £m	Year	Total £m
2026/27	1.037	2031/32	1.820
2027/28	1.211	2032/33	1.889
2028/29	1.249	2033/34	1.960
2029/30	1.245	2034/35	2.034
2030/31	1.608	2035/36	2.110
		Total	16.163

A capital programme for 2026/27 to 2028/29 totalling £109.946m will be recommended to Full Council on 11 February 2026, consistent with the detail shown in Annex B. The prudential indicators that will apply for this 3-year period are set out at Annex C.

Funding for 2025/26 expenditure is likely to be available from the following sources:

- Further capital receipts from asset sales;
- Right to Buy capital receipts;
- Government grants;
- Other external contributions; and
- Borrowing.

All the above funding sources are likely to be limited so the programme only includes affordable projects.

Annex A – Definition of Capital Expenditure included in the Code of Practice on Local Authority Accounting in the United Kingdom

All expenditure that can be directly attributed to the acquisition, creation, or enhancement of items of property, plant and equipment or the acquisition of rights over certain longer-term intangible benefits is accounted for on an accruals basis and capitalised as a non-current asset. It must be probable that the future economic benefits or service potential associated with the item will flow to the Council - the Council does not have to own the item, but it must be more than likely that it has gained the right to use the item in the provision of services or to generate cash from it. In addition, it must be possible to measure the cost of the item reliably.

Expenditure that should be capitalised will include expenditure on the:

- Acquisition, reclamation or laying out of land;
- Acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures; and
- Acquisition, installation or replacement of movable or immovable plant, machinery, apparatus, vehicles and vessels.

In this context, the definition of enhancement contained in the previous Code of Practice (SORP) is still applicable and means the carrying out of works which are intended to:

- Lengthen substantially the useful life of the asset; or
- Increase substantially the market value of the asset; or
- Increase substantially the extent to which the asset can or will be used for the purpose or in conjunction with the functions of the local authority concerned.

Under this definition, improvement works and structural repairs should be capitalised, whereas expenditure to ensure that the fixed asset maintains its previously assessed standard of performance should be recognised in the revenue account as it is incurred. Expenditure on existing fixed assets should be capitalised in three circumstances:

- Enhancement - see above;
- Where a component of the fixed asset that has been treated separately for depreciation purposes and depreciated over its individual useful life is replaced or restored; or
- Where the subsequent expenditure relates to a major inspection or overhaul of a fixed asset that restores the benefits of the asset that have been consumed by the authority and have already been reflected in depreciation.

Assets acquired on terms meeting the definition of a finance lease should be capitalised and included together with a liability to pay future rentals.

Where an asset is acquired for other than cash consideration or where payment is deferred the asset should be recognised and included in the balance sheet at fair value.

Annex B – 2026/27 to 2035/36 Capital Programme

CAPITAL PROGRAMME	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	TOTAL
	£	£	£	£	£	£	£	£	£	£	£
PRIORITY - One Council Delivering for Local People											
Neighbourhood Delivery	5,000	5,000	5,000	25,000	5,000	5,000	5,000	5,000	5,000	5,000	70,000
ICT	700,000	75,000	346,000	431,000	121,000	31,000	31,000	31,000	31,000	31,000	1,828,000
Total	705,000	80,000	351,000	456,000	126,000	36,000	36,000	36,000	36,000	36,000	1,898,000
PRIORITY - A Successful and Sustainable Growing Borough											
Housing	3,421,363	2,095,000	2,095,000	2,095,000	2,095,000	2,095,000	2,095,000	2,095,000	2,095,000	2,095,000	22,276,363
Property	402,317	-	277,510	-	7,280	-	-	-	-	-	687,107
Facilities Management	534,904	560,475	188,543	310,000	724,742	172,500	172,500	150,000	150,000	150,000	3,113,664
Commercial Strategy	18,060,667	42,198,429	15,562,926	34,004	-	-	-	-	-	-	75,856,026
Total	22,419,251	44,853,904	18,123,979	2,439,004	2,827,022	2,267,500	2,267,500	2,245,000	2,245,000	2,245,000	101,933,160
PRIORITY - Healthy, Active and Safe Communities											
Environmental Health	-	-	-	12,000	-	-	-	-	-	-	12,000
Streetscene	542,419	130,000	130,000	130,000	155,000	130,000	130,000	130,000	130,000	130,000	1,737,419
Bereavement Services	141,950	5,000	5,000	10,000	1,530,000	5,000	5,000	5,000	5,000	5,000	1,716,950
Recycling and Fleet Services	3,049,661	6,279,419	2,323,428	2,086,514	6,874,835	700,000	700,000	700,000	700,000	700,000	24,113,857
Leisure	1,604,998	1,373,936	-	-	-	-	-	-	-	-	2,978,934
Engineering Works	200,000	-	-	-	95,000	-	-	-	-	-	295,000
Total	5,539,028	7,788,355	2,458,428	2,238,514	8,654,835	835,000	835,000	835,000	835,000	835,000	30,854,160
PRIORITY - Town Centres for All											
Town Deal - Newcastle	3,432,755	-	-	-	-	-	-	-	-	-	3,432,755
Town Deal - Kidsgrove	1,955,030	1,239,313	-	-	-	-	-	-	-	-	3,194,343
Total	5,387,785	1,239,313	-	-	-	-	-	-	-	-	6,627,098
CONTINGENCY	1,000,000	-	-	-	-	-	-	-	-	-	1,000,000
TOTAL	35,051,064	53,951,571	20,933,407	5,133,518	11,607,857	3,138,500	3,138,500	3,116,000	3,116,000	3,116,000	142,312,418
FUNDING											
Capital Receipts	5,050,000	4,350,000	4,350,000	4,350,000	550,000	550,000	550,000	550,000	550,000	550,000	21,400,000
Regeneration Receipts	-	-	13,230,000	32,765,676	25,941,944	-	-	-	-	-	71,937,620
External Contributions	16,907,528	4,196,155	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	37,103,683
Borrowing	1,633,832	3,216,988	(979,519)	(1,250,486)	9,057,857	588,500	588,500	566,000	566,000	566,000	14,553,672
Regeneration Borrowing	11,459,704	42,198,429	2,907,045	(30,623,234)	(25,941,944)	-	-	-	-	-	-
TOTAL	35,051,064	53,961,572	20,933,407	5,133,518	11,607,857	3,138,500	3,138,500	3,116,000	3,116,000	3,116,000	142,312,418

Annex C – Prudential Indicators

Capital Prudential Indicators

Actual and Estimate of Capital Expenditure

31/03/25 Actual (£000's)	31/03/26 Estimate (£000's)	31/03/27 Estimate (£000's)	31/03/28 Estimate (£000's)	31/03/29 Estimate (£000's)
26,236	35,635	53,962	20,933	5,134

The Capital Financing Requirement (The Councils Borrowing Need)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life.

The CFR projections are below:

31/03/25 Actual (£000's)	31/03/26 Estimate (£000's)	31/03/27 Estimate (£000's)	31/03/28 Estimate (£000's)	31/03/29 Estimate (£000's)
19,893	27,408	29,041	32,258	31,278

The amounts shown above from 2025/26 onwards allow the Council to borrow during those years to finance capital expenditure which cannot be funded from other revenue or capital resources. However, the likelihood of individual schemes, the timings and the amounts involved cannot be assessed with certainty at this point.

The sale of Council assets for capital receipts will have a significant impact upon the CFR, if sales are made the Council's borrowing requirement will be reduced, if not the Council's borrowing requirement will be greater.

Gross Debt and the Capital Financing Requirement

The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheaper short-term loans and long-term fixed rate loans where the future cost is known but higher.

The Council does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.

Projected levels of the Council's total outstanding debt, are shown below, compared with the capital financing requirement (see above):

	2024/25 Actual (£000's)	2025/26 Estimate (£000's)	2026/27 Estimate (£000's)	2027/28 Estimate (£000's)	2028/29 Estimate (£000's)
Debt (incl. PFI & leases)	Nil	14,836	16,469	19,686	18,707
Capital Financing Requirement	19,893	27,408	29,041	32,258	31,278

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term whereby capital receipts are expected. As can be seen from the table above, the Council expects to comply with this in the medium term.

Affordability Prudential Indicators

Actual and Estimates of the Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

Financing Costs comprise the aggregate of interest payable, interest receivable and investment income, the amount charged as MRP, and depreciation and impairment charges that have not been reversed out of the revenue account.

Net Revenue Stream is defined as the 'amount to be met from government grants and local taxpayers'. This is the Council's 'budgetary requirements' figure shown in the General Fund Revenue Budget, being the net expenditure for the year before deducting government grants (Revenue Support and Business Rates Retention) and adjusting for the Collection Fund surplus/deficit. The relevant figures for this Council are set out in the table below:

	2024/25 Actual (£000's)	2025/26 Budget (£000's)	2026/27 Estimate (£000's)	2027/28 Estimate (£000's)	2028/29 Estimate (£000's)
Net Revenue Stream	17,026	19,730	19,730	19,730	19,730
Financing Costs	(390)	947	1,037	1,211	1,249
Ratio	(2.29%)	4.80%	5.26%	6.14%	6.33%

Treasury Indicators

Limits to Borrowing Activity

The Local Government Act 2003 requires each local authority to determine and keep under review how much money it can afford to borrow. This is to be determined by the calculation of an affordable borrowing limit which Regulations to the Act specify should be calculated with regard to the CIPFA Prudential Code.

Previously borrowing has not been used to fund the capital programme because the Council has had sufficient reserves and useable capital receipts to finance capital expenditure from these sources.

The Operational Boundary

This is the limit beyond which external debt is not normally expected to exceed.

Operational boundary	2025/26 Estimate (£000's)	2026/27 Estimate (£000's)	2027/28 Estimate (£000's)	2028/29 Estimate (£000's)
Borrowing	55,000	80,000	125,000	150,000
Other long term liabilities	0	0	0	0

The Authorised Limit for External Borrowing

A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

The Council is asked to approve the following authorised limit:

Authorised limit	2025/26 Estimate (£000's)	2026/27 Estimate (£000's)	2027/28 Estimate (£000's)	2028/29 Estimate (£000's)
Debt	75,000	100,000	145,000	170,000
Other Long Term Liabilities	0	0	0	0

Limits on Interest Rate Exposures (fixed and variable interest rates)

The following limits will apply in relation to the Council's interest rate exposure. They relate to interest on both borrowings and investments. These limits are intended to reduce the risk of the Council suffering unduly from significant adverse fluctuations in interest rates.

Limit on Fixed Interest Rate Exposures (as a percentage of total borrowings / investments)

	Borrowing		Investments	
	Upper	Lower	Upper	Lower
2025/26	100%	0%	100%	0%
2026/27	100%	0%	100%	0%
2027/28	100%	0%	100%	0%
2028/29	100%	0%	100%	0%

Limit on Variable Interest Rate Exposures (as a percentage of total borrowings/ investments)

	Borrowing		Investments	
	Upper	Lower	Upper	Lower
2025/26	100%	0%	100%	0%
2026/27	100%	0%	100%	0%
2027/28	100%	0%	100%	0%
2028/29	100%	0%	100%	0%

In relation to both borrowing and investing fixed rate investments and loans may be anything between 0% and 100% of the total, with the same proportions being permitted for variable rate loans – in effect there is no limit on each type. This enables maximum flexibility to be afforded to take advantage of prevailing interest trends to obtain the best deal for the Council.

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Treasury Management Strategy

2026/27



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Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council may invest or borrow substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2021 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

Economic Situation

Highlights of the report supplied by Arlingclose Ltd.

External Context

Economic background: The impact on the UK from the government's Autumn Budget will influence 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, slower economic growth, together with ongoing uncertainties around the global economy, stock market sentiment, and ongoing geopolitical issues.

The Bank of England's Monetary Policy Committee (MPC) maintained Bank Rate at 4.00% in November 2025, following a 0.25% cut in August. At the November meeting, five members, including the Governor's deciding vote, supported holding rates steady, while four favoured a further reduction to 3.75%.

The accompanying Monetary Policy Report projected modest economic growth, with GDP expected to rise by 0.2% in the final calendar quarter of 2025. Annual growth is forecast to ease from 1.4% before improving again later, reflecting the delayed effects of lower interest rates, looser monetary conditions, stronger global activity, and higher consumer spending. The view of modest economic growth going forward was echoed by the Office for Budget Responsibility in its Economic and fiscal outlook published in line with the Autumn Statement which revised down its estimate of real GDP to around 1.5% on average between 2025 and 2030.

CPI inflation was 3.8% in September 2025, unchanged from the previous two months and below the 4.0% expected. Core CPI eased to 3.5% from 3.6%, contrary to forecasts of a rise to 3.7%. The Bank of England's November Monetary Policy Report projects inflation to fall from this level - expected to mark the peak - to 3.2% by March 2026, before steadily returning to the 2% target by late 2026 or early 2027.

The labour market continues to ease with rising unemployment, falling vacancies and flat inactivity. In the three months to September 2025, the unemployment rate increased to 5.0%, while the employment rate slipped to 75.0% and the inactivity rate held at 21.0%. Pay growth for the same period eased modestly, with total earnings (including bonuses) rising by 4.8% and regular pay up

4.6%. Going forward, the Bank predicts the unemployment rate will increase modestly to around 5.0% by around the end of 2025 before trending downwards at a gradual pace.

The US Federal Reserve also continued to cut rates, most recently reducing the target range for the Federal Funds Rate by 0.25% at its October 2025 meeting, to 3.75%-4.00%, in line with expectations. Financial markets anticipate a further 0.25% cut in December, although Chair Jerome Powell has cautioned that this is not guaranteed, signalling the Fed may pause before any additional easing. A factor influencing a potential pause is the ongoing government shutdown, which has delayed the publication of several important data releases used to inform monetary policy decisions.

The European Central Bank (ECB) kept its key interest rates unchanged in October for a third consecutive month, maintaining the deposit rate at 2.0% and the main refinancing rate at 2.15%. The ECB reiterated that future policy decisions will remain data-dependent, noting that inflation is close to its 2% target and that the euro area economy continues to expand despite a challenging global environment, including heightened geopolitical risks and trade tensions.

Credit outlook: Credit Default Swap (CDS) prices, which spiked in April 2025 following President Trump's 'Liberation Day' tariff announcements, have since trended lower, returning to levels broadly consistent with their 2024 averages. Although CDS prices rose modestly in October, the overall credit outlook remains stable, and credit conditions are expected to remain close to the range seen over the past two years.

While lower interest rates may weigh on banks' profitability, strong capital positions, easing inflation, steady economic growth, low unemployment, and reduced borrowing costs for households and businesses all support a favourable outlook for the creditworthiness of institutions on (the Council's treasury management advisor) Arlingclose's counterparty list. Arlingclose's advice on approved counterparties and recommended investment durations is kept under continuous review and will continue to reflect prevailing economic and credit conditions.

Interest rate forecast (December 2025): Arlingclose currently forecasts that the Bank of England's Monetary Policy Committee will continue to reduce Bank Rate through 2025 and 2026, reaching around 3.25%. This forecast reflects amendments made following the Autumn Budget and an assessment of the fiscal measures and their market implications.

Interest rates payable on long-term borrowing are expected to remain broadly stable on average and to end the forecast period marginally lower than current levels, although there will be continued volatility. Short-term fluctuations are expected to persist in response to economic data releases and geopolitical developments.

A more detailed economic and interest rate forecast provided by Arlingclose is in Appendix A.

Local Context

On 18th November 2025, the Council held no borrowing and £11.34 million of treasury investments, largely due to grant monies temporarily held. This is set out in further detail at Annex B. Forecast changes in these sums are shown in the balance sheet analysis in table below:

Balance Sheet Summary and Forecast	31/03/2025 Actual £m	31/03/2026 Forecast £m	31/03/2027 Forecast £m	31/03/2028 Forecast £m	31/03/2029 Forecast £m
General Fund CFR	19.9	27.4	29.0	32.3	31.3
Less: Existing external borrowing	0.0	0.0	(6.5)	(8.7)	(9.8)
Less: Usable reserves	(9.6)	(10.9)	(8.8)	(8.8)	(9.2)
Less: Working capital	(13.4)	(10.0)	(5.0)	(5.0)	(5.0)
(New Investments or Cash)/ New external borrowing	(3.1)	6.5	8.7	9.8	7.3

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. Where borrowing is required, this will be in line with Arlingclose's current advice of doing so from other local authorities on a short-term basis. This will be undertaken until it becomes advantageous to switch to long term debt, with the lowest cost option being considered.

The Council has an increasing CFR due to the capital programme and may therefore be required to borrow over the forecast period. More details in relation to the Council's CFR are included within the Capital Strategy.

CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. The table above shows that the Council expects to comply with this recommendation during 2026/27. Please note that this excludes borrowing in relation to regeneration projects for which it is anticipated that capital receipts will be received (hence no capital financing requirement).

Liability benchmark: To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as above, but that cash and investment balances are kept to a minimum level of £1m at each year-end to maintain sufficient liquidity but minimise credit risk.

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

Liability Benchmark	31/03/2025 Actual £m	31/03/2026 Forecast £m	31/03/2027 Forecast £m	31/03/2028 Forecast £m	31/03/2029 Forecast £m
General Fund CFR	19.9	27.4	29.0	32.3	31.3
Less: Balance sheet resources	(23.0)	(20.9)	(20.3)	(22.5)	(24.0)
Net loans requirement	(3.1)	6.5	8.7	9.8	7.3
Plus: Liquidity Allowance	-	1.0	1.0	1.0	1.0
Liquidity benchmark	(3.1)	5.5	7.7	8.8	6.3

Borrowing Strategy

The Council does not currently hold any loans, as per the previous year, as part of its strategy for funding previous years' capital programmes.

The balance sheet forecasts, in the table above, shows that the Council expects to borrow in 2026/27, in addition to undertaking borrowing towards the backend of the current year. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing.

The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. Short-term interest rates are currently higher than in the recent past but are expected to fall in the coming year and it is therefore likely to be more cost effective over the medium-term to either use internal resources, or to borrow short-term loans instead. The risks of this approach will be managed by keeping the Council's interest rate exposure within the limit set in the treasury management prudential indicators.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal or short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2026/27 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Although not utilised in recent years, the Council has previously considered the option of long-term borrowing from the Public Works Loans Board (PWLB). However, consideration will now be given to long-term loans from other sources including banks, pensions and local authorities, and the Council will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Council intends to avoid this activity in order to retain its access to PWLB loans.

Alternatively, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.

Sources of borrowing:

The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board);
- National Wealth Fund (Formerly UK Infrastructure Bank Ltd);
- any institution approved for investments (see below);
- any other bank or building society or insurance company authorised to operate in the UK;
- any other UK public sector body;
- UK public and private sector pension funds;
- capital market bond investors;
- retail investors via a regulated peer-to-peer platform and
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues.

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing;
- hire purchase;
- Private Finance Initiative;
- sale and leaseback; and
- Similar asset-based finance.

Municipal Bonds Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Council.

Short-term and variable rate loans: These loans leave the Council exposed to the risk of short-term interest rate rises.

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

Treasury Investment Strategy

The Council can hold significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £-0.1 million and £22.7 million. The highest figure of £22.7 million was invested in December 2024, when the Council received the yearly Disabled Facilities Grant in addition to holding Town Deal funding.

The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The 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 unsuitably 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, in order 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.

The Council expects to be a long-term borrower and new treasury investments will therefore be made primarily to manage day-to-day cash flows using short-term low risk instruments. The existing portfolio of strategic pooled funds will be maintained to diversify risk into different sectors and boost investment income.

Under the IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

The Council may invest its surplus funds with any of the counterparty types in the table below, subject to the cash limits (per counterparty) and the time limits shown.

Approved investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	3 years	Unlimited	n/a
Local authorities & other government entities	3 years	£7m	unlimited
Secured investments*	3 years	£7m	unlimited
Banks (unsecured)*	13 months	£7m	unlimited
Building societies (unsecured)*	13 months	£7m	£7m
Registered providers (unsecured)*	3 years	£10m	£10m
Money market funds*	n/a	£7m	unlimited
Real estate investment trusts	n/a	£2m	£2m
Other investments	3 years	£7m	£7m

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

For entities without published credit ratings, investments may be made either where external advice indicates the entity to be of similar credit quality.

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 agencies: 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.

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.

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, but can either be 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 with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £7,000,000 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.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn 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.

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

Reputational aspects: The Council is aware that investment with certain counterparties, while considered secure from a purely financial perspective, may leave it open to criticism, valid or otherwise, that may affect its public reputation, and this risk will therefore be taken into account when making investment decisions.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008, 2020 and 2022, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the 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, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

Investment limits: In order that the Council will not be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government and Registered Providers) will be £7 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country since the risk is diversified over many countries.

Additional Investment limits

	Cash limit
Any group of pooled funds under the same management	£7m per manager
Investments held in a broker's nominee account	£7m per broker
Foreign countries	£7m per country

Liquidity management: The Council uses cash flow forecasting to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the 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 plan and cash flow forecast.

Non-treasury investments are covered by the Council's Investment Strategy.

Treasury Management Prudential Indicators

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

Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to

each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	A

Liquidity

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

Liquidity risk indicator	Target
Total cash available within 3 months	£1m

Interest rate exposures

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

Interest rate indicator	Limit
Upper limit on one-year revenue impact of a 1% rise in interest rates	(£184,690)
Upper limit on one-year revenue impact of a 1% fall in interest rates	£184,690

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

Maturity structure of borrowing

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

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

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

Principal sums invested for periods longer than a year

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2025/26	2026/27	2027/28	2028/29	No Fixed Date
Limit on principal invested beyond year end	£25m	£25m	£25m	£25m	£25m

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

The Council's Operational Boundary and Authorised Limit for External Borrowing are detailed in the Council's Capital Strategy.

Related Matters

The CIPFA Code requires the Council to include the following in its treasury management strategy.

Financial Derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk. 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).

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 taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Markets in Financial Instruments Directive (MiFID II): As the Council did not consistently hold the minimum requirement of £10m to retain professional client status, it returned to its previously held retail client status with its providers of financial services, including advisers and banks, allowing it access to a smaller range of services but with greater regulatory protections afforded to individuals and small companies. This is believed to be the most appropriate status given the size and range of the Council's treasury management activities. The Council may upgrade their client status to professional if the requirements to do so are met during the year. This will allow a greater range of services but without the same level of regulatory protections provided by retail client status.

Financial Implications

The budget for investment income in 2026/27 is nil. The revenue budget for debt interest paid in 2026/27 is £738,780. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

Interest in respect of capital expenditure on major projects which the Council is funding ahead of a sale to the developer undertaking the project will be capitalised and recouped as part of the sale price. This interest will not impact upon the revenue account and will be separately identified for each of these projects.

Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. It is believed that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

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

Annex A – Arlingclose Economic & Interest Rate Forecast November 2025

Underlying assumptions:

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

Forecast:

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

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

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

PWLB Standard Rate = Gilt yield + 1.00%

PWLB Certainty Rate = Gilt yield + 0.80%

PWLB HRA Rate = Gilt yield + 0.40%

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

Annex B – Existing Investment & Debt Portfolio Position

	18/11/2025 Actual Portfolio £m	18/11/2025 Average Rate %
<i>Treasury investments:</i>		
Banks & building societies (unsecured)	0.84	2.31
Government (incl. local authorities)	8.50	3.95
Money Market Funds	2.0	3.97
Total treasury investments	11.34	
Total external borrowing	0.0	
Net investments	11.34	

Annex C – Minimum Revenue Provision Policy

Background

In instances whereby Local Authorities have a positive Capital Financing Requirement (CFR), Ministry of Housing, Communities and Local Government (MHCLG) Guidance requires them to adopt a prudent approach in order to fund the repayment of debt. This may be achieved by setting aside a minimum amount from revenue, known as the Minimum Revenue Provision (MRP). This means that the Council would be required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the MRP).

MHCLG Regulations and Guidance have been issued which require the Full Council to approve **an MRP Statement** in advance of each year. Four options for prudent provision of the MRP are provided to councils, these being:

Option 1 – Regulatory Method

For debt which is supported by the Government through the Revenue Support Grant system, authorities may continue to use the formulae in the current regulations, since the Revenue Support Grant is calculated on that basis. Although the existing regulation 28 is revoked by regulation 4(1) of the 2008 Regulations, authorities will be able to calculate MRP as if it were still in force. Solely as a transitional measure, this option will also be available for all capital expenditure incurred prior to 1 April 2008.

Option 2 – Capital Financing Requirement Method

This is a technically much simpler alternative to Option 1 which may be used in relation to supported debt. While still based on the concept of the CFR, which is easily derived from the balance sheet, it avoids the complexities of the formulae in the old regulation 28 (though for most authorities it will probably result in a higher level of provision than Option 1).

Option 3 – Asset Life Method

For new borrowing under the Prudential system for which no Government support is being given and is therefore self-financed, there are two options included in the guidance.

Option 3 is to make provision over the estimated life of the asset for which the borrowing is undertaken. This is a possibly simpler alternative to the use of depreciation accounting (Option 4), though it has some similarities to that approach.

Within option 3, two methods are identified. The first of these, the equal instalment method, will normally generate a series of equal annual amounts over the estimated life of the asset. The original amount of expenditure ("A" in the formula) remains constant.

The cumulative total of the MRP made to date ("B" in the formula) will increase each year. The outstanding period of the estimated life of the asset ("C" in the formula) reduces by 1 each year.

For example, if the life of the asset is originally estimated at 25 years, then in the initial year when MRP is made, C will be equal to 25. In the second year, C will be equal to 24, and so on. The original estimate of the life is determined at the outset and should not be varied thereafter, even if in reality the condition of the asset has changed significantly.

The formula allows a council to make voluntary extra provision in any year. This will be reflected by an increase in amount B and will automatically ensure that in future years the amount of provision determined by the formula is reduced.

The alternative is the annuity method, which has the advantage of linking MRP to the flow of benefits from an asset where the benefits are expected to increase in later years. It may be particularly attractive in connection with projects promoting regeneration or administrative efficiencies or schemes where revenues will increase over time.

Option 4 – Depreciation Method

Alternatively, for new borrowing under the Prudential system for which no Government support is being given, Option 4 may be used.

This means making the MRP in accordance with the standard rules for depreciation accounting. A step in this direction was made in the last set of amendments to the MRP rules [SI 2007/573]. However, the move to reliance on guidance rather than regulations will make this approach more viable in future.

Authorities will normally need to follow the standard procedures for calculating depreciation provision. But the guidance identifies some necessary exceptions:

The MRP continues until the total provision made is equal to the original amount of the debt and may then cease.

If only part of the expenditure on the asset was financed by debt, the depreciation provision is proportionately reduced.

MRP Policy in respect of Finance Leases

The introduction of International Financial Reporting Standards in 2011/12 resulted in some leases being reclassified as finance leases instead of operating leases. This resulted in a positive CFR and as such the need to set aside a MRP.

In accordance with the revised MHCLG Guidance this Council will set aside an annual MRP equal to the amount of the lease that has been taken to the Balance Sheet to reduce the finance lease liability i.e. the principal amount of the finance lease. This approach will produce an MRP charge which is the same as Option 3 in the guidance (Asset Life Method – annuity method). The revised guidance aims to ensure that authorities are in the same position as if the change in accounting standards had not occurred.

MRP Policy – Other Capital Expenditure

Capital Financing Requirement (CFR)

The Council's CFR is currently positive. This means that there is a requirement to set aside a MRP for the redemption of debt. The Prudential Indicator for the CFR, shown at Table 1 in the Treasury Management Strategy, indicates that the CFR will become positive within the period covered by the Strategy. This is based on the assumption that there will be a general overall increase in expected capital expenditure, which cannot be funded from revenue or capital resources. Accordingly, the Council needs to determine the option it will employ to make the necessary MRP in respect of the amount borrowed, when this occurs.

Option for making MRP

The most appropriate of the four options permitted by the Regulations is Option 3, the Asset Life Method, within which there are two further options, an equal instalment method and an annuity method (as detailed in 1.1 – option 3). The Council is permitted to apply either of these two further options to projects on a scheme by scheme basis. However, preference will be the annuity method.

It should be noted that MRP does not commence until the year following that in which the asset concerned became operational; however, voluntary MRP can be made at any given time if considered prudent.

Annex D – Treasury Management Glossary of Terms

- **Credit Default Swap** – an additional assessment of credit worthiness by providing a risk analysis of changes in credit quality as perceived by the market.
- **CFR** – the Capital Financing Requirement is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources.
- **CIPFA** – the Chartered Institute of Public Finance and Accountancy, is the professional body for accountants working in Local Government and other public sector organisations.
- **Counterparty** – an institution with whom a borrowing or investment transaction is made.
- **CPI** – a measure that examines the weighted average of prices of a basket of consumer goods and services. The Consumer Price Index is calculated by taking price changes for each item in the predetermined basket of goods/services and averaging them; the goods are weighted according to their importance. Changes in CPI are used to assess price changes associated with the cost of living.
- **Credit Rating** – is an opinion on the credit-worthiness of an institution, based on judgements about the future status of that institution. The main rating agencies are Fitch, Standard and Poor's and Moody's.
- **Depreciation** – the measure of the cost or revalued amount of the benefits of the fixed asset that have been consumed during the period. Consumption includes wearing out, using up or other reduction in the useful life of a fixed asset whether arising from use, time or obsolescence through either changes in technology or demand for the goods and services produced by the asset.
- **GDP** – Gross Domestic Product is the market value of all officially recognised final goods and services produced within a country in a given period of time.
- **IFRS (International Financial Reporting Standards)** – International accounting standards that govern the treatment and reporting of income and expenditure in an organisation's accounts, which came fully into effect from 1 April 2010.
- **Leasing** - a lease is a contractual arrangement calling for the lessee (user) to pay the lessor (owner) for use of an asset.
- **Liquidity** – relates to the amount of readily available or short term investment money which can be used for either day to day or unforeseen expenses. For example, Call Accounts allow instant daily access to invested funds.
- **MHCLG** – Ministry of Housing, Communities, and Local Government (formerly the Department for Communities and Local Government).
- **Money Market Funds (MMF)** – Money Market Funds are investment funds that are invested by a Fund Manager in a wide range of money market instruments. MMF's are monitored by the official ratings agencies and due to many requirements that need to be fulfilled; the funds usually receive the highest quality rating (AAA) so provide minimal risk. They are very flexible and can be withdrawn in the same way as any other call deposit.
- **MPC** – interest rates are set by the Bank of England's Monetary Policy Committee. The MPC sets an interest rate it judges will enable the inflation target to be met
- **MRP** – the Minimum Revenue Provision represents the revenue charge for the repayment of debt.
- **Office for Budget Responsibility (OBR)** – *The Office for Budget Responsibility is a non-departmental public body funded by the UK Treasury that provides independent economic forecasts and independent analysis of the public finances.*

- [PWLB](#) – the Public Works Loan Board is a statutory board that is run within the UK Debt Management Office (DMO), its function is to lend money to Local Authorities and other prescribed bodies.

Investment Strategy

2026/27



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Introduction

This strategy is compiled according to the Ministry of Housing, Communities and Local Government's Guidance on Local Government Investments ("the Guidance") and the 2021 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code") It sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The Guidance distinguishes between Treasury Management Investments and Other Investments. Treasury Management Investments are those which arise from the Council's cash flows and debt management activity and ultimately represent balances which need to be invested until the cash is required for use in the course of business. Other Investments are all those falling outside of normal treasury management activity, as defined above. They may be made with the express purpose of making a financial surplus for the Council, usually as a means towards balancing the revenue budget. They may be funded from borrowing where appropriate. The prime example referred to in the Guidance is direct investment in property assets. Loans, for example to voluntary organisations, local enterprises or joint ventures are also classified as Other Investments.

The Council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as [treasury management investments](#)),
- to support local public services by lending to or buying shares in other organisations ([service investments](#)), and
- to earn investment income (known as [commercial investments](#) where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories.

[Possible Revisions to the Strategy](#)

The initial strategy may be replaced with a revised strategy at any time during the year in cases where any treasury management issues (including investment issues) need to be brought to the attention of Full Council.

Treasury Management Investments

The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £0m and £10m during the 2026/27 financial year.

[Contribution:](#) The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

[Further details:](#) Full details of the Council's policies and its plan for 2026/27 for treasury management investments are covered in a separate document, the Treasury Management Strategy.

Service Investments: Loans

Contribution: During 2024/25 and 2025/26 to date the Council has not lent money to local charities, housing associations or any other bodies. However, the Council would consider applications from such bodies individually, in order to support local public services and stimulate local economic growth.

Security: The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Council, upper limits on the outstanding loans to each category of borrower have been set as follows:

Loans for service purposes in £ thousands

Category of borrower	31/03/2025 Actual			2026/27
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Local charities	0	0	0	500
Housing associations	0	0	0	10,000
Other bodies	0	0	0	500
Total	0	0	0	11,000

Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's statement of accounts are shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment: The Council assesses the risk of loss before entering into and whilst holding service loans on an individual basis for each proposal. The risks inherent in the proposal will be reported to members when it is placed before them for consideration together with an assessment of the likelihood of any of them materialising, their impact on the revenue budget and the mitigating controls that will be put in place. Risk factors to be assessed include:

- barriers to entry into and exit out of the market concerned;
- the nature and level of competition;
- how the market and customer needs will evolve over time;
- ongoing need for further investment to be made; and
- whether there is sufficient internal capacity to assess the business case and risks relating to the proposal.

An initial review of each proposal will be carried out by Council officers, intended to determine whether there are any risks apparent at that stage which indicate that the proposal should not be proceeded with. Provided this is not the case and it has also been determined that there is a worthwhile business case for further consideration, a more detailed risk assessment will be carried out. Where necessary, owing to lack of internal expertise, external advisors may be used to assist with the assessment of appropriate risks. Any other appropriate sources of information may be used to assess and monitor risk, including credit ratings, if these are relevant. Data used to monitor ongoing risk will be reviewed regularly and appropriate action will be taken if there are any indications of increasing risk or risks materialising.

The Council will consider the following points:

- the degree to which the loan complies with corporate policies and furthers corporate objectives;
- the overall desirability of the activity which the loan is intended to fund;
- affordability in terms of the use of capital or other resources and impact on the revenue budget;
- the likelihood that the loan will be repaid in accordance with agreed terms; and
- the total amount of loans already made to ensure that as a whole the Council is not over-exposed to the risk of default.

All proposed loans will be subject to approval by members, normally via Full Council, following consideration of a report setting out all relevant matters, including compliance with the above criteria.

All loans will be subject to credit control arrangements to recover overdue repayments. Credit risk will be determined by reference to the “expected credit loss” model for loans and receivables as set out in International Reporting Standard (IFRS) 9 Financial Instruments.

Service Investments: Shares

Contribution: The Council currently does not invest in the shares of suppliers and local businesses in order to support local public services and stimulate local economic growth. This is due to the nature of the risks associated with investing in shares i.e. they are volatile and may fall in value meaning that the initial outlay may not be recovered. If the Council was to consider investing in shares, then in order to limit the risk, upper limits on the sum invested in each category of shares would need to be set.

Shares held for service purposes in £ thousands

Category of company	31/03/2025 actual			2026/27
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Suppliers	0	0	0	250
Local businesses	0	0	0	250
Total	0	0	0	500

Non-specified Investments: 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 limits above on share investments are therefore also the Council’s upper limits on non-specified investments. The Council has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

If the Council were to consider placing funds in any other type of investment which would be categorised as Non-Specified, the security of the capital sum would be the paramount concern. The same requirements as to credit ratings relating to Specified Investments will apply, and in appropriate cases the advice of the Council’s treasury management advisors will be sought.

Commercial Investments: Property

Contribution: The Council invests in local commercial property with the intention of making a profit that will be spent on local public services. These are held primarily to earn income to be used to support the revenue budget although in some cases there may also be a contribution towards the economic wellbeing of the Borough.

Security: In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

A fair value assessment of the Council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment.

The majority of the investment property portfolio was acquired some time ago and there is no debt associated with any of the properties and the initial investment costs have been recouped many years ago. Investment properties are valued at fair value. The values of the properties will fluctuate according to market conditions prevailing from time to time, however these fluctuations do not constitute losses of capital invested. The value of investment properties included in the Council's balance sheet at 31 March 2025 is £15.349m.

If there are any new commercial investments funded from borrowing, their value will be monitored to determine whether it is sufficient to act as security for the capital invested and outstanding borrowing. If there is a significant fall in value then this will be reported to members.

Risk assessment: There are risks associated with making and holding commercial investments which require assessment and management.

With regard to the Council's current portfolio of commercial investments, comprising investment properties, the main risk is of not achieving the budgeted amount of income or of expenditure exceeding budgeted amounts. These risks are assessed and provided for via the assessment of the appropriate amount to hold in reserve in General Fund Balances. If the result of the assessment shows that current levels are inadequate, the necessary additional contribution will be made via inclusion in the Medium Term Financial Strategy.

With regard to consideration of proposed new commercial investment there will be additional risks to be assessed and taken account of. The degree of control which the Council has over the materialisation of these risks and its ability to mitigate them should they arise will be important considerations. In most, if not all, cases the Council will be operating in a competitive environment and possibly one which it is not experienced in operating within, all of which increases the level of risk.

A comprehensive risk assessment, taking account of all appropriate factors, will be carried out on an individual basis for each investment proposal. The risks inherent in the proposal will be reported to members when it is placed before them for consideration together with an assessment of the likelihood of any of them materialising, their impact on the revenue budget and otherwise and available mitigation measures. Risk factors to be assessed include:

- barriers to entry into and exit out of the market concerned;
- the nature and level of competition;
- how the market and customer needs will evolve over time;
- ongoing need for further investment to be made, for example to adapt investment property or repair defects or carry out cyclical maintenance; and
- whether there is sufficient internal capacity to assess the business case and risks relating to the proposal.

An initial review of each proposed investment will be carried out by Council officers, intended to determine whether there are any risks apparent at that stage which indicate that the proposal should not be proceeded with. Provided this is not the case and it has also been determined that there is a worthwhile business case for further consideration of the investment, a more detailed risk assessment will be carried out. Where necessary, owing to lack of internal expertise, external advisors may be used to assist with the assessment of appropriate risks. Any other appropriate sources of information may be used to assess and monitor risk, including credit ratings, if these are relevant. Data used to monitor ongoing risk will be reviewed regularly and appropriate action will be taken if there are any indications of increasing risk or risks materialising.

Liquidity: Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. There is no outstanding borrowing in relation to the current portfolio so any sales proceeds would be available in full to support capital investment.

In the case of any future commercial property investments, the likely degree of liquidity will be a consideration in deciding whether to make the investment.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness. To date, the Council is not contractually committed to make any loans.

Proportionality

The Council is dependent on a return from investment property activity in terms of rentals to achieve a balanced revenue budget.

Net investment property income is subject to fluctuation according to market conditions and other factors such as bad debts and unforeseen expenditure. Accordingly the possibility of shortfalls in contribution towards the revenue budget from this source is one of the factors specifically taken into consideration in calculating the level of General Fund balance to be held as a contingency against adverse budget variances. A total of £2.007m is currently held in balances to cover this and other risks and can be drawn upon in the event of risks materialising.

It is not planned to vary the amount of investment property held in the short term. However, in accordance with the Asset Management Strategy, all such property will be kept under review to determine whether the return obtained justifies retention and there may be instances where it is decided to dispose of property to obtain a capital receipt. The net contribution made towards balancing the revenue budget and the options for replacing any significant loss of income will be one of the factors taken into account when determining whether or not to dispose of a property.

Borrowing in Advance of Need

The Prudential Code for Capital Finance in Local Authorities (2021) issued by CIPFA states that local authorities should not borrow more than or in advance of their needs purely to profit from the investment of the extra sums borrowed. This is repeated in the Statutory Investment Guidance issued by the Ministry of Housing, Communities and Local Government.

The reasons for making an investment are unlikely to be purely in order to make a profit since investments may also be made with the intention of furthering corporate aims or service objectives, such as economic regeneration.

Accordingly, borrowing will be permitted in respect of Other Investments. The Council will consider each proposal to borrow on its merits. As well as the corporate or service benefits due regard will be given to the financial impact upon the revenue budget in terms of capital financing costs.

All borrowing will be subject to approval by members, normally via Full Council, following consideration of a report setting out all relevant matters, including those referred to above.

Capacity, Skills and Culture

Council members and staff involved in dealing with Other Investments will have regard to the provisions of the CIPFA Prudential Code and the regulatory regime within which local authorities operate when carrying out these functions.

Investment in commercial property is a specialist area and the Council will therefore commission external advice in order to effectively appraise investment proposals, negotiate with third parties or manage certain types of investment on an ongoing basis. The external advice will be commissioned on a case by case basis and where asset management is required external managers may need to be employed, particularly if investment is made in residential property.

Decisions to make Other Investments and the means of financing them will be subject to member approval. This will normally be by Full Council (but may be by Cabinet where permitted by the Council's Constitution). Members will consider a report setting out all matters relevant to the making of an investment before making a decision. The normal scrutiny and call-in arrangements will apply.

Investment Indicators

The Council has set the following quantitative indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

Gross and Net Income - Historic and Current Year

	2022/23 Actual (£000's)	2023/24 Actual (£000's)	2024/25 Actual (£000's)	2025/26 Estimate (£000's)
Commercial Properties				
Gross Income	1,018	1,011	1,024	982
Gross Expenditure - Excluding Capital Charges	(1,054)	(1,153)	(1,117)	(860)
Net Income / (Expenditure)	(36)	(142)	(93)	122
Net Service Expenditure (Whole Council)	(15,261)	(16,850)	(17,026)	(19,780)
Ratio of Net Income to Net Service Expenditure	(0.24%)	(0.84%)	(0.55%)	0.62%

Gross and Net Income - Over Period of Approved Medium Term Financial Strategy 2026/27 to 2030/31 (Based on 3% increase on 2025/26)

	2026/27 Estimate (£000's)	2027/28 Estimate (£000's)	2028/29 Estimate (£000's)	2029/30 Estimate (£000's)	2030/31 Estimate (£000's)
Gross Income	1,011	1,042	1,073	1,105	1,138
Gross Expenditure	(886)	(912)	(940)	(968)	(997)
Net Income	125	130	133	137	141

Vacancy Levels

2022/23 Actual (%)	2023/24 Actual (%)	2024/25 Actual (%)	2025/26 Actual at Q2 (%)
9.4	8.8	9.4	9.4

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Commercial Strategy 2026 to 2031



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Introduction

Our Corporate Plan sets out an ambitious agenda for Newcastle-under-Lyme. We want to help our communities to become stronger and more vibrant and we want to continue to deliver excellent services to our residents. We are focussing on our place-shaping role to create high quality neighbourhoods, facilities, town centres and jobs. We aspire to create new and better homes for our residents and we need to respond to the climate and ecological emergency. At the same time, our funding remains under pressure. Funding from Central Government continues to fall and, as a result, both our Corporate Plan and Medium Term Financial Strategy recognise the need for the Council to be a more commercial organisation.

This means that we need to improve service delivery and organisational efficiency and find ways to generate more income as a critical component of our financial strategy. Successful delivery of the Commercial Strategy should enable members and officers to make positive choices about what they want to invest in, and where, rather than being forced to make decisions about how, and where, to reduce expenditure.

Therefore, in order to deliver the priorities of the Corporate Plan, the Council needs a new, more agile, innovative, and commercially aware operating model to ensure that, in an environment of continued reductions in central funding, our limited resources are used to leverage maximum value and create a financially sustainable organisation that meets the changing needs and expectations of residents.

Key objectives and priorities

The Council's Priorities contained in the Council Plan are:

One Council Delivering for Local People
A Successful and Sustainable Growing Borough
Healthy, Active and Safe Communities
Town Centres for All

Vision

Our vision is for Newcastle-under-Lyme to be a sustainable and business-oriented Council that maximises commercial opportunities in order to deliver long-term benefits for residents of the borough and support the Council's Medium Term Financial Strategy. As a Council which adopts a commercial mind-set across the organisation. We expect staff to think innovatively and deliver services differently. We will use commercial principles to maximise the impact of our assets (whether physical or intangible) to benefit our communities and deliver financial sustainability.

This will be achieved through:

- Generation of service efficiencies and new income streams

- We will continually identify and develop opportunities to commercialise existing and new services
- When we need to charge for our services, we will price commercially, ensuring that this covers the full cost of the service unless we have made a conscious and evidenced decision to subsidise
- We will be commercially astute – we will understand the market for our services, and know how to make it work for us
- Effective procurement and contract management
- Prudent investment in income generating assets
- We will all understand and recognise where we have a role to play in maximising the impact of the Council's assets for the benefit of residents and communities.
- Strategic asset development
- Commercial One Council co-ordinates the delivery of services to maximise income generation and achieve best value.

Strategy outcomes

1. To generate income through commercial activity that can be reinvested in local priorities, services and improvements for our residents.
2. To build strong working relationships with public, private and third sector partners in order to maximise collaboration and generate efficiencies.
3. To embed a commercial culture within the council and ensure that our staff are equipped with the skills they need to operate in a more commercial environment.
4. To support the council in delivering the council plan and growth agenda as a key pillar of the Medium Term Financial Strategy and our goal of financial self-sufficiency.
5. To optimise the council's use of technology and support our digital agenda in order to enable new, more efficient and flexible ways of working and interacting with customers and residents.

What 'commercial' means to us

Commercial approaches are being adopted by many local authorities. However, the focus and definition of what that means is different from one council to the next.

It is important therefore, to define what we, at Newcastle-under-Lyme, mean by being commercial.

Working commercially is about using our assets and capabilities in the most efficient and effective way to create a net benefit to the Council's finances. It is about identifying and implementing opportunities, which expand the ways the Council, can secure income.

Being commercial is also about being creative and exploring new ideas and activities, which will increase income to the Council. It means that we will need to work in different ways and Council employees will need to develop new skills and behaviours to help make the delivery of the Strategy a success.

Every commercial opportunity will be robustly assessed before it is put forward for formal approval and the Council will develop a range of commercial projects within the programme to balance risks. There will always be a clear link between any commercial endeavour and the Council delivering better services for residents.

Commercialisation is NOT just about making money. It is as much about avoiding costs, through early intervention and prevention, as it is about developing new projects.

This strategy impacts on all services across the Council. 'Being commercial' is a mindset that must underpin the way we all do our jobs.

This means 'commercialisation' at Newcastle-under-Lyme Borough Council and includes all of the following:

- Preventing costs arising in the first place
- Creating social value to enable delivery of excellence in services to our communities
- Early intervention to prevent a cost escalating
- Redesigning our staff structures and internal processes to be most efficient and effective
- Reviewing service delivery models (e.g. outsourced, shared service, company) to be most efficient and effective
- Effectively procuring and managing our contracts
- Identifying new sources of income
- Commissioning the right outputs/outcomes
- Enhanced financial ownership by service managers
- Maximising existing sources of income
- Eliminating unnecessary demand and work
- Insight and Intelligence to make good choices

Benefits

The successful delivery of the strategy will achieve multiple benefits including:

- Ensuring our resources are stewarded wisely to deliver outcomes for our residents and businesses.
- Enhancing our ability to provide social, economic and environmental outcomes that can help to deliver against all four of our priorities: One Council Delivering for Local People; A Successful and Sustainable Growing Borough; Healthy, Active and Safe Communities; Town Centres for All.
- Developing new income streams to support services and the Council's budget.
- Creating a culture where staff think and act differently to deliver new ways of service delivery to serve our residents and businesses.

- Inspiring staff by embedding a forward thinking, opportunity focused mind-set that can drive wider culture shift.
- Increasing the robustness of the organisation through the creation of a diverse commercial portfolio to ensure long term organisational sustainability.

Objectives

Primary Objective

The primary objective is to use the Council's resources as effectively and efficiently as possible when delivering the Council Plan.

Secondary Objectives

Achievement of the primary objective will come in part through the following secondary objectives:

- Developing a **commercial culture**
- Putting **sound governance** in place – being clear about responsibilities, authorities, processes, templates and funding
- Ensuring there is appropriate **performance management** in place for commercial initiatives

The overarching aim of this strategy is to deliver a financial return, which contributes to the Council's efficiencies and additional income targets. This will help to safeguard, and develop, frontline services that the Council currently provides and enhance the Council's ability to invest in its place shaping agenda.

Funding and investment will be required for the successful implementation of this strategy. It is important to note that the benefits of pursuing the Commercial Strategy are not purely financial. Becoming a commercially focused organisation means putting the customer at the heart of everything we do. We will actively encourage creative thinking to develop more effective and customer-centric ways to deliver our services.

Culture

Developing a commercial culture is an important part of this strategy. To achieve the ambitious objectives outlined in this strategy, all participants need to fulfil their roles. Whilst large commercial projects will be important, we are looking to develop a commercial culture across all service areas where, thinking in a business-like way and making business-like decisions, along with being creative and innovative is the normal way of working at the Council.

An embedded commercial culture will enable all our services to reach their potential and it will unlock new and innovative ways of delivering services to residents and businesses in Newcastle-under-Lyme. A commercial culture will encourage us to be creative and entrepreneurial, finding ways to add value to the way we serve residents. This will include behaviours such as challenging current approaches to look for improvements, seeking ways to maximise value for customers and the Council from contracts and looking for growth opportunities.

A culture can be defined as 'the way we do things round here' and the way we operate across our service areas will be ambitious and bold, working in new ways to steward the resources we have in the most effective way to deliver the priorities highlighted in the Council Plan.

Developing the programme and our priorities

A portfolio of opportunities has then been selected for further development. This approach should ensure that the Council pursues a diverse range of opportunities - different in their potential scale, complexity and nature – to balance the risks of the overall programme.

In selecting the opportunities, consideration has been given to:

- The need to generate a net financial return to support the pressures identified in the MTFS.
- The creation of large-scale commercial projects that have the potential to create long-term income for the Council.
- Development of a commercial culture across service areas, so that thinking and acting in a commercial manner becomes central to the Council's thinking and decision-making.

The following table shows the highest commercial priorities to investigate within the commercial programme.

Priority Area	Description	Impact
Commercial Waste	Developing the Commercial Waste income streams, building on the existing assumptions that form part of the Waste Transformation Programme	Increase the number of businesses using the council service and improve the level of income generated
Light Industrial	Develop and regenerate sites into light industrial units	Increased revenue generation, servicing demand in the local area and supporting economic development
Fees and Charges	Increasing fees and charges that benchmarking has shown to be currently charged at low rates in Staffordshire	Increase in income generated
Investment Opportunities for commercial return	Continue to investigate investment opportunities that will deliver a commercial return and build up our commercial portfolio	Increased revenue generation, servicing demand in the local area and supporting economic development
One Commercial Council	Delivery of digital screen including a small proportion of time dedicated to advertising	Advertising to pay for the running costs of the screen and therefore supporting cultural events and community messaging in Newcastle town centre

How will we realise our strategic outcomes?

- Act with intelligence and agility
- Embrace transformation and innovation
- Understand that resources are required for growth and change
- Act with integrity and high ethical standards
- Embrace commercialism and maximise income
- Create and nurture commercial and development opportunities
- Act strategically for the long-term benefit of the borough and its residents
- Greater focus on procurement and contract management
- Create a sustainable commercial programme
- Know the market place and act competitively
- Establish a strong commercial culture and invest in staff and member skills
- Drive our digital agenda forward
- Demand more from service providers and contracts
- Ensure we get value for money for residents
- Listen to our staff and customers
- Actively seek and work with partners commercially
- Engage with specialist commercial advisers and professional partners
- Pursue opportunities to generate efficiencies and financial savings
- Dispose of assets when the market is no longer viable
- Extract maximum value from our property and land assets and income streams
- Stop activities that add no value or benefit to customers
- Challenge where services can be commissioned

How will we make this happen?

- Endorsement from members of the council
- Sponsorship from the Corporate Leadership Team
- Facilitated by a highly skilled commercial team
- Collaboration across all council services and teams

- External specialist advice and support
- Initiatives owned by services

How does the strategy support our organisational goals?

- Robust financial and commercial service programmes aligned to the council plan.
- Supports the MTFS and closure of funding gap.
- Uses commercial activities to leverage funding opportunities to support the regeneration of the borough.

What is the governance structure?

- Investment decisions will be taken by full Cabinet.
- Some changes may be required to the Council's Constitution to enable timely decision making as commercial opportunities present themselves.

How will risks be managed?

- Partner with industry experts and specialists
- Ensure transparency and effective communication
- Rigorous approval processes and project scrutiny
- Following corporate risk management and mitigation procedures
- Effective contract management
- Meticulous due diligence

What are the tools and structures we will use?

- Exercise statutory powers
- Shared service agreements
- Crown Commercial Service, g-cloud and local framework agreements
- Joint venture partnerships
- Arms-length management organisations and/or council owned companies

How will we fund and resource the journey?

- Generate a return on investment to fund services
- Make every penny count
- Explore opportunities to share services with other councils
- Maximise existing revenue streams, including advertising

- Effective and proportionate risk management
- Robust strategic and operational planning
- Access to government grants and other funding
- Invest to save

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET

13 January 2026

Report Title: **Scale of Fees and Charges 2026/27**

Submitted by: **Service Director for Finance (Section 151 Officer)**

Portfolios: **Finance, Town Centres and Growth**

Ward(s) affected: **All**

<u>Purpose of the Report</u>	<u>Key Decision</u> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
To obtain approval for the proposed scale of fees and charges to apply from 1 April 2026.	
<u>Recommendation</u>	
That Cabinet:	
1. Approves the fees and charges proposed to apply from 1 April 2026, as set out in Appendix 1 and 3.	
<u>Reasons</u>	
It is necessary to review the fees and charges which the Council makes in order to keep them in line with the cost of service provision, ensure compliance with the Charging Policy and to establish the amounts to be included in the 2026/27 budget.	

1. **Background**

- 1.1 The Cabinet is asked annually to consider proposals for the fees and charges to be applied during the following financial year. It is proposed that the new fees and charges set out at Appendix 1 should take effect from 1 April 2026 and remain in force until 31 March 2027.
- 1.2 The Council has an approved Charging Policy, which is followed when fees and charges are proposed and agreed. This sets out the criteria that should be taken into consideration when establishing the amounts to be charged.

2. **Issues**

- 2.1 The Medium Term Financial Strategy, reviewed by Cabinet on 2 December 2025, assumes an overall 3.8% increase in the amount of income raised from fees and charges in 2026/27.

- 2.2** The proposals made vary between minimal decreases, increase, and freezes to the fees and charges for the year. When these proposals are applied to the appropriate income budgets, they fall broadly in line with the assumed overall 3.8% increase.
- 2.3** Most of the fees and charges are inclusive of VAT but in some cases no VAT is chargeable, or VAT is added to the fee or charge. The VAT status of individual fees and charges is shown in Appendix 1.
- 2.4** When considering the level of fees and charges the principles contained in the Charging Policy should be followed. In drawing up the proposed fees and charges for 2026/27 these have been considered by Service Directors who were provided with a copy of the Charging Policy and were requested to ensure that their charges were set in accordance with the Policy, considering:
- The cost of providing the service;
 - How much income it is desired to generate and why;
 - Comparison of charges made by other Councils or providers of similar services;
 - Whose use of services it is desired to subsidise and by how much;
 - Whose behaviour it is desired to influence and in what ways;
 - How will charges help to improve value for money, equity and access to services;
 - Will the cost of collecting the income outweigh the income likely to be collected; and
 - Any other relevant factors.
- 2.5** It is acceptable for charges to be set at a level where costs are not fully recovered. There may be reasons for doing so, such as a desire to encourage take up of a service by specified groups, for example the unemployed, benefits recipients, the elderly, disabled persons or children, or to influence particular forms or patterns of behaviour
- 2.6** The decision to charge less than cost ought to be a conscious one, taken by members and justified by reference to the reasons for setting charges at less than cost as set out in the charging principles contained in the Charging Policy.
- 2.7** For 2026/27 a number of fees compared to previous years have remained frozen due to the ongoing current cost of living challenges and the negative impact this may have on service uptake. This has been factored into the Medium Term Financial Strategy assumptions.
- 2.8** Alongside the review of the Council's fees and charges, work is continually undertaken to benchmark fees alongside those of other Authorities nationwide. This work is then used as a basis to challenge officers' first fee proposals.
- 2.9** The Scale of Fees and Charges (Appendix 1) shows the current and proposed fees and charges for 2026/27 and indicates those which have been frozen at current levels. There are several new charges proposed for 2026/27. The table below shows these:

Revised Charges - Description of Charge	Fee / Charge 2026/27 (£)
CAR PARKS	
Buckmaster	
Up to 3 hours	Free
Up to 4 hours	4.70
Up to 24 hours	6.60
Season ticket - quarterly	178.60
ENVIRONMENTAL HEALTH	
Environmental Health Licences	
Dangerous wild animals - first licence completion fee	175.00
Dangerous wild animals' renewal completion fee	175.00
Selling animals as Pets - Grant new licence completion fee	175.00
Selling animals as Pets - Renew licence completion fee	175.00
Animal Boarding - Grant new licence completion fee	175.00
Animal Boarding - Renew licence completion fee	175.00
Hiring out Horses - Grant new licence (exc. Vet Fee) completion fee	175.00
Hiring out horses - Renew licence exc. vet fee completion fee	175.00
Breeding dogs - grant new licence completion fee	175.00
Breeding Dogs - renew licence completion fee	175.00
Primates - Grant new licence application fee	300.00
Primates - Grant new licence completion fee	175.00
Primates - renew licence application fee	300.00
Primates - renew licence completion fee	175.00
Primates - licence variation	114.00
Primates - licence variation with inspection	250.00
Primates - new licence vet fee	On Application
LEISURE CHARGES	
Jubilee 2	
External NPLQ Training (2 hours)	13.50
Active-life Programme Initial Twelve Weeks	32.05
MARKETS	
Fundraising in Street Trading Area	75.00
PLANNING	
Invalid planning applications, information not submitted within 28 days:	
- Householder applications	50.00
- Non-major applications	150.00
- Major applications	250.00

Revised Charges - Description of Charge	Fee / Charge 2026/27 (£)
<i>Biodiversity Net Gain Monitoring - Low Distinctiveness:</i>	
- Less than 0.5 hectare	969.00
- Small site, up to 1 hectares	2,169.00
- Small / Medium site, up to 5 hectares	4,338.00
- Medium site, up to 10 hectares	6,338.00
- Large site, up to 20 hectares	8,507.00
- Very large site, over 20 hectares	10,676.00
 Biodiversity Net Gain Monitoring - Moderate Distinctiveness:	
- Less than 0.5 hectare	1,369.00
- Small site, up to 1 hectares	2,569.00
- Small / Medium site, up to 5 hectares	5,138.00
- Medium site, up to 10 hectares	7,138.00
- Large site, up to 20 hectares	9,307.00
- Very large site, over 20 hectares	11,476.00
 Biodiversity Net Gain Monitoring - High Distinctiveness:	
- Less than 0.5 hectare	1,769.00
- Small site, up to 1 hectares	2,969.00
- Small / Medium site, up to 5 hectares	5,938.00
- Medium site, up to 10 hectares	7,938.00
- Large site, up to 20 hectares	10,107.00
- Very large site, over 20 hectares	12,276.00

2.10 Several fees and charges approved for 2025/26 have been deleted from the proposed fees and charges for 2026/27 relating to services no longer provided or superseded. The table below shows these:

Deleted Charges - Description of Charge	Fee / Charge 2025/26 (£)
CAR PARKS	
Construction permit (max of 1 week permit)	
Initial day rate	17.00
Additional days	7.50
Bankside	
Season ticket - per quarter	172.00
Each additional permit for the same numbered bay - per quarter	27.00
Overnight quarterly permit - 6pm to 7am	65.00
Barracks Road/School Street (Zone B)	
Overnight quarterly permit - 8pm to 8am	68.00

Deleted Charges - Description of Charge	Fee / Charge 2025/26 (£)
Blackfriars (Zone C)	
Up to 1 hour	1.20
Up to 2 hours	1.70
Up to 3 hours	2.20
Up to 4 hours	2.70
Up to 6 hours	3.40
6 hours to 24 hours	3.80
Season ticket - per quarter	172.00
Evening charge - 1pm to 8am	1.00
Overnight quarterly permit - 8pm to 8am	68.00
Bank Holiday	1.10
Event Parking	1.10
Fogg Street East (Zone A)	
Each additional permit for the same numbered bay - per quarter	27.00
Hassell Street (Zone B) (Bandings Subject to Review)	
4 hours to 24 hours	5.80
Evening charge - 1pm to 8am	1.00
High Street (Rear of)	
Each additional permit for the same numbered bay - per quarter	27.00
Silverdale Road (Zone C)	
Resident permit - per quarter	68.00
Windsor Street (Zone B)	
Season ticket - after school (30 minutes)	32.00
LEISURE CHARGES	
<i>Pool Courses</i>	
National lifesaving Academy/Rookies (per 2-hour session) - Lyme Card	12.80
Rookies	8.00
MARKETS	
Farmers market - stall (per day)	23.00
Small Stalls (adjacent to Guildhall)	11.00
Craft fair (bric-a-brac) - stall (per day)	6.00
Craft fair (bric-a-brac) - second stall (per day)	3.00
Electricity Charge for pitches on AFG licensed markets	8.00
Record Fair	11.00

2.11 Due to the commercial sensitivity of the proposed charges for the trade waste service, these are not included on part 1 of the agenda and are exempt from publication by reasons of paragraph 3 of part 1 of schedule 12a of the Local

Government Act 1972. The proposed charges can be found in part 2 of the agenda.

3. Recommendation

- 3.1 That Cabinet approve the fees and charges proposed to apply from 1 April 2026, as set out in Appendix 1.

4. Reasons

- 4.1 Applying selective increases to fees and charges enables economic activity to be promoted within the Borough. It also contributes to the delivery of a sustainable budget for 2026/27 and later years and ensures compliance with the Charging Policy.

5. Options Considered

- 5.1 The decision to charge less than cost recovery ought to be a conscious one, taken by members and justified by reference to the reasons for setting charges at less than cost as set out in the charging principles contained in the Charging Policy.

6. Legal and Statutory Implications

- 6.1 Statutory charges are included in the scale of fees and charges and are noted as such. These are set by the government rather than by the Council. Land Charges and Licensing fees are set in accordance with a statutory requirement to balance income with expenditure. All other charges may be set by the Council in accordance with its Charging Policy

7. Equality Impact Assessment

- 7.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably due to protected characteristics. It is important to consider the potential impact on such groups and individuals when designing fees and charges.

8. Financial and Resource Implications

- 8.1 The approved levels of fees and charges will be incorporated in the General Fund Budget for 2026/27. The Medium-Term Financial Strategy (MTFS) assumes increased income of £364,000 from an average increase of 3.8% across the existing range of fees and charges and the introduction of a number of new fees and charges.
- 8.2 The proposals made vary between minimal decreases to increases. When these proposals are applied to the appropriate income budgets, they fall broadly in line with the assumed overall 3.8% increase.

9. Major Risks & Mitigation

- 9.1 A major risk is that a depressed economic situation leads to less demand from users of Council services, resulting in significant loss of income. The level of charges will in some cases influence this demand.

10. UN Sustainable Development Goals (UNSDG)

- 10.1 In shaping detailed fees and charges proposals consideration will be given to:



11. One Council

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☒

We will make investment to diversify our income and think entrepreneurially.

One Digital Council ☒

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.

One Sustainable Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle.

- 11.1 Consideration of these factors has been given by Portfolio Holders and Service Directors in the determining of fees and charges.

12. Key Decision Information

- 12.1 Approval of the fees and charges is a key decision.

13. Earlier Cabinet/Committee Resolutions

- 13.1 Medium Term Financial Strategy 2026/27 to 2030/31 (Cabinet 02 September 2025).
- 13.2 Revenue and Capital Budgets 2026/27 – First Draft Savings Plans (Cabinet 2 December 2025).

14. List of Appendices

- 14.1 Appendix 1 – Proposed charges from 1 April 2026
- 14.2 Appendix 2 – Charging Policy

APPENDIX 1 - SCALE OF FEES AND CHARGES 2026/27

ALLOTMENTS	1
BULKY RECYCLING	1
BUS DEPARTURE CHARGES	1
CAR PARKS	1
CEMETERIES	3
CIRCUSES & FAIRS	4
COVENANT CONSENTS	4
CREMATORIUM	5
DOG WARDEN SERVICE	6
ELECTIONS	6
ENVIRONMENTAL HEALTH	7
FACILITIES MANAGEMENT	9
GARDEN WASTE RECYCLING	9
LAND CHARGES	9
LEISURE CHARGES	10
LICENCES	12
MARKETS	15
MOT	15
MUSEUM & ART GALLERY	15
NAMING/ NUMBERING OF STREETS/ PROPERTIES	16
PEST CONTROL	16
PLANNING SERVICES	17
PRIVATE SECTOR HOUSING	19
REMOVAL OF DOMESTIC ANIMAL CARCASSES	19
SALE OF SANDBAGS	19
STREET TRADING	19
TOWN CENTRE DISPLAYS	19
TREE PRESERVATION ORDERS	19
WASTE & RECYCLING BINS/ RECEPTACLES	19

Fees and Charges 2026/27

	Fee/ Charge 2025/26 £.p	Proposed Fee/ Charge 2026/27 £.p	Increase/ Decrease £.p	VAT Status	Committee Approval/ Comments
ALLOTMENTS				No VAT	Cabinet
Rent (per annum) per square metre	0.56	0.58	0.02		
Note: 20% concession for Junior/60+/Unemployed					
BULKY RECYCLING				No VAT	Cabinet
1-3 Items non reusable/waste items	52.00	62.00	10.00		
4-6 Items non reusable/waste items	84.00	87.20	3.20		
7-9 Items non reusable/waste items	105.00	109.00	4.00		
BUS DEPARTURE CHARGES				Plus VAT	Cabinet
Fee per departure	0.37	0.39	0.02		
CAR PARKS					
Charges for Infringements				No VAT	Cabinet
Civil parking enforcement - higher charge	70.00	70.00	0.00		
Civil parking enforcement - lower charge	50.00	50.00	0.00		
Discount for block purchase of permits					
Discount for purchase of 10 or more permits	10.00%	10.00%	0.00%		
Discount for purchase of 20 or more permits	20.00%	20.00%	0.00%		
Parking convenience charge and reminder charge	Set by Provider	Set by Provider	0.00	VAT Incl.	Cabinet
Barracks Road/School Street (Zone B)				VAT Incl.	Cabinet
Up to 1 hour	1.20	1.30	0.10		
Up to 2 hours	2.10	2.20	0.10		
Up to 3 hours	3.20	3.40	0.20		
Season ticket - per quarter	172.00	178.60	6.60		
Monthly permit	65.00	67.50	2.50		
Afternoon charge - 1pm to 8pm	1.00	1.00	0.00		
Evening charge - 1pm to 8am	1.00	1.00	0.00	VAT Incl.	Cabinet
Bank Holiday	1.20	1.30	0.10		
Event Parking	1.20	1.30	0.10		
Buckmaster				VAT Incl.	Cabinet
Up to 3 hours	N/A	Free	New		
Up to 4 hours	N/A	4.70	New		
Up to 24 hours	N/A	6.60	New		
Season ticket - quarterly	N/A	178.60	New		
Castle Car Park				VAT Incl.	Cabinet
Up to 1 hour	1.20	1.30	0.10		
Up to 2 hours	2.30	2.40	0.10		
Up to 3 hours	3.50	3.70	0.20		
Up to 4 hours	4.70	4.90	0.20		
Up to 24 hours	6.60	6.90	0.30		
Season ticket - per quarter	172.00	178.60	6.60		
Monthly ticket	65.00	67.50	2.50		
Overnight quarterly permit - 8pm to 8am	68.00	70.60	2.60		
Bank Holiday & Event Parking	1.20	1.30	0.10		
Evening charge (8pm to 8am the following morning)	1.50	1.60	0.10		
Cherry Orchard (Zone B)				VAT Incl.	Cabinet
Up to 1 hour	1.20	1.30	0.10		
Up to 2 hours	2.10	2.20	0.10		
Up to 3 hours	3.20	3.40	0.20		
Up to 4 hours	4.40	4.60	0.20		
4 hours to 24 hours	5.80	6.10	0.30		
Season ticket - per quarter	172.00	178.60	6.60		
Monthly ticket	65.00	67.50	2.50		
Evening charge - 1pm to 8am	1.00	1.00	0.00		
Overnight quarterly permit - 8pm to 8am	68.00	70.60	2.60		
Bank Holiday	1.10	1.30	0.20		
Event Parking	1.10	1.30	0.20		
Corporation Street (Zone A)				VAT Incl.	Cabinet
Up to 1/2 hour	1.00	1.00	0.00		
Up to 1 hour	1.70	1.80	0.10		
Evening charge - 1pm to 8am	1.00	1.00	0.00		
Overnight quarterly permit - 8pm to 8am	68.00	70.60	2.60		
Bank Holiday	1.60	1.80	0.20		
Event Parking	1.60	1.80	0.20		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
Fogg Street East (Zone A)				VAT Incl.	Cabinet
Season ticket - per quarter	172.00	178.60	6.60		
Overnight quarterly permit - 6pm to 7am	68.00	70.60	2.60		
Goose Street (Zone B)				VAT Incl.	Cabinet
Up to 1 hour	1.20	1.30	0.10		
Up to 2 hours	2.10	2.20	0.10		
Up to 3 hours	3.20	3.40	0.20		
Up to 4 hours	4.40	4.60	0.20		
4 hours to 24 hours	5.80	6.10	0.30		
Season ticket - per quarter	172.00	178.60	6.60		
Monthly ticket	65.00	67.50	2.50		
Evening charge - 1pm to 8am	1.00	1.00	0.00		
Overnight quarterly permit - 8pm to 8am	68.00	70.60	2.60		
Bank Holiday	1.20	1.30	0.10		
Event Parking	1.20	1.30	0.10		
Hassell Street (Zone B) (Bandings Subject to Review)				VAT Incl.	Cabinet
Up to 1 hour	1.20	1.30	0.10		
Up to 2 hours	2.10	2.20	0.10		
Up to 3 hours	3.20	3.40	0.20		
Up to 4 hours	4.40	4.60	0.20		
Season ticket - per quarter	172.00	178.60	6.60		
Monthly ticket	65.00	67.50	2.50		
Overnight quarterly permit - 8pm to 8am	68.00	70.60	2.60		
Bank Holiday	1.20	1.30	0.10		
Event Parking	1.20	1.30	0.10		
High Street (South)				VAT Incl.	Cabinet
20 minute stay	Free	Free	0.00		
High Street (Rear of)				VAT Incl.	Cabinet
Season ticket - per quarter	172.00	178.60	6.60		
Monthly ticket	65.00	67.50	2.50		
Overnight quarterly permit - 6pm to 7am	68.00	70.60	2.60		
King Street (Zone C)				VAT Incl.	Cabinet
Up to 1 hour	1.20	1.30	0.10		
Up to 2 hours	1.70	1.80	0.10		
Up to 3 hours	2.20	2.30	0.10		
Up to 4 hours	2.70	2.90	0.20		
Up to 6 hours	3.40	3.60	0.20		
6 hours to 24 hours	3.90	4.10	0.20		
Season Ticket - per quarter	172.00	178.60	6.60		
Monthly ticket	65.00	67.50	2.50		
Evening charge - 1pm to 8am	1.00	1.00	0.00		
Overnight quarterly permit - 8pm to 8am	68.00	70.60	2.60		
Bank Holiday	1.20	1.30	0.10		
Event Parking	1.20	1.30	0.10		
Lyme Valley A34				VAT Incl.	Cabinet
Anytime	Free	Free	0.00		
Lyme Valley / Lyme Valley Rd				VAT Incl.	Cabinet
Up to 2 hours	Free	Free	0.00		
Up to 3 hours	3.60	3.80	0.20		
Up to 4 hours	4.70	4.90	0.20		
4 - 24 hours	6.60	6.90	0.30		
Season Ticket - per quarter	172.00	178.60	6.60		
Silverdale Road (Zone C)				VAT Incl.	Cabinet
Up to 1 hour	1.20	1.30	0.10		
Up to 2 hours	1.70	1.80	0.10		
Up to 3 hours	2.20	2.30	0.10		
Up to 6 hours	3.40	3.60	0.20		
6 hours to 24 hours	3.90	4.10	0.20		
Season ticket - per quarter	172.00	178.60	6.60		
Monthly ticket	65.00	67.50	2.50		
Evening charge - 1pm to 8am	1.00	1.00	0.00		
Overnight quarterly permit - 8pm to 8am	68.00	70.60	2.60		
Bank Holiday	1.20	1.30	0.10		
Event Parking	1.20	1.30	0.10		
Windsor Street (Zone B)				VAT Incl.	Cabinet
Up to 1 hour	1.20	1.30	0.10		
Up to 2 hours	2.20	2.30	0.10		
Monthly ticket	65.00	67.50	2.50		
Season ticket - quarterly	172.00	178.60	6.60		
Evening charge - 1pm to 8am	1.00	1.00	0.00		
Overnight quarterly permit - 8pm to 8am	68.00	70.60	2.60		
Bank Holiday	1.10	1.30	0.20		
Event Parking	1.10	1.30	0.20		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
CEMETERIES					
Interment Fees - Resident Fees				No VAT	Cabinet
17 years and under 4ft 6	1,140.00	1,200.00	60.00		
18 years & over over 4ft 6	1,350.00	1,420.00	70.00		
18 years & under 4ft 6	1,140.00	1,200.00	60.00		
Woodland burial - Keele Cemetery (1 full interment only in each grave)	1,135.00	1,200.00	65.00		
Cremated remains at 2 feet	510.00	535.00	25.00		
Woodland burial cremated remains at 2 feet - Keele Cemetery (4 interments only in each grave)	510.00	535.00	25.00		
Additional depth for cremated remains over 2 feet	265.00	280.00	15.00		
Additional depth over 6 feet per foot	285.00	300.00	15.00		
Interment of body part	510.00	535.00	25.00		
Double interment (two interments taking place at the same time)	Interment Fee +50%	Interment Fee +50%	0.00		
Exhumation fee - cremated remains	1,600.00	1,680.00	80.00		
Exhumation fee	3,700.00	3,880.00	180.00		
Purchase of Graves - Resident Fees (Includes right to erect memorial for single grave)				No VAT	Cabinet
Exclusive Right of Burial & Memorialisation for a grave with two interments	1,530.00	1,610.00	80.00		
Lawn Graves Reservation	2,180.00	2,260.00	80.00		
Exclusive Right of Burial in a Woodland Grave at Keele Cemetery (1 full interment only in each grave plus memorial tree)	1,530.00	1,610.00	80.00		
Reservation of Woodland Grave	2,180.00	2,260.00	80.00		
Exclusive Right of Burial and Memorialisation in a Cremated Remains Grave at 2ft	770.00	810.00	40.00		
Reservation of a Cremated Remains Grave	1,095.00	1,135.00	40.00		
Exclusive Right of Burial in a Woodland Cremated Remains Grave, Keele Cemetery at 2ft Inclusive of a Shrub	770.00	810.00	40.00		
Reservation of Woodland Cremated Remains Grave	1,095.00	1,135.00	40.00		
Renewal of exclusive right of burial & memorialisation (full grave)	470.00	495.00	25.00		
Renewal of exclusive right of burial & memorialisation (cremated remains grave)	260.00	275.00	15.00		
Transfer of ownership of exclusive rights of burial & memorialisation	125.00	130.00	5.00		
Duplicate deed of exclusive rights of burial & memorialisation	65.00	70.00	5.00		
Memorial fee permit	65.00	70.00	5.00		
Interment Fees - Non-Resident Fees				No VAT	Cabinet
17 years and under 4ft 6	1,710.00	1,800.00	90.00		
18 years & over over 4ft 6	2,025.00	2,130.00	105.00		
18 years & under 4ft 6	1,710.00	1,800.00	90.00		
Woodland burial - Keele Cemetery (1 full interment only in each grave)	1,710.00	1,800.00	90.00		
Cremated remains at 2 feet	765.00	802.50	37.50		
Woodland burial cremated remains at 2 feet - Keele Cemetery (4 interments only in each grave)	765.00	802.50	37.50		
Interment of body part	765.00	802.50	37.50		
Additional depth for cremated remains over 2 feet	275.00	290.00	15.00		
Additional depth over 6 feet per foot	295.00	310.00	15.00		
Double interment (two interments taking place at the same time)	Fee + 50%	Fee + 50%	0.00		
Exhumation fee - cremated remains	1,600.00	1,680.00	80.00		
Exhumation fee	3,700.00	3,880.00	180.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
Purchase of Graves - Non-Resident Fees				No VAT	Cabinet
(Includes right to erect memorial for single grave)					
Exclusive Right of Burial & Memorialisation for a Single Grave	3,060.00	3,220.00	160.00		
Lawn Graves Reservation	3,710.00	3,870.00	160.00		
Exclusive Right of Burial in a Woodland Grave at Keele Cemetery (1 full interment only in each grave plus memorial tree)	3,060.00	3,220.00	160.00		
Reservation of Woodland Grave	3,710.00	3,870.00	160.00		
Exclusive Right of Burial and Memorialisation in a Cremated Remains Grave at 2ft	1,540.00	1,620.00	80.00		
Reservation of a Cremated Remains Grave	1,865.00	1,945.00	80.00		
Exclusive Right of Burial in a Woodland Cremated Remains Grave, Keele Cemetery at 2ft Inclusive of a Shrub	1,540.00	1,620.00	80.00		
Reservation of Woodland Cremated Remains Grave	1,865.00	1,945.00	80.00		
Renewal of exclusive right of burial & memorialisation (cremated remains grave)	565.00	593.30	28.30		
Transfer of ownership of exclusive rights of burial & memorialisation	175.00	183.80	8.80		
Duplicate deed of exclusive rights of burial & memorialisation	100.00	105.00	5.00		
Erection of Memorials (no prior right given)				No VAT	Cabinet
Memorial not exceeding 3 feet in height	190.00	200.00	10.00		
Columbarium				No VAT	Cabinet
10-year lease including 1st interment	680.00	715.00	35.00		
2nd interment	105.00	110.00	5.00		
Renewal of 10-year lease	330.00	350.00	20.00		
Additional 5-year lease	330.00	350.00	20.00		
Use of Chapel & Community Room				No VAT	Cabinet
Keele community room - funeral service 90 minutes	240.00	252.00	12.00		
Keele family room - per hour hour	30.00	31.50	1.50		
Sundry Items				VAT Incl.	Cabinet
Single abstract information from registrar	35.00	37.00	2.00		
Family history research	25.00	27.00	2.00		
Casket - Single	100.00	105.00	5.00		
Casket - Double	125.00	132.50	7.50		
Casket Plaque for Crematorium Boxes	16.00	17.00	1.00		
Wooden cross	60.00	70.00	10.00		
Memorial bench	1,560.00	1,638.00	78.00		
Memorial trees	440.00	465.00	25.00		
Barrier fob replacements	17.50	18.50	1.00		
Late arrival at cemeteries by more than 15 mins,	210.00	220.00	10.00		
Funeral Director charge					
Late Paperwork	55.00	58.00	3.00		
Incorrect coffin size	55.00	58.00	3.00		
Admin fee	90.00	95.00	5.00		
Late removal of memorial resulting in a delay of grave excavation	160.00	170.00	10.00		
CIRCUSES & FAIRS				No VAT	Cabinet
Hire rate per day of site presence (based on an 8-hour day - 1 day to set up & 1 day to dismantle free of charge)	760.00	780.00	20.00		
Returnable deposit - cleaning	1,080.00	1,120.00	40.00		
Returnable deposit - damage	1,080.00	1,120.00	40.00		
COVENANT CONSENTS				No VAT	Cabinet
Covenant consents and any written responses to enquiries relating to land and property previously owned by the Council	172.00	178.00	6.00		
Initial purchase enquiry form for land smaller than 0.1ha (deducted from land transaction fee if completed otherwise non-refundable)	104.00	108.00	4.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
CREMATORIUM					
Cremation Fees				No VAT	Cabinet
17 years of age and under	950.00	990.00	40.00		
Direct cremation no service or family before 9.00am, Monday Tuesday, Wednesday, Thursday, limited to two per day.	375.00	389.30	14.30		
18 years & over 9.20am service time only	705.00	745.00	40.00		
18 years & over from 10am	950.00	990.00	40.00		
Burial of remains cremated elsewhere	280.00	290.00	10.00		
Chapel hire - additional use to cremation service 30 minutes	255.00	275.00	20.00		
Chapel service 40 mins	510.00	530.00	20.00		
Temporary deposit of ashes (per week after the first 4 weeks)	22.00	23.00	1.00		
Storage of ashes where burial is to be arranged (per week after 12 weeks)	22.00	23.00	1.00		
Obitus Fees				VAT Incl.	Cabinet
Webcast Live	50.00	52.00	2.00		
Webcast Live + 28 day + downloadable	70.00	73.00	3.00		
Keepsake DVD, USB, Blu-Ray, or Audio CD	70.00	73.00	3.00		
Basic Slideshow	55.00	58.00	3.00		
Music Slideshow (Pro-Tribute)	95.00	100.00	5.00		
Family-supplied tribute checking	35.00	37.00	2.00		
Bespoke tribute	415.00	430.00	15.00		
Themed tribute	110.00	115.00	5.00		
Extra single photo	22.00	23.00	1.00		
Extra photo charge (each extra 25 photos on a visual tribute)	40.00	42.00	2.00		
Extra work charge	33.00	34.00	1.00		
Tribute download	22.00	23.00	1.00		
Video book	105.00	110.00	5.00		
Memory box	140.00	145.00	5.00		
Obitus bundle	190.00	198.00	8.00		
Urns & Containers				VAT Incl.	Cabinet
Casket - Single	100.00	105.00	5.00		
Casket - Double	125.00	133.00	8.00		
Casket plaque for Crematorium Boxes	16.00	17.00	1.00		
Postage & packaging	Cost + £40	Cost + £40	0.00		
Memorialisation				VAT Incl.	Cabinet
Book of remembrance up to 2 lines	90.00	94.00	4.00		
Book of remembrance for 5 lines	190.00	198.00	8.00		
Book of remembrance for 8 lines	280.00	290.00	10.00		
Simple flower or emblem with five lines or more	125.00	130.00	5.00		
Badges or coat of arms with five lines or more	170.00	177.00	7.00		
Memorial card to match inscription	52.00	54.00	2.00		
Plaques Slate				No VAT	Cabinet
Adding to existing plaque per letter or figure	12.50	13.00	0.50		
Regilding of existing letters (per letter)	8.50	9.00	0.50		
Wall plaque purchase at end of lease (12"x4")	105.00	110.00	5.00		
Wall plaque purchase at end of lease (12"x8")	210.00	220.00	10.00		
Sandstone memorial vase - 5 year lease	335.00	350.00	15.00		
Granite wall plaque with posey vase 5 year lease	285.00	295.00	10.00		
Additional Memorials				No VAT	Cabinet
Memorial benches ten year lease	1,560.00	1,620.00	60.00		
Individual memorial bench - 5-year renewal	520.00	540.00	20.00		
Remembrance bench (up to 12 plaques) - initial lease of plaque 5-years	310.00	322.00	12.00		
Remembrance bench (up to 12 plaques) - renewal for 5-years	185.00	193.00	8.00		
Memorial leaf on tree initial 5-year lease	250.00	260.00	10.00		
Memorial vases ten year lease	540.00	560.00	20.00		
Additional characters for Kerb side vase	5.00	6.00	1.00		
Each succeeding 5-year hire	335.00	348.00	13.00		
Garden / Memorial Plaque ten year lease	425.00	442.00	17.00		
Additional plaques in same location as family member in gardens	110.00	115.00	5.00		
Garden / Memorial Plaque - 5-year renewal	210.00	218.00	8.00		
Service overrun at Bradwell Crem charge to be made to the Funeral Director	210.00	220.00	10.00		
Late Paperwork	55.00	60.00	5.00		
Incorrect coffin size	55.00	60.00	5.00		
Copy cremation certificate	10.00	10.00	0.00		
Early/late arrival at cemeteries by more than 15 minutes, charge to be made to the funeral directors	210.00	220.00	10.00		
Admin Fee	90.00	95.00	5.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26 £.p	Proposed Fee/ Charge 2026/27 £.p	Increase/ Decrease £.p	VAT Status	Committee Approval/ Comments
DOG WARDEN SERVICE				No VAT	Cabinet
Recovery of Stray Dogs					
During normal working hours - reclaim fee	84.00	88.00	4.00		
Daily kennelling fees	Cost	Cost	0.00		
ELECTIONS					
Rule 9 (1) Parliamentary Election Regulations & Rule/Reg 9 (1) Police Fire and Crime Commissioner Election Regulations - Candidates' Deposits				No VAT	Statutory
Parliamentary election candidate	500.00	500.00	0.00		
Police Fire and Crime Commissioner candidate	5,000.00	5,000.00	0.00		
Regulations 48 & 49 Representation of the People Regulations 2001				No VAT	Statutory
Supply of Full Register					
Sale of full register (printed)	10.00	10.00	0.00		
Plus, per 1,000 names or part 1,000 (printed)	5.00	5.00	0.00		
Sale of full register (data)	20.00	20.00	0.00		
Plus, per 1,000 names or part 1,000 (data)	1.50	1.50	0.00		
List of overseas electors (printed)	10.00	10.00	0.00		
Plus, per 100 names or part 100 (printed)	5.00	5.00	0.00		
List of overseas electors (data)	20.00	20.00	0.00		
Plus, per 100 names or part 100 (data)	1.50	1.50	0.00		
Supply of Edited Register				No VAT	Statutory
Sale of edited register (printed)	10.00	10.00	0.00		
Plus, per 1,000 names or part 1,000 (printed)	5.00	5.00	0.00		
Sale of register (data)	20.00	20.00	0.00		
Plus, per 1,000 names or part 1,000 (data)	1.50	1.50	0.00		
Regulations 120 Representation of the People Regulations 2001				No VAT	Statutory
Supply of Marked Register					
Supply of marked registers (printed)	10.00	10.00	0.00		
Plus, per 1,000 entries or part 1,000	2.00	2.00	0.00		
Supply of marked registers (data)	10.00	10.00	0.00		
Plus, per 1,000 entries or part 1,000	1.00	1.00	0.00		
Inspection & Copies of Documents				No VAT	Statutory
Regulation 10 representation of the people regulations 2001 - inspection of candidates' expenses	5.00	5.00	0.00		
A4 - copies (black & white)	0.20	0.20	0.00		
Town & Parish Elections				No VAT	Statutory
<i>Borough Council Election taking place on the same day:</i>					
Town or Parish specific printing / postage costs	Market rate + 5% admin costs	Market rate + 5% admin costs	0.00		
- Room hire	50% of cost	50% of cost	0.00		
- Staffing costs (polling & count)	50% of staffing rate on the same day, or full costs if the count is taking place on a different day	50% of staffing rate on the same day, or full costs if the count is taking place on a different day	0.00		
<i>Town or Parish Election on different day i.e., by-election</i>					
- printing, postage, stationery, room hire costs and other associated costs	Full costs for each election per ward or parish	Full costs for each election per ward or parish	0.00		
- polling station / count staff cost	Standard NULBC staffing rates	Standard NULBC staffing rates	0.00		
Uncontested Town or Parish Election	125.00	130.00	0.00		
Administration Fee					
Room hires	Full Costs	Full Costs	0.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
ENVIRONMENTAL HEALTH					
Works in default of statutory notice Calculated in accordance with the following formula - a) Contractor costs b) Officer costs (per hour at actual rate) c) Car mileage & subsistence d) On costs (b+c) + 25% e) Disbursements (e.g., warrant application, postage, printing, cost of invoice etc.) Total = a+d+e+ interest on outstanding balance as determined by council at start of financial year	Per Formula	Per Formula	0.00	No VAT	Cabinet
Environmental Offences - Fixed Penalty Notices				No VAT	Statutory
Waste receptacles - Section 47ZA(2) (paid in 10 days)	60.00	60.00	0.00		
Waste receptacles - Section 47ZA(2) (paid in 14 days)	80.00	80.00	0.00		
Failure to Produce Waste Carrier Registration Documents – Control of Pollution (Amendment) Act 1989 – section 5B	300.00	300.00	0.00		
Failure to furnish documentation (waste carrier authority - Section 34(2))	300.00	300.00	0.00		
Litter – Section 88 (1) Domestic person (paid within 14 days)	200.00	200.00	0.00		
Litter – Section 88 (1) Commercial business (paid within 14 days)	500.00	500.00	0.00		
Unauthorised distribution of literature on designated land - Schedule 3A (7)2 (paid in 10 days)	75.00	75.00	0.00		
Unauthorised distribution of literature on designated land - Schedule 3A (7)2 (paid in 14 days)	100.00	100.00	0.00		
Failure to comply with a Community Protection Notice or Public Spaces Protection Order (paid in 10 days)	75.00	75.00	0.00		Cabinet
Failure to comply with a Community Protection Notice or Public Spaces Protection Order (paid in 14 days)	100.00	100.00	0.00		Cabinet
Littering from vehicles outside of London (Keepers: Civil Penalties) Regulations 2018, Regulation 6 (Paid in 14 days)	75.00	75.00	0.00		Public Protection Committee
Littering from vehicles outside of London (Keepers: Civil Penalties) Regulations 2018, Regulation 6 (Paid in 28 days)	100.00	100.00	0.00		
Graffiti and Fly Posting (Anti-Social Behaviour Act 2003 - Section 43) (Domestic person)	200.00	200.00	0.00		
Graffiti and Fly Posting (Anti-Social Behaviour Act 2003 - Section 43) (Commercial business)	500.00	500.00	0.00		
Domestic Waste Section 46 (Environmental Protection Act 1990)	60.00	60.00	0.00		
Household waste duty of care fixed penalty notices. Environmental protection Act 1990 Section 34(2)(A)	600.00	600.00	0.00		
Fly tipping (The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 which amends Environmental Protection Act 1990 “33ZA Fixed penalty notices for contravention of section 33(1)(a): England (from domestic property)	500.00	500.00	0.00		
Fly tipping (The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 which amends Environmental Protection Act 1990 “33ZA Fixed penalty notices for contravention of section 33(1)(a): England (from motor vehicle)	1,000.00	1,000.00	0.00		
Fly tipping (The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 which amends Environmental Protection Act 1990 “33ZA Fixed penalty notices for contravention of section 33(1)(a): England (from commercial business)	1,000.00	1,000.00	0.00		
Vehicle repair & sale offences (Clean Neighbourhoods and Environment Act 2005, Sections 3 & 4	100.00	100.00	0.00		
FPN for abandoned vehicles	200.00	200.00	0.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
Environmental Protection Act 1990 - Part 1					
Pollution Prevention & Control Act 1999				No VAT	Cabinet
Register of Permits					
Copy of tape/CD recorded interviews	21.00	22.00	1.00		
Environmental Information Regulations 1992 (requests for information), Charge per Hour (ICO guidance)	26.00	27.00	1.00		ICO Guidance
Noise monitoring service for Registered Social Landlords & Private Landlords for 1 period of up to 7 days & subsequent report & copy of recording	375.00	390.00	15.00		
Environmental Health Licences				No VAT	Cabinet
Dangerous wild animals - first licence application	700.00	525.00	-175.00		
Dangerous wild animals - first licence completion fee	N/A	175.00	New		
Dangerous wild animals - renewal application	350.00	175.00	-175.00		
Dangerous wild animals renewal completion fee	N/A	175.00	New		
Zoo - first licence	On Application	On Application	0.00		
Zoo - renewal	On Application	On Application	0.00		
Selling animals as Pets – Grant new licence application	395.00	220.00	-175.00		
Selling animals as Pets - Grant new licence completion fee	N/A	175.00	New		
Selling animals as Pets – Renew licence	350.00	175.00	-175.00		
Selling animals as Pets - Renew licence completion fee	N/A	175.00	New		
Selling animals as Pets – Grading review (no visit)	92.00	96.00	4.00		
Selling animals as Pets – Variation	114.00	118.00	4.00		
Animal Boarding – Grant new licence application fee	395.00	220.00	-175.00		
Animal Boarding - Grant new licence completion fee	N/A	175.00	New		
Animal Boarding – Renew licence application fee	350.00	175.00	-175.00		
Animal Boarding - Renew licence completion fee	N/A	175.00	New		
Animal Boarding – Grading review (no visit)	92.00	96.00	4.00		
Animal Boarding – Variation	114.00	118.00	4.00		
Hiring out horses – Grant new licence Exc Vet Fee application fee	632.00	457.00	-175.00		
Hiring out Horses - Greant new licence (exc Vet Fee) completion fee	N/A	175.00	New		
Hiring out Horses - new licence Vet Fee	On Application	On Application	0.00		
Hiring out horses – Renew licence exc. Vet Fee application fee	395.00	175.00	-220.00		
Hiring out horses - Renew licence exc vet fee completion fee	N/A	175.00	New		
Hiring out Horses - renew licence Vet Fee	On Application	On Application	0.00		
Hiring out horses – Grading review (no visit)	91.00	96.00	5.00		
Hiring out horses – Variation	114.00	118.00	4.00		
Hiring out horses – Annual horse check	On Application	On Application	0.00		
Breeding Dogs – Grant new licence application fee	654.00	479.00	-175.00		
Breeding dogs - grant new licence completion fee	N/A	175.00	New		
Breeding Dogs - New licence Vet Fee	On Application	On Application	0.00		
Breeding Dogs – Renew licence application fee	350.00	175.00	-175.00		
Breeding Dogs - renew licence completion fee	N/A	175.00	New		
Breeding Dogs – Grading review (no visit)	91.00	96.00	5.00		
Breeding Dogs – Variation	114.00	118.00	4.00		
Keeping or training animals for exhibition - Grant new licence (3yrs)	270.00	274.00	4.00		
Keeping or training animals for exhibition - Renew licence (3yrs)	270.00	274.00	4.00		
Keeping or training animals for exhibition - Variation	114.00	118.00	4.00		
Re-inspection	114.00	118.00	4.00		
Primates - Grant new licence application fee	N/A	300.00	New		
Primates - Grant new licence completion fee	N/A	175.00	New		
Primates - renew licence application fee	N/A	300.00	New		
Primates - renew licence completion fee	N/A	175.00	New		
Primates - licence variation	N/A	114.00	New		
Primates - licence variation with inspection	N/A	250.00	New		
Primates - new licence vet fee	N/A	On Application	New		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
Registration of premises for acupuncture, tattooing, cosmetic piercing, electrolysis & semi-permanent skin colouring	175.00	182.00	7.00		
Registration of each operative	109.00	114.00	5.00		
Additional treatment registration	91.00	95.00	4.00		
Export health certificates	188.00	196.00	8.00		
Charges for Authorised Process - Local Authority Pollution Prevention Control Act	Statutory	Statutory	0.00		Statutory
The scale of charges is set by DEFRA annually after consultation with Local Authorities, representatives of industry and other stakeholders. The scale of charges is designed to cover the regulatory and administrative costs (including visits, administration, advice, and time) to the regulator arising from each process. The 2018/19 charges are to be advised by DEFRA in February 2018.	Per DEFRA	Per DEFRA	0.00		To be advised by DEFRA
Factual Statements (Food Safety Act, Health & Safety at Work Act, Environmental Protection Act)				No VAT	Cabinet
Charge for factual statements - additional time	165.00	172.00	7.00		
Charge for factual statements - disclosure of documents	90.00	94.00	4.00		
Private Water Supplies				No VAT	Statutory
Risk assessment (per hour, plus mileage)	Hourly charge out rate plus mileage or costs incurred	Hourly charge out rate plus mileage or costs incurred			
Sampling	(each LA visit to include £40 to cover UKAS accreditation)	(each LA visit to include £40 to cover UKAS accreditation)	0.00		
Investigation					
Authorisation					
Analysis - during Regulation 10					
Analysis - during check monitoring	Laboratory cost	Laboratory cost	0.00		
Analysis - during audit monitoring					
Swimming Pools				No VAT	Cabinet
Sampling of pool water - per annum	787.00	817.00	30.00		
Sampling of pool water - one sample	82.00	86.00	4.00		
Food Hygiene Rating Scheme				No VAT	Public Protection
Food Hygiene Rating Scheme inspection	241.00	250.00	9.00		
FACILITIES MANAGEMENT					
NULBC delivery of Facilities Management services to Community Centres on full repairing leases and Kidsgrove Town Council. Calculated in accordance with the following formula - a) Contractor costs + b) Officer costs for administration and management + c) Car mileage & subsistence + d) On costs + 5% For any exceptional requests/project related works to Bus Station on-cost 3%	As per formula	As per formula	0.00	Plus VAT	Cabinet
GARDEN WASTE RECYCLING				No VAT	Cabinet
Garden waste service - one bin	41.99	43.60	1.61		
Every additional garden waste bin	41.99	43.60	1.61		
Delivery of each additional garden waste bin	31.50	32.70	1.20		
LAND CHARGES				Plus VAT	Cabinet
Residential – Con 29 only (conveyancer search)	137.00	150.00	13.00		
Residential – additional parcel of land - each	90.00	60.00	-30.00		
Residential – Con29O optional enquiries - each	26.00	28.00	2.00		
Commercial – Con 29 only (conveyancer search)	342.00	389.00	47.00		
Commercial – additional parcel of land - each	210.00	180.00	-30.00		
Commercial – Con29O optional enquiries - each	26.00	30.00	4.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26 £.p	Proposed Fee/ Charge 2026/27 £.p	Increase/ Decrease £.p	VAT Status	Committee Approval/ Comments
LEISURE CHARGES					
Sport Development				No VAT	Cabinet
Sports Development Activities up to 2 hours	Quote based on staffing costs	Quote based on staffing costs	0.00		
Jubilee 2					
Equipment Resale					
Saleable items	Market Value	Market Value	0.00	VAT Incl.	Portfolio Holder
Equipment Hire	Market Value	Market Value	0.00	No VAT	
Junior Memberships					
Active2 12-16 years: Swimming, gym*, and appropriate classes (14 years and above with a paying Adult)	19.00	20.00	1.00	No VAT	Cabinet
*Access between the hours Monday – Friday 6.00 pm to 9.00pm with an appropriate adult. All other times individuals can attend unsupervised					
Premium Membership Charges Adults (Including gym, classes, swim, climbing, discount on retail)				No VAT	Cabinet
Joining fee (includes inductions)	20.00	22.00	2.00		
Single Membership - 12-month minimum contract - payment monthly by direct debit.	33.50	35.00	1.50		
Single Membership - no contract - per month	43.00	45.00	2.00		
Single Membership - 12-month membership for price of 11 months - payable in advance	370.00	385.00	15.00		
Corporate membership	35.50	37.50	2.00		
Corporate membership 12 month contract	29.00	30.50	1.50		
Swim and aquatic membership 12-month contract	28.50	30.00	1.50		
Swim and aquatic membership monthly contract	37.50	39.50	2.00		
Gym and group exercise classes 12-month contract	28.50	30.00	1.50		
Gym and group exercise classes monthly contract	37.50	39.50	2.00		
Climbing only membership 12-month contract	20.00	21.50	1.50		
Blue light card holders membership 12-month contract All facilities	24.50	26.00	1.50		
Wellness Hub Membership (wellness hub and aqua classes) 12 month contract	28.50	30.00	1.50		
Activelife Programme Initial Twelve Weeks	N/A	32.05	New		
Active Life membership 12 month contract	29.00	30.50	1.50		
Student/Apprenticeship membership month to month, 16+	24.50	26.00	1.50		
Studio Hire				VAT Incl.	Cabinet
Studio 1 or 2	22.00	24.00	2.00		
Swim / Climbing Casual Fee				No VAT	Cabinet
Adult -	6.60	6.90	0.30		
Adult - Concession	4.60	4.90	0.30		
Juniors 4 years and over	4.50	4.70	0.20		
under 4	1.45	1.70	0.25		
Gym / Classes Casual Fee				No VAT	Cabinet
Adult - Lite membership	6.60	6.90	0.30		
Adult - Concession	4.60	4.90	0.30		
Junior 12 and over - Activities accessed in accordance with Industry guidance	4.50	4.70	0.20		
Swimming Instruction					
Swimming Lessons				No VAT	Cabinet
Adult swimming lesson (30 minutes)	10.50	11.50	1.00		
Junior swimming lesson (30 minutes) price per lesson - block of 12	6.70	7.00	0.30		
Monthly DD swimming	27.92	29.16	1.24		
School swimming lessons cost per term 12 x 30 minute lessons					Portfolio holder
Private Lessons				No VAT	Cabinet
1:1 swim lesson (per 30 minutes)	23.00	24.00	1.00		
1:1 Lessons 5 consecutive sessions in payable in advance	98.00	103.00	5.00		
Pool Courses				No VAT	Cabinet
External NPLQ Training (2 hours)	N/A	13.50	New		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
Swimming Pool Hire				VAT Incl.	Cabinet
Teaching Pool Hire	80.00	85.00	5.00		
Main Pool Hire - (8 lane) (per lane per hour)	21.00	22.00	1.00		
Additional staff for pool hire (per staff member)	36.50	39.00	2.50		
Setup fee - galas	50.00	55.00	5.00		
Time equipment hire - galas	50.00	55.00	5.00		
Newcastle Staffs Swimming Club					Portfolio holder
Parties				VAT Incl.	Cabinet
Pool Party inclusive of studio	105.00	115.00	10.00		
Climbing Party (six people) inclusive of studio use	105.00	110.00	5.00		
Additional instructor per six children	45.00	50.00	5.00		
Bowls				No VAT	Cabinet
Adult	5.25	5.50	0.25		
Junior/60+	3.20	3.40	0.20		
Summer season ticket - adult	73.00	76.00	3.00		
Summer season ticket - junior/60+/unemployed	48.00	50.00	2.00		
Winter season ticket	19.00	20.00	1.00		
Summer/winter season ticket - adult	86.00	90.00	4.00		
Summer/winter season ticket - junior/60+/unemployed	61.00	64.00	3.00		
Merit competition per player - per hour	10.50	11.00	0.50		
Greenage fees for pre-booking (plus playing fee per person)	12.50	13.00	0.50		
Tennis Class A (Westlands, Wolstanton)				No VAT	Cabinet
Admin fee per court booking	2.00	2.00	0.00		
Adult (per hour per court)	Free	Free	0.00		
Junior / Concession (per hour per court)	Free	Free	0.00		
Education / Not for Profit Organisations	Free	Free	0.00		
Tennis Class B (Chesterton, Silverdale, Birchenwood, Bradwell, Clough Hall)	Free	Free	0.00		
Football (alternate weekly use per season)				No VAT	Cabinet
Wolstanton Marsh Pavilion	670.00	696.00	26.00		
All other pitches	468.00	486.00	18.00		
Junior pitch	60% of fee	60% of fee	0.00		
Mini soccer pitch (unmarked)	272.00	283.00	11.00		
Mini soccer pitch (marked)	382.00	397.00	15.00		
Rugby (alternate weekly use per season)				No VAT	Cabinet
Bathpool	940.00	976.00	36.00		
Lyme Valley	940.00	976.00	36.00		
Clough Hall	940.00	976.00	36.00		
Junior pitch	60% of fee	60% of fee	0.00		
Rugby (casual use per match)	110.00	115.00	5.00		
Concessionary Licences				No VAT	Cabinet
Brampton Park ice cream sales	910.00	950.00	40.00		
Brampton Park use of bouncy castle	910.00	950.00	40.00		
4 Large Parks Northern part of Borough – ice cream	785.00	820.00	35.00		
4 Large Parks Southern part of Borough – ice cream	785.00	820.00	35.00		
Community Events				Plus VAT	Cabinet
Wedding Photos within a park setting	52.00	55.00	3.00		
Advertising within parks	11.00 to 5,330.00	11.00 to 5,330.00	0.00		
Booking large events - more than 6 months planning	205.00	215.00	10.00	No VAT	
Booking medium events - 6 months+ planning (firework displays, carnivals etc.)	103.00	108.00	5.00	No VAT	
Booking small events - 6 months+ planning (competitions, fun days, picnics etc.)	38.50	40.00	1.50	No VAT	
Commercial Events - under 500 attendees per day	450.00	468.00	18.00		
Commercial Events - between 500- 1000 attendees per day	600.00	625.00	25.00		
Commercial events - between 1000-3000	1,200.00	1,250.00	50.00		
Commercial events - over 3000 attendees per day	1,500.00	1,560.00	60.00		
Commercial Fun Fairs & Circus - per day for events up to up 5 days	1,250.00	1,300.00	50.00		
Commercial Fun Fairs & Circus - per day (purchased outside of the 5 day package)	360.00	375.00	15.00		
Commercial Fun fair price per day (if purchased as part of the 5 day package)	250.00	260.00	10.00		
Commercial Fun fair set up & take down days if outside the 5 days	84.00	88.00	4.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
LICENCES					
General				No VAT	
Sex establishments - application fee	3,665.00	3,926.00	261.00		
Sex establishments - Renewal	3,665.00	3,926.00	261.00		
Sex establishments - variation	1,241.00	1,330.00	89.00		Licensing Committee
Sex establishments - transfer	1,241.00	1,330.00	89.00		
Scrap metal dealer site licence	313.00	336.00	23.00		
Scrap metal dealer collectors' licence	248.00	266.00	18.00		
Gambling Act 2005				No VAT	
Lotteries - application fee	40.00	40.00	0.00		
Lotteries - annual fee	20.00	20.00	0.00		Statutory fees - Licensing Committee
Bingo - application fee	3,500.00	3,500.00	0.00		
Bingo - annual fee	1,000.00	1,000.00	0.00		
Bingo - application to vary	1,750.00	1,750.00	0.00		
Bingo – application for transfer	1,200.00	1,200.00	0.00		
Bingo – application to reinstate	1,200.00	1,200.00	0.00		
Track betting - application fee	2,500.00	2,500.00	0.00		
Track betting - annual fee	1,000.00	1,000.00	0.00		
Track betting - application to vary	1,250.00	1,250.00	0.00		
Track betting - application to transfer	950.00	950.00	0.00		
Track betting – application to reinstate	950.00	950.00	0.00		
Betting premises - application fee	3,000.00	3,000.00	0.00		
Betting premises - annual fee	600.00	600.00	0.00		
Betting premises - application to vary	1,500.00	1,500.00	0.00		
Betting premises - application to transfer	1,200.00	1,200.00	0.00		
Betting premises – application to reinstate	1,200.00	1,200.00	0.00		
Family entertainment centre - application fee	2,000.00	2,000.00	0.00		
Family entertainment centre - annual fee	750.00	750.00	0.00		
Family entertainment centre - application to vary	1,000.00	1,000.00	0.00		
Family entertainment centre - application to transfer	950.00	950.00	0.00		
Family entertainment centre – application to reinstate	950.00	950.00	0.00		
Adult gaming centre - application fee	2,000.00	2,000.00	0.00		
Adult gaming centre - annual fee	1,000.00	1,000.00	0.00		
Adult gaming centre - application to vary	1,000.00	1,000.00	0.00		
Adult gaming centre - application to transfer	1,200.00	1,200.00	0.00		
Adult gaming centre – application to reinstate	1,200.00	1,200.00	0.00		
Copy of any of the above licences (lost, stolen, damaged)	25.00	25.00	0.00		
Change of Circumstance Fee (change of name, address etc)	50.00	50.00	0.00		
Notice of Intention – 2 or less gaming machines	50.00	50.00	0.00		
Licensed Premises Gaming Machine Permits – more than 2 machines	150.00	150.00	0.00		
Licensed Premises Gaming Machine Permits – more than 2 machines – Variation	100.00	100.00	0.00		
Licensed Premises Gaming Machine Permits – more than 2 machines – Transfer	25.00	25.00	0.00		
Licensed Premises Gaming Machine Permits – more than 2 machines – Annual Fee	50.00	50.00	0.00		
Licensed Premises Gaming Machine Permits – more than 2 machines – Change of Name	25.00	20.00	-5.00		
Licensed Premises Gaming Machine Permits – more than 2 machines – Copy (lost, stolen, damaged)	15.00	15.00	0.00		
Club Gaming/Club Machine Permits – New/Renew	200.00	200.00	0.00		
Club Gaming/Club Machine Permits for holders of Club Premises Certificates (under LA03) – New/Renew	100.00	100.00	0.00		
Club Gaming/Club Machine Permit – Annual Fee	50.00	50.00	0.00		
Club Gaming/Club Machine Permit – Variation	100.00	100.00	0.00		
Club Gaming/Club Machine Permit – Copy (lost, stolen, damaged)	15.00	15.00	0.00		
UFEC (Unlicensed family entertainment Centre – 10-year licence)	300.00	300.00	0.00		
Prize Gaming Permit – New/Renewal	300.00	300.00	0.00		
Prize Gaming Permit – Change of Name	25.00	25.00	0.00		
Prize Gaming Permit – Copy (lost, stolen, damaged)	15.00	15.00	0.00		
Temporary Use Notice (TUN)	200.00	200.00	0.00		
Occasional Use Notice (OUN)	Free	Free	0.00		
Casino Small – New application	8,270.00	8,518.00	248.00		
Casino Small – Annual Fee	4,135.00	4,259.00	124.00		
Casino Small - Variation	2,756.00	2,839.00	83.00		
Casino Small – Application for Transfer	1,773.00	1,826.00	53.00		
Casino Small – application to reinstate	1,773.00	1,826.00	53.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26 £.p	Proposed Fee/ Charge 2026/27 £.p	Increase/ Decrease £.p	VAT Status	Committee Approval/ Comments
Pavement Licencing					
New pavement Licence	216.00	216.00	0.00		Public Protection
Renewal Pavement Licence	158.00	158.00	0.00		
Private Hire/Hackney Carriage OPERATORS				No VAT	Public Protection 13/01/2026
PHO Application fee	330.00	319.00	-11.00		
Add/Remove Director	46.00	49.00	3.00		
Copy/Replacement Licence	8.00	9.00	1.00		
Basic DBS	18.00	21.50	3.50		
Director/Licence Holder - change of home address	18.00	19.00	1.00		
Exemption Request	51.00	54.00	3.00		
DRIVERS				No VAT	Public Protection 13/01/2026
Dual Driver Badge - 3 years	261.00	261.00	0.00		
Change of address	18.00	19.00	1.00		
Replacement badge (vehicle or driver copy)	16.00	17.00	1.00		
Reissue/replacement badge (with amended details)	33.00	34.00	1.00		
DBS (CRB check)	38.00	49.50	11.50		
DBS (CRB check) online	64.34	75.84	11.50		
Exemption certificates	16.00	17.00	1.00		
Knowledge test	13.00	11.00	-2.00		
Fail to attend Knowledge Test	13.00	11.00	-2.00		
Change of Name	22.00	23.00	1.00		
DE Training replacement cert	Free	Free	0.00		
Copy of Paper Licence	8.00	9.00	1.00		
Joint Disability & Safeguarding Training	48.00	48.00	0.00		
Exemption Request	51.00	54.00	3.00		
Application Support appointment	18.00	19.00	1.00		
VEHICLES				No VAT	Public Protection 13/01/2026
Transfer of vehicle	46.00	49.00	3.00		
Change of vehicle registration	54.00	56.00	2.00		
Failure to attend for vehicle test	76.00	84.00	8.00		
Retest	32.00	35.00	3.00		
Replacement plate carrier – front	11.00	12.00	1.00		
Replacement plate carrier – rear	14.00	14.00	0.00		
Replacement vehicle plate - front	9.00	10.00	1.00		
Replacement vehicle plate - rear	13.00	13.00	0.00		
Replacement vehicle sticker signage	6.00	7.00	1.00		
Copy of paper part of licence	8.00	9.00	1.00		
Change of Vehicle Colour	54.00	56.00	2.00		
HCV test	82.00	85.00	3.00		
PHV test	82.00	85.00	3.00		
HCV application fee	193.00	202.00	9.00		
PHV application fee	182.00	188.00	6.00		
Basic DBS	18.00	21.50	3.50		
Change of Name/Address	46.00	49.00	3.00		
Spot check	23.00	24.00	1.00		
Replacement Internal Plate	8.00	9.00	1.00		
Exemption Request	51.00	54.00	3.00		
PHV change of base	18.00	19.00	1.00		
Copy of HCV Tariff sheet	3.00	3.00	0.00		
Licensing Act 2003 - New Application				No VAT	Statutory
Premise licence, band A (rateable value of up to £4,300)	100.00	100.00	0.00		
Premise licence, band B (rateable value of £4,301 to £33,000)	190.00	190.00	0.00		
Premise licence, band C (rateable value of £33,001 to £87,000)	315.00	315.00	0.00		
Premise licence, band D (rateable value of £87,001 to £125,000)	450.00	450.00	0.00		
Premise licence, band E (rateable value of >£125,001)	635.00	635.00	0.00		
Additional fee (5,000 to 9,999 patrons)	1,000.00	1,000.00	0.00		
Additional fee (10,000 to 14,999 patrons)	2,000.00	2,000.00	0.00		
Additional fee (15,000 to 19,999 patrons)	4,000.00	4,000.00	0.00		
Additional fee (20,000 to 29,999 patrons)	8,000.00	8,000.00	0.00		
Additional fee (30,000 to 39,999 patrons)	16,000.00	16,000.00	0.00		
Additional fee (40,000 to 49,999 patrons)	24,000.00	24,000.00	0.00		
Additional fee (50,000 to 59,999 patrons)	32,000.00	32,000.00	0.00		
Additional fee (60,000 to 69,999 patrons)	40,000.00	40,000.00	0.00		
Additional fee (70,000 to 79,999 patrons)	48,000.00	48,000.00	0.00		
Additional fee (80,000 to 89,999 patrons)	56,000.00	56,000.00	0.00		
Additional fee (90,000 patrons & above)	64,000.00	64,000.00	0.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
Licensing Act 2003 - Annual Fee				No VAT	Statutory
Premise licence, band A (rateable value of up to £4,300)	70.00	70.00	0.00		
Premise licence, band B (rateable value of £4,301 to £33,000)	180.00	180.00	0.00		
Premise licence, band C (rateable value of £33,001 to £87,000)	295.00	295.00	0.00		
Premise licence, band D (rateable value of £87,001 to £125,000)	320.00	320.00	0.00		
Premise licence, band E (rateable value of £125,001 & above)	350.00	350.00	0.00		
Additional fee (5,000 to 9,999 patrons)	500.00	500.00	0.00		
Additional fee (10,000 to 14,999 patrons)	1,000.00	1,000.00	0.00		
Additional fee (15,000 to 19,999 patrons)	2,000.00	2,000.00	0.00		
Additional fee (20,000 to 29,999 patrons)	4,000.00	4,000.00	0.00		
Additional fee (30,000 to 39,999 patrons)	8,000.00	8,000.00	0.00		
Additional fee (40,000 to 49,999 patrons)	12,000.00	12,000.00	0.00		
Additional fee (50,000 to 59,999 patrons)	16,000.00	16,000.00	0.00		
Additional fee (60,000 to 69,999 patrons)	20,000.00	20,000.00	0.00		
Additional fee (70,000 to 79,999 patrons)	24,000.00	24,000.00	0.00		
Additional fee (80,000 to 89,999 patrons)	28,000.00	28,000.00	0.00		
Additional fee (90,000 patrons & above)	32,000.00	32,000.00	0.00		
Licensing Act 2003 - Miscellaneous Fees (Application or Notice)				No VAT	Statutory
Section 25 (theft, loss, etc. of premises licence or summary)	10.50	10.50	0.00		
Section 29 (application for a provisional statement)	315.00	315.00	0.00		
Section 33 (notification of change of name or address)	10.50	10.50	0.00		
Section 37 (application to vary licence to specify individual as premises supervisor)	23.00	23.00	0.00		
Section 42 (application for transfer of premises licence)	23.00	23.00	0.00		
Section 47 (interim authority notice following death of licence holder)	23.00	23.00	0.00		
Section 79 (theft, loss etc. of certificate or summary)	10.50	10.50	0.00		
Section 82 (notification of change of name or alteration of rules of club)	10.50	10.50	0.00		
Licensing Act 2003 - Miscellaneous Fees (Application or Notice)				No VAT	Statutory
Section 83 (1) or (2) (change of relevant registered address of club)	10.50	10.50	0.00		
Section 100 (temporary event notice)	21.00	21.00	0.00		
Section 110 (theft, loss of temporary event notice)	10.50	10.50	0.00		
Section 117 (application for, or renewal of personal licence)	37.00	37.00	0.00		
Section 126 (theft, loss of personal licence)	10.50	10.50	0.00		
Section 127 (duty to notify change of name/address)	10.50	10.50	0.00		
Section 110 (theft or loss of temporary event notice)	10.50	10.50	0.00		
Section 126 (theft or loss of personal licence)	10.50	10.50	0.00		
Section 127 (duty to notify change of name/address)	10.50	10.50	0.00		
Section 178 (right of freeholder etc.)	21.00	21.00	0.00		
Minor Variation	89.00	89.00	0.00		
Removal of DPS at community premises	23.00	23.00	0.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
MARKETS				No VAT	Cabinet
Open market - stall (per day) Monday	Free	Free	0.00		
Open market - second stall (per day) Monday	Free	Free	0.00		
Open market - stall (per day) Wednesday	13.00	13.50	0.50		
Open market - second stall (per day) Wednesday	12.00	12.50	0.50		
Open market - stall (per day) Fri/Sat	24.00	25.00	1.00		
Open market - additional space (per day) Fri/Sat	12.00	12.50	0.50		
Other Pitches - minimum charge (per day)	29.00	31.00	2.00		
Catering Pitches - minimum charge (per day) Fri / Sat	28.00	30.00	2.00		
Catering Pitches - minimum charge (per day) Mon / Weds	14.00	15.00	1.00		
All stalls / pitches above are charged at 50% during winter period (1st Oct - 31st March)					
New Trader - Introductory Price (16 weeks only / per day)	5.50	5.80	0.30		
Stalls - Secondary offer (16 weeks only / per day)	50% stall rent	50% stall rent	0.00		
Catering Pitches - Secondary offer (16 weeks / weekly charge - up to 4 days trading)	27.00	28.50	1.50		
Antique market - stall (per day)	8.50	5.50	-3.00		
Antique Market - second stall (per day)	4.50	5.50	1.00		
Service Charge (for licensed markets)	31.00	0.00	-31.00		
Events Markets - per stall / pitch (e.g., CAM / Vegan)	5.50	5.50	0.00		
Fundraising in Street Trading Area	N/A	75.00	New		
MOT				No VAT	Cabinet
MOT - car	50.50	52.50	2.00		
MOT - car (for discounted partner incl. Lyme Card)	44.50	46.00	1.50		
MOT - class 7 (up to 3.5 tonnes)	64.00	70.00	6.00		
Retest	17.50	18.30	0.80		
MUSEUM & ART GALLERY					Cabinet
<i>Reproduction prints of items in collection</i>				VAT Incl.	
Photocopies	1.25	1.30	0.05	VAT Incl.	
Commission of picture sales from exhibitions	0.30	0.30	0.00	Plus VAT	
Education session per pupil - half day	6.25	6.50	0.25	No VAT	
Education session per pupil - full day	7.80	8.00	0.20	No VAT	
Education sessions - minimum charge half day (20 pupils or fewer)	88.50	92.00	3.50	No VAT	
Education sessions - minimum charge full day (20 pupils or fewer)	135.00	140.00	5.00	No VAT	
Holiday activities per child	13.00	13.50	0.50	No VAT	
Adult courses and workshops (maximum)	95.00	110.00	15.00		
Outreach fee	88.50	92.00	3.50	No VAT	
Outreach education – schools per session	6.25	6.50	0.25	No VAT	
Hire of Drawing Room per hour (Function/Corporate)	17.00	18.00	1.00		
Hire of Drawing Room per hour (Not for profit/Charity)	11.00	11.50	0.50		
Hire of Alder Room per hour (Function/Corporate)	28.00	29.00	1.00		
Hire of Alder Room per hour (Not for profit/Charity)	22.00	23.00	1.00		
Hire of Willow Room per hour (Function/Corporate)	28.00	29.00	1.00		
Hire of Willow Room per hour (Not for profit/Charity)	22.00	23.00	1.00		
Hire of Event Space per hour (function/corporate/park business)	57.00	58.00	1.00		
Hire of Event Space per hour (Not for Profit/charity/park)	40.00	41.50	1.50		
Early entry or late stay - per hour	26.00	27.00	1.00		
Room set up	26.00	27.00	1.00		
Education item loan	27.00	28.50	1.50	No VAT	
Saleable items	RRP	RRP	0.00		
Open art registration - up to 2 items	10.00	11.00	1.00	VAT Incl.	
Talks/film shows	5.00	5.50	0.50		
Reminiscence sessions	3.50	4.00	0.50		
Museum Supporters Subs	25.00	25.00	0.00	No VAT	

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
Research/archive fees				VAT Incl.	Cabinet
Complex collections/archive research per hour	25.00	26.00	1.00		
Object loans to Accredited Museums (outside the county) includes condition report	200.00	210.00	10.00		
1:1 session with collections adviser (after 15 minutes)	12.50	13.00	0.50		
Archive/Object scans (paper or digital) A4 colour - First Scan	10.00	10.40	0.40		
Archive/Object scans (paper or digital) A4 colour - Subsequent Scan	5.00	5.20	0.20		
Archive/Object scans (paper or digital) A3 colour - First Scan	15.00	15.60	0.60		
Archive/Object scans (paper or digital) A3 colour - Subsequent Scan	5.00	5.20	0.20		
NAMING/ NUMBERING OF STREETS/ PROPERTIES					
New or Redevelopment				No VAT	Cabinet
Charge for naming of a street	235.00	244.00	9.00		
Charge for naming of a commercial building	120.00	125.00	5.00		
Single residential property on existing street	160.00	167.00	7.00		
Number/name 2-9 properties (includes first)	235.00	244.00	9.00		
Plus - per plot	85.00	89.00	4.00		
Number/name 10 plus properties (includes first property)	235.00	244.00	9.00		
Plus - per plot	85.00	89.00	4.00		
Change to layout after notification	295.00	307.00	12.00		
Plus - per plot	50.00	52.00	2.00		
Existing Properties/Streets				No VAT	Cabinet
Adding or alteration of a house/building name	85.00	89.00	4.00		
Renaming of a street	On request	On request	0.00		
House or building renumbering (including subdivision to flats)	295.00	307.00	12.00		
Confirmation of postal address	50.00	52.00	2.00		
Requests not included in above fees per hour	65.00	68.00	3.00		
Road closure	40.00	42.00	2.00		
PEST CONTROL				VAT Incl.	Cabinet
Treatment of rats (domestic) - prepayment (up to 4 visits)	75.00	78.00	3.00		
Treatment of rats (domestic) - payment by invoice (up to 4 visits)	90.00	94.00	4.00		
Treatment of mice (domestic) – prepayment (up to 3 visits)	75.00	78.00	3.00		
Treatment of mice (domestic) – payment by invoice (up to 3 visits)	90.00	94.00	4.00		
Fleas / Bedbugs / Cockroaches (domestic) - prepayment	130.00	135.00	5.00		
Fleas / Bedbugs / Cockroaches (domestic) - payment by invoice	151.00	158.00	7.00		
Insect control treatments (domestic) including wasps, & ants - prepayment	90.00	94.00	4.00		
Insect control treatments (domestic) including wasps & ants - payment by invoice	108.00	113.00	5.00		
Pest control commercial (other) - first hour	130.00	135.00	5.00		
Pest control commercial (other) - per 1/4 extra hour	33.00	35.00	2.00		
Mole & Rabbit control (per treatment course, max 3 visits) - prepayment	210.00	218.00	8.00		
Mole & Rabbit control (per treatment course, max 3 visits) - payment by invoice	235.00	245.00	10.00		
Squirrel control - prepayment (up to 4 visits)	157.00	164.00	7.00		
Squirrel control - payment by invoice (up to 4 visits)	178.00	185.00	7.00		
Telephone Advice (prepayment only)	17.00	18.00	1.00		
Advice Visit (no treatment) - prepayment	65.00	68.00	3.00		
Advice Visit (no treatment) - payment by invoice	87.00	91.00	4.00		
Fixed term pest control treatment agreements (commercial premises)	On request	On request	0.00		
Works in default (Prevention of Damage by Pests Act 1949) first hour (invoiced)	As per formulae for works in default	As per formulae for works in default	0.00		
Works in default (Prevention of Damage by Pests Act 1949) per additional 1/4 hour (invoiced)					

Fees and Charges 2026/27

	Fee/ Charge 2025/26 £.p	Proposed Fee/ Charge 2026/27 £.p	Increase/ Decrease £.p	VAT Status	Committee Approval/ Comments
PLANNING SERVICES					
Postage & packaging Copies up to £1 are free of charge	1.60	2.00	0.40	No VAT	Cabinet
Paper copies of planning/building control decisions & documents - per sheet (A4 black & white)	0.34	0.38	0.04	No VAT	
Paper copies of planning/building control decisions & documents - per sheet (A3 black & white)	0.54	0.60	0.06	No VAT	
Paper copies of plans - planning files - per sheet (A4 black & white)	0.34	0.38	0.04	No VAT	
Paper copies of plans - planning files - per sheet (A3 black & white)	0.66	0.73	0.07	No VAT	
Paper colour copies of an A4 sheet of planning/building control decision, planning documents or plan	0.66	0.73	0.07	No VAT	
Paper colour copies of an A3 sheet of decision, planning documents or plan	0.99	1.10	0.11	No VAT	
Scanned copies of documents - charge per hour of scanning (where legal to charge)	45.65	50.25	4.60	No VAT	
Paper copies of plans - planning files - each plan (A2)	3.05	3.36	0.31	No VAT	
Paper copies of plans - planning files - each plan (A1)	4.46	4.91	0.45	No VAT	
Paper copies of plans - planning files - each plan (A0)	5.76	6.34	0.58	No VAT	
Weekly lists - statutory consultees	Free	Free	0.00		
Requests for site information – commercial per hour	97.90	107.70	9.80	No VAT	
Requests for site information - individuals	Cost	Cost	0.00	No VAT	
Electronic copies of Planning Decision Notices and Legal Agreements	10.00	11.00	1.00		
Pre Planning Application Advice				VAT Incl.	Cabinet
Large Scale Major Developments (residential developments over 200 dwellings or where number not known, a site area of 4 ha or more. Non- residential developments over 10,000m2 of floor space or where floor space not known, a site area of 2ha or more)	1,215.00	1,336.50	121.50		
Small Scale Major Developments (residential developments of between 10 & 200 dwellings or where number not known, a site area of between 0.5ha & 4ha. Non-residential developments of between 1000m2 & 10,000m2 of floor space or where floor space not known, a site area of between 1ha & 2ha)	615.00	676.50	61.50		
1 dwelling	187.50	206.25	18.75		
Minor Developments (residential developments of between 2 & 9 dwellings or where number not known, a site area of less than 0.5ha. Non- residential developments of under 1,000m2 of floor space or where floor space not known, a site area of less than 1ha)	277.50	305.25	27.75		
Householder Development.					
Half hour appointment	37.50	41.25	3.75		
Appointment in excess of 30 minutes	55.00	60.50	5.50		
Other Development (excluding householder development but including changes of use, advertisements, prior approval proposals & listed building proposals)	91.25	100.00	8.75		

Fees and Charges 2026/27

	Fee/ Charge 2025/26 £.p	Proposed Fee/ Charge 2026/27 £.p	Increase/ Decrease £.p	VAT Status	Committee Approval/ Comments
Planning Application Fees				No VAT	Statutory
Owing to the complexity of the fee structure, it is not shown here. Details of fees payable may be obtained from the Council's Planning Section. Alternatively, the fee calculator available at the Planning Portal website can be used to determine the fees payable in respect of individual applications.					
Per Planning Portal		Per Planning Portal	0.00		
Building Control fees (North Staffs Building Control Partnership)	Per Board	Per Board	0.00		Partnership Board
Planning & development briefs (as & when prepared)	Free	Free	0.00		
Core spatial strategy	45.65	47.50	1.85		
Local development framework proposals map - north or south	10.87	11.30	0.43		
Local development framework proposals map - north & south	17.39	18.00	0.61		
Strategic housing land availability assessment (SHLAA)	48.91	51.00	2.09		
Charging for paper planning applications	20.00 per application	21.00 per application	1.00		
<i>Invalid planning applications, information not submitted within 28 days:</i>					
- Householder applications	N/A	50.00	New		
- Non-major applications	N/A	150.00	New		
- Major applications	N/A	250.00	New		
Biodiversity Net Gain Monitoring - Low Distinctiveness:					
- Less than 0.5 hectare	N/A	969.00	New		
- Small site, up to 1 hectares	N/A	2,169.00	New		
- Small / Medium site, up to 5 hectares	N/A	4,338.00	New		
- Medium site, up to 10 hectares	N/A	6,338.00	New		
- Large site, up to 20 hectares	N/A	8,507.00	New		
- Very large site, over 20 hectares	N/A	10,676.00	New		
Biodiversity Net Gain Monitoring - Moderate Distinctiveness:					
- Less than 0.5 hectare	N/A	1,369.00	New		
- Small site, up to 1 hectares	N/A	2,569.00	New		
- Small / Medium site, up to 5 hectares	N/A	5,138.00	New		
- Medium site, up to 10 hectares	N/A	7,138.00	New		
- Large site, up to 20 hectares	N/A	9,307.00	New		
- Very large site, over 20 hectares	N/A	11,476.00	New		
Biodiversity Net Gain Monitoring - High Distinctiveness:					
- Less than 0.5 hectare	N/A	1,769.00	New		
- Small site, up to 1 hectares	N/A	2,969.00	New		
- Small / Medium site, up to 5 hectares	N/A	5,938.00	New		
- Medium site, up to 10 hectares	N/A	7,938.00	New		
- Large site, up to 20 hectares	N/A	10,107.00	New		
- Very large site, over 20 hectares	N/A	12,276.00	New		
Section 106					
Section 106 Monitoring for each obligation forming part of an agreement, excluding those elements the responsibility of Staffordshire County Council	310.50	325.00	14.50		
Additional time spent in monitoring over and above the expected 1 working day, per hour	41.66	44.00	2.34		
Self Build & Custom Build Register					
Charge for someone wanting to be on the register - first charge	40.00	42.00	2.00		
Annual charge to remain on the register	20.00	21.00	1.00		

Fees and Charges 2026/27

	Fee/ Charge 2025/26	Proposed Fee/ Charge 2026/27	Increase/ Decrease	VAT Status	Committee Approval/ Comments
	£.p	£.p	£.p		
PRIVATE SECTOR HOUSING				No VAT	Cabinet
Houses in multiple occupation licence fee	723.00	750.00	27.00		
Each additional bedroom	10.00	11.00	1.00		
Renewal of houses in multiple occupation licence	535.00	555.00	20.00		
Each additional bedroom	10.00	11.00	1.00		
Immigration Inspections	152.00	158.00	6.00		
Provision of accommodation for homeless households	Cost	Cost	0.00		
Annual interest to be applied to unpaid debts for enforcement action	8.00%	8.00%	0.00%		
Charges for work in default notices to remedy Housing Health & Safety issues				No VAT	Cabinet
Officer time (per hour)	Cost	Cost	0.00		
Travelling costs (per mile)	Cost	Cost	0.00		
Management costs (per hour)	Cost	Cost	0.00		
Land registry fee	Cost	Cost	0.00		
Inspection by qualified electrician or gas engineers	Cost	Cost	0.00		
Recorded delivery	Cost	Cost	0.00		
Other costs (stated as per individual case)	Cost	Cost	0.00		
Administration fee (to cover service recharges)	12% Cost	12% Cost	0.00		
Annual interest to be applied to unpaid debts for enforcement action	8.00%	8.00%	0.00%		
REMOVAL OF DOMESTIC ANIMAL CARCASSES				VAT Incl.	Cabinet
Removal of domestic animal carcasses	45.00	47.00	2.00		
Dog waste and litter bin emptying per occasion	5.00	7.50	2.50		
SALE OF SANDBAGS				VAT Incl.	Cabinet
5 sandbags	46.50	48.36	1.86		
10 sandbags	64.00	66.56	2.56		
15 sandbags	82.00	85.28	3.28		
20 sandbags	100.00	104.00	4.00		
STREET TRADING				No VAT	Cabinet
Eastbound or Northbound layby A500 (per annum)	10,900.00	11,315.00	415.00		
TOWN CENTRE DISPLAYS				No VAT	Cabinet
Fundraising in Street Areas (minimum charge)	93.00	97.00	4.00		
TREE PRESERVATION ORDERS				No VAT	Cabinet
Single copy of a tree preservation order	38.00	40.00	2.00		
WASTE & RECYCLING BINS/ RECEPTACLES				No VAT	Cabinet
Bins/receptacles per property on new developments (to be paid by the developer)	85.00	100.00	15.00		
FLATS - Bins/receptacles per property on new developments (to be paid by the developer)	N/A	Cost plus delivery	New		
Replacement bin due to loss / theft	31.50	32.70	1.20		
<i>Maximum Delivery Charge:</i>					
New property - resident	31.50	32.70	1.20		
New property - development					
Replacement / additional recycling bag.	31.50	32.70	1.20		

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CHARGING POLICY



(January 2024)

1. INTRODUCTION

- 1.1 The annual income, which the Council receives in the form of fees and charges for the services provided to its customers, amounts, in total, to a considerable sum and makes a significant contribution towards reducing the Revenue Budget.
- 1.2 Due to this and the impact that its charges may have on service users, it is important that there is a clear policy with regard to charging.
- 1.3 Not all services provided to customers are charged for. Many are provided free of charge or in some cases a charge is made but this does not recover the full cost of providing the service or facility.
- 1.4 There are various reasons for deciding to make a charge and for determining what that charge will be. The charge to be made will not always be determined purely by cost recovery considerations. In many cases charges can be used to assist in the achievement of the Council's corporate priorities, for example by encouraging people to take part in a socially beneficial activity by charging fees that they can afford, which may not necessarily fully recover costs.
- 1.5 This policy sets out what the Council intends to achieve through the charges it makes and the criteria which it will use to determine the level of charge for individual services.

2. SCOPE OF THE POLICY

- 2.1 This policy applies to all services that can, legally, be provided for a charge, where those services are provided by the Council or by other parties acting on its behalf. It does not apply to services provided via partnership arrangements, for example in respect of building control fees, although this policy will be borne in mind in any discussions the Council may have with partners in relation to setting charges in respect of partnership activities. It does not apply to those services where, by law, it is not permitted to make a charge or where an external party, such as central government, wholly determines the charge that is to be made.
- 2.2 Services as referred to in this policy also includes the supply of goods.
- 2.3 Charges are normally determined by members but may sometimes be determined by officers under delegated powers. This policy applies in both cases.

3. CORPORATE OBJECTIVES

- 3.1 The charging policy will be driven by the Council's priorities. These are:
 - One Council delivering for local people.
 - A successful and sustainable growing borough.
 - Town centres for all.
- 3.2 These are high-level objectives, which set the overall policy direction. More detailed criteria will be applied, operating within these parameters, in determining whether to make a charge and in setting that charge. These are set out in Section 5 of this policy.

4. LINKS WITH OTHER POLICIES, STRATEGIES AND PLANS

- 4.1 Other Council policies, strategies or plans, or those of partnerships which the Council is a party to, may make reference to charging policies or to the levels or amounts of particular charges or types of charge. Where relevant, regard will be had to any such instances.

5. CHARGING PRINCIPLES

- 5.1 Charges should be made for services whenever the Council has a power or duty to do so.
- 5.2 There will be a presumption that charges to be made for the provision of a service will be set at a level intended to recover the cost of providing the service.
- 5.3 However, this presumption may be modified by the application of the charging principles set out at 5.5 below, which may result in no charge being made or a lesser charge being made or in some cases a charge being made which is greater than that required for cost recovery.
- 5.4 No charge will be made in cases where the Council is not permitted to charge by law. Where charges are set by external bodies, those charges will be applied. Where maximum or minimum charges are specified externally, charges will be set in compliance with those requirements.
- 5.5 The following matters will be considered when deciding whether to set a charge, which is not to be based on cost recovery. The headings in bold indicate general areas for consideration and the bullet points below them are particular factors which should be taken into account where relevant.

The cost of providing the service

- All direct costs are to be included.
- All overheads related to the provision of the service, which may be attributed to the cost of the service, are to be included.
- Best estimates may be made of costs where it is not practical to obtain precise data or identify precisely those overheads attributable to the service.
- Unit costs are to be calculated by reference to realistic user numbers based on actual experience, either in relation to this Council or, if appropriate comparable services elsewhere.

How much income is it desired to generate and why?

- Is the service required to make a surplus or break-even?
- Does income from the service make a significant contribution to reducing the net amount of the Council's revenue budget?
- Have any targets been set for the income or class of income of which it is a component?
- Is income needed to fund future investment?

Comparison of charges made by neighbouring or similar councils or other providers of similar services

- In making this comparison it will be necessary to establish whether the services being provided by these other bodies are comparable to those provided by the Council and to make adjustments where this is not so.
- Is there a logical reason for significant differences between this Council's charges and those of others?
- Will customers be lost to other service providers if charges are set too high?

Whose use of services is it desired to subsidise and by how much?

- Can all potential users afford to pay the full cost of the service or the same charges as other users?
- Is it desirable to subsidise all users of the service, for example because there is likely to be a desirable outcome for the community as a result.
- Are there particular classes of users that should be subsidised, such as the unemployed, benefits recipients, the elderly, disabled persons or children?
- Should subsidies be given by reducing the charges payable or by offering concessions to offset the charge?

Whose behaviour is it desired to influence and in what ways?

- Is it desirable to influence users to use particular facilities, for example where they are under-used, by charging less for their use than for other similar ones?
- Is it desirable to persuade users to behave in a way which is more acceptable to the community in preference to any other or others less acceptable and can this be promoted by setting charges at a level which might achieve this?
- Is it desired to promote a particular pattern of use, for example short stay parking as opposed to another, such as long stay parking or to discourage peak time use of facilities?
- Should some behaviour or activities be discouraged by setting high charges or penalties?
- Can anti-social behaviour be reduced by charging for services which discourage people from behaving irresponsibly at a level which they will find attractive, for example charges for the collection of bulky waste to discourage fly-tipping?
- Are there desirable outcomes which the Council wishes to see realised, in line with its corporate objectives, which could be assisted through the charging regime, for example maintaining the economic vitality of the town centres through the provision of reasonably priced facilities such as car parking?

How will charges help to improve value for money, equity and access to services?

- What are users' perceptions with regard to what constitutes a fair and reasonable charge?
- Are there any issues relating to social inclusion or equalities?

Will the cost (including staff time) of collecting the income due outweigh the amount of income likely to be collected?

- Is it worth making a charge?
- Should a charge be made anyway as a matter of principle?

Any other relevant factors

It will be a matter for the Council to determine what the charge will be, based on its consideration of the above factors.

- 5.6 Where, without prior agreement by the Council, individuals or organisations engage in activities that result in a cost to the Council, the Council will seek to recover this cost, wherever possible.
- 5.7 Consideration may be given to offering a discount or other reduction, in appropriate cases, where it is felt that this may improve take up of the service or to encourage prompt payment, following consultation with the Service Director for Finance (S151 Officer) who must approve all such initiatives.
- 5.8 Penalties, in the form of fines, may also be imposed in order to deter inappropriate or antisocial behaviour, for example littering. The amount of the fine will be set at a level designed to deter such behaviour.
- 5.9 Activities carried out by the Council will be continually reviewed in order to identify any new areas where it would be appropriate to make a charge to persons or organisations benefiting (actually or potentially) from those activities. The level of the charge will be determined in accordance with these charging principles.

6. TARGETS

- 6.1 Wherever possible targets will be set in relation to major areas of charging. These will relate to:
 - The amount of income expected to be generated and which has been included in the Medium Term Financial Strategy and detailed budgets.
 - Numbers of users expected to use the service.
 - Types of users expected to use the service.
 - Outcomes to be achieved through the application of the charges.
- 6.2 The achievement of the targets set will be regularly monitored through the collection of data for performance indicators and the budget monitoring process.

7. PAYMENT METHODS AND FACILITIES

- 7.1 Charges may be collected either by requiring users to make payment at the time of service delivery (cash income) or at a later date following receipt of an invoice or notice to pay, or equivalent (credit income). In some circumstances potential users may be required to make payment in advance of receiving the service. Options employed in relation to particular charges will depend upon the circumstances applicable to the service and its users and will have regard to the convenience to users of the method chosen and the safeguarding of the Council's position in relation to the potential for non-payment.
- 7.2 Payment may be made by the following means:
 - Cash.
 - Cheque.
 - Bank transfer.
 - Giro Account Transfer.
 - Credit or Debit Card in person.
 - Credit or Debit Card over the telephone.
 - Via the Council's internet site using credit or debit cards.
 - Direct Debit.

- Via the PayPoint system.
- 7.3 Options permitted in relation to particular charges will depend upon the circumstances applicable to the service and its users.
 - 7.4 Facilities for the payment of charges will, wherever possible, be accessible and convenient.
 - 7.5 Service users will be strongly encouraged to make payment electronically or using automated means in order to streamline the process, thereby reducing costs and providing added security and effectiveness.
 - 7.6 There will be a presumption that all income due to be paid will be collected. Full use will be made of all remedies available to collect income in cases where users do not pay, including court action where necessary. In exceptional cases, if individuals or organisations have difficulty in paying the full amount due immediately, consideration may be given to agreeing arrangements for them to pay over an extended period of time.
 - 7.7 Where individuals or organisations consistently fail to pay for services provided, such services will cease to be provided to them until all outstanding charges have been paid and they may, in future, be required to pay in advance of service provision or may be refused service provision where this can be applied.
 - 7.8 Refunds of overpaid or wrongly paid charges will be made promptly once it has been established that a refund is appropriate.

8. REVIEW OF CHARGES

- 8.1 The Council's charges will be reviewed regularly to ensure that they are fit for purpose, continue to contribute to the furtherance of its objectives and, where set to recover costs, continue to do so.
- 8.2 Reviews will consider the following factors, plus any others relevant to particular charges:
 - The income which is being collected at current charging levels and whether this is in line with budget forecasts.
 - The cost of service provision compared to the charges being made.
 - Whether a service being provided on the basis of charges being set to recover costs should continue to be provided in cases where costs appear likely to exceed the income which it can reasonably be expected to generate. This will especially apply where there is at least one alternative service provider, particularly from within the private sector.
 - The use being made of the service, both in absolute terms and by reference to classes of users and whether this shows all classes are using the service to the extent intended or if any are being deterred from using the service.
 - Are concessions being taken up by the people at whom they are targeted?
 - What is the impact, intended or unintended, of charges on local people?
 - In cases where charges are set to either encourage or deter activity, whether this is happening and the extent to which it is happening.
 - Whether any related benefits from the charging policy being deployed are being realised and the extent of realisation.
 - Comparisons with charges being made by neighbouring or similar councils or by other organisations providing similar services both as to the level of charges and the impact which charges have on changing behaviour.
- 8.3 The scale of fees and charges will be considered and approved by Cabinet on an annual basis. This does not preclude reviews of particular charges taking place at any time where it is felt that this is necessary.

9. CONSULTATION AND COMMUNICATION

- 9.1 The council recognises that the charges it makes to users of its services will have an impact on those users.
- 9.2 Information will be obtained in relation to the following areas in order to properly understand how charges affect users of services and their views with regard to charges made or proposed to be made:
- Opinions as to the appropriateness of levying a charge.
 - Opinions as to the correct level of charges to be made.
 - Whether any particular classes of users will have difficulty affording the charges or feel that it is unfair to make a charge to them.
 - How particular levels of charge will affect demand for services, i.e. either encourage the use of services or discourage particular activities.
 - Whether users feel that the service and the charges made for it represent value for money.
 - Whether users would be prepared to pay a higher charge for an improved service.
- 9.3 This information may be obtained as part of general surveys, by using the e-Panel, specific surveys or by any other means which will be likely to provide a representative indication of user views or of the impact of charges upon them.
- 9.4 The Council's scale of fees and charges will be publicised via the relevant Cabinet agenda when it is reviewed annually and made available on its internet site and will be subject to scrutiny by the relevant scrutiny committees. Charges relating to specific services will be displayed or made available at service delivery points and from time to time in promotional material. Some commercially sensitive charges will, however, not be subject to such widespread publicity. At this time this only applies to trade waste charges.
- 9.5 Appropriate measures will be employed to ensure that the Council's charging objectives are clearly communicated to the public.
- 9.6 Where there is a legal requirement to consult service users or to give them a prescribed period of notice before applying a change in charges this will be done in accordance with any statutory provisions and in line with the Council's own procedures and consultation.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET

13 JANUARY 2026

Report Title: Civic Pride (Empowering Our Communities) – Evaluation of 2025 Activities

Submitted by: Service Director – Neighbourhood Delivery

Portfolios: One Council, People and Partnerships; Community Safety and Wellbeing; Sustainable Environment

Ward(s) affected: All Wards

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
To review and evaluate the activities delivered in the initial year of the Civic Pride (Empowering Our Communities) initiative, and to look ahead to the next phase of delivery			
<u>Recommendation</u> That Cabinet: <ol style="list-style-type: none"> 1. Receives the report and notes the activities delivered in 2025 as part of the initial year of the Civic Pride (Empowering Our Communities) initiative 2. Formally adopts the Civic Pride (Empowering Our Communities) Strategy 2025 – 2028 now that consultation has concluded 3. Considers the additional resource requirements of increasing community engagement activity and target setting and monitoring as set out in the motion which was approved at Full Council on 19th November 2025 4. Refers this report to the Health, Wellbeing and Environment Scrutiny Committee for consideration 			

1. Background

- 1.1 In October 2024, the Council launched its Civic Pride campaign which aims to boost pride across the borough and strengthen its reputation as a place which is clean, safe and friendly. The campaign began with a week of action in Newcastle town centre, and was followed over the remainder of 2024 and 2025 by a varied programme of events in all of the wards of the Borough.
- 1.2 The Clayton and Westlands event on 11th June 2025 also hosted the launch of the new £22,000 Civic Pride Investment Fund (based on a notional

allocation of £500 per single member ward) to support community priorities via a simple application process.

- 1.3** Civic Pride aims to create a strong sense of belonging to, and pride in, our fantastic borough. It's a response to feedback from residents and captures a lot of the work that already goes on by the council and its partners – under a unified #PrideInNUL badge – and is also a call to arms for people of all ages to get involved.
- 1.4** One of the council's priorities is to create healthy, active and safe communities. As part of this area of work, the Council is committed to working closely with partners, and local groups, to make a positive difference in every part of the borough. Civic Pride is a great legacy from the Borough's 850th anniversary celebrations and aims to build on the fantastic community spirit and pride shown by residents in 2023.
- 1.5** To pull all of this together, the Council drafted the Civic Pride (Empowering Our Communities) Strategy 2025 – 2028 which will provide a framework to guide our continuing work in this area. Consultation on the draft concluded in November 2025.
- 1.6** At Full Council on 19th November 2025, a motion was proposed and carried to:
 1. Acknowledge the successful first year of the Civic Pride campaign, recognising the contributions of Council staff, councillors, partner organisations, community groups, businesses, and residents.
 2. Reaffirm its commitment to the core goals of Civic Pride: creating a cleaner, safer, and more welcoming borough, and fostering a stronger community cohesion across the borough.
 3. Recognise the positive outcomes and momentum generated so far, while acknowledging that further work is needed to embed Civic Pride in all aspects of Council activity.
 4. Request that Cabinet and the Health and Wellbeing Scrutiny Committee receive a report on the rollout of Civic Pride to help shape future plans, including:
 - a) Targets and benchmarks for cleanliness, safety, amenity, community engagement and cohesion.
 - b) A communications and engagement plan to increase involvement from residents, schools, businesses, and community organisations.
 - c) An updated neighbourhood-by-neighbourhood rollout plan to ensure comprehensive coverage.
 - d) A review of the impact of the Civic Pride Investment Fund and proposals for future funding rounds.
 - e) Explore new opportunities for youth involvement, digital engagement, volunteering and sponsorship.
 5. Note the incorporate of the Civic Pride values as a core element in the Council's wider community, neighbourhood and place-shaping strategies included in its submission to government regarding Local Government Reorganisation.
 6. Welcome the launch of the 'Winter of Action' in Town Centres campaign and notes its alignment with existing Civic Pride efforts by the Council and its partners.

2. Issues

- 2.1** At the heart of how we work at Newcastle-Under-Lyme Borough Council is listening to our communities and finding ways to give residents power over their own lives and the neighbourhoods they live in. This is central to the Civic Pride approach in Newcastle-Under-Lyme. The community is active across our Borough with residents, partner organisations, schools, the college and the university, businesses and the voluntary, community and social enterprise sectors making a difference every day.
- 2.2** To recognise, celebrate and co-ordinate this, we prepared the Borough Civic Pride (Empowering Our Communities) Strategy 2025 - 2028, which will set out the areas we will focus on as we make progress, respond to feedback, and continue to listen to our communities. The Strategy is a dynamic document, which will evolve as we move forward. Our priorities mirror those in the County Council's Communities Strategy and focus on the Great Places Where We Live, our Connected Communities and The Way the Council Listens, Talks and Acts.
- 2.3** This strategy is the first step of our journey to support residents to achieve the lifestyles and local neighbourhoods that they want to see. Consultation on the draft was carried out during the latter part of 2025 via an online survey, through face to face dialogue with partners and community groups during the 15 dedicated events in the Borough's neighbourhoods and wards, and with members at the Council's 3 Scrutiny Committees. There was a positive response to the principles of the strategy and therefore it is now proposed to formally adopt it.
- 2.4** The Civic Pride Investment Fund has awarded grants to 11 community projects over the 3 application rounds in July, September and December 2025, with a total fund awarded of £8040. Successful applications demonstrated how they would meet the aims of Civic Pride by contributing to making the Borough cleaner, safer and/or friendlier/more welcoming. In terms of impact, the Fund has reached 9 different neighbourhoods or wards across the Borough, ensuring that the Civic Pride message and principles have been promoted inclusively. For future rounds of funding, areas which have not yet benefitted from the Fund could be the subject of some targeted engagement with groups who may have eligible projects, including the Kidsgrove area and the rural communities.
- 2.5** The core element of the Civic Pride initiative to date has been the 15 events held across the neighbourhoods and wards of the Borough. These events have been supported by our key partners Aspire Housing, Staffordshire Police and Staffordshire County Council and have involved a variety of community groups and volunteers who are active in their neighbourhoods. As well as carrying out practical activities such as litter picking, the events provide valuable intelligence by listening to what our communities have told us, and hearing from people who live in, work in, study in and enjoy Newcastle. People have talked about what they do to help themselves and each other in the Borough, and what the Council could do differently. This will help to inform the programme and content of events for 2026.

- 2.6** Although the events have been generally successful and well-supported, it is fair to say that there is still some way to go for the Civic Pride initiative to become fully embedded in, and owned by, the communities of the Borough. The Council and its partners can and will continue to organise events in the neighbourhoods and wards, but ideally the events should be shaped and led by community representatives in response to local priorities. The Council has a limited officer resource available to engage with communities to any greater extent than is currently undertaken, therefore consideration needs to be given as to how a communications and engagement plan to increase involvement from residents, schools, businesses and community organisations and exploring new opportunities for youth involvement, digital engagement, volunteering and sponsorship would be resourced.
- 2.7** Integral to the Civic Pride (Empowering Our Communities) Strategy is the Delivery Plan, which sets out the practical actions we will take together with our community under the themes of Great Places Where We Live, Connected Communities and the Way the Council Listens, Talks and Acts. This translates our high level objectives into real actions our residents expect, and will show what difference we have collectively made in the future. We will review progress against the Delivery Plan every year, and conduct a reflection in 2028, taking soundings from our partners and residents to check that the direction is still relevant and delivering the right outcomes as we prepare for any changes Local Government Reorganisation may bring.
- 2.8** The Delivery Plan also includes service-specific actions for each of the Councils Service Directors to facilitate corporate ownership of the strategy and the principles of Civic Pride. The following is a brief update on progress with the Delivery Plan:

Delivery Plan 2025-2028

Pillar	Action	Lead Partner	Timescale
Great Places Where We Live (#Pride in NuL – safer, cleaner, welcoming)			
Strengthen our work with partners and residents to help people feel safer and more included within their communities	<p>Deliver the Community Safety Action Plan</p> <p>Hold regular Civic Pride events across the Borough</p>	<p>NuLBC/Staffs Police</p> <p>NuLBC/SCC/Staffs Police/Aspire</p>	<p>Ongoing – regular progress reports to Health, Wellbeing and Environment Scrutiny Committee</p> <p>Ongoing - 2025 programme completed and 2026 programme drafted</p>
Help residents to get more involved in tackling climate change, take care of our environment and	Deliver Newcastle in Bloom local competitions	NuLBC	Ongoing – 2025 competitions completed and awards ceremony held

make Newcastle more sustainable	Support community volunteering in green spaces	NuLBC	Ongoing – included in Civic Pride and Newcastle in Bloom programmes
Help people to have better access to thriving local town centres and neighbourhoods by working with Staffordshire County Council on a Local Transport Plan	Deliver Town Deal, FHSF and UKSPF projects	NuLBC and Town Deal Boards	Ongoing – construction phase in progress on key sites
	Local Plan	NuLBC	Examination in progress
	Digital Infrastructure	NuLBC	Final specification and tendering in progress
	Local Transport Plan	SCC	Consultation in progress
Engage with our Town and Parish Councils, community groups and other external partners to understand and work with our communities better	Deliver Placemaking Programme Action Plan	NuL BID/NuLBC	Ongoing
	Promote Civic Pride in Newcastle-under-Lyme	Newcastle Partnership Board/elected members/Town and Parish Councils/Support Staffordshire	Ongoing - at neighbourhood events, on digital screen and via website/social media
Connected Communities			
Continue to work with and support our thriving Voluntary, Community and Social Enterprise sector	Host Newcastle Partnership Board meetings	NuLBC	Quarterly meetings ongoing
	Facilitate Newcastle Partnership Board workshop to identify priorities and update workplan	NuLBC/Newcastle Partnership Board	Updated draft workplan considered at December 2025 Board meeting
Make it easier for residents to find information, opportunities and connections that help them do their bit and be independent	Continue to develop the Information, Advice and Guidance pages on the website	NuLBC	Ongoing – service updates regularly uploaded
Connect people of all ages to the right help, at the right time, in the right place	Support Staffordshire County Council Supportive	SCC	Ongoing - IAG/Box of Trix being developed, champions being

	Communities programme		recruited and microgrants available
Support people to become digitally informed, included and connected across the Borough	Support Staffordshire County Council Supportive Communities Programme	SCC	Ongoing – IAG/Box of Trix being developed and champions being recruited
The Way the Council Listens, Talks and Acts			
Try our best to engage with residents earlier, more accessibly, more creatively, more consistently and more locally	Programme of “Ask the Leader” digital broadcasts Programme of face to face engagement events as part of Civic Pride days across the Borough Online engagement survey Civic Pride Online Community Panel	NuLBC NuLBC SCC/NuLBC NuLBC	Launch date to be agreed 2025 programme completed and 2026 programme drafted Tool being developed for launch in 2026 Launch date to be agreed
Adapt our approach to help residents get more involved and support officers to understand how they can help	Regular feature in Team Talk and CastleNews Volunteering Scheme	NuLBC NuLBC	Ongoing Ongoing – opportunities available for staff and community
Support all our councillors to access the local information they need	Members Area on Connexus	NuLBC	Ongoing – updates regularly uploaded

Service-specific initiatives:

Service	Policy/Strategy	Action/Project	Communications
Sustainable Environment	Grassland/Tree Management – delivery into 3 rd year	Lyme Park Countryside Park – phase 1 delivery in progress; greenspace trail	Waste minimisation campaign – food waste and anti-litter campaigns in progress

Planning	Planning policy and planning application decisions (healthy and vibrant town centres/protect built heritage and open spaces) – engagement with applicants ongoing to reflect views of members and community	Work with property and land owners to add value to development proposals; use building control powers to ensure safety/accessibility and facilitate aesthetic improvements	Engaged with communities on Local Plan proposals via roadshows and online consultation – examination in progress with consultation on Main Modifications
Commercial Delivery	Strategy for future cremated remains burial (Bradwell Crematorium extension) – costed proposal being prepared	Digital hubs in Community Centres – final specification and tendering in progress for internet service ; Knutton Village Hall – further consideration required before decision can be taken	Town Deal newsletters – regularly issued ; bereavement services customer information (memorial safety/tribute removal) - regularly issued
Regulatory	Partnership approach to supporting vulnerable people – ongoing at weekly Vulnerability Hub	Navigation House Hub – contract awarded and work in progress	Energy efficiency/Staffordshire Warmer Homes campaigns – ongoing and referrals continuing
Legal and Governance	Governance support for town and parish councils – a Town and Parish Council Forum is to be established in 2026 to share best practice in governance	Civic and mayoral events – mayoral events published: support for town centre enforcement – feasibility of injunctions and closure orders being investigated	Promotion of local democracy to young people – a Youth Democracy Day is to be held and then a Youth Advisory Panel is to be established in 2026: promotion of social value procurement – Social Value in Procurement paper drafted
Strategy, People and Performance	Council Plan to deliver community priorities and facilitate co-production of services	Better Health programme	Social Media campaign to enable improved interaction
Information Technology	Technology Strategy to deliver services to residents digitally – strategy approved and launched	CRM/Customer Portal to improve resident access and communication – CRM implementation in progress and customer portal to be	Promote digital connectivity to reduce digital divide – Town Deal fibre network project in progress and free internet for community centres being procured

		launched in March 2026	
Finance	Capital Strategy to support community benefit and priorities – first draft prepared for Cabinet approval	Setting budget to keep Council Tax low and support community priorities – 1.99% proposed for 2026/27 budget setting. Budget allows continued investment in Civic Pride fund	Budget consultation for residents to have their say – results to be reported to Cabinet in February 2026
Neighbourhood Delivery	Mobile Multi Functional operating model – successfully embedded and environmental enforcement/community safety work being delivered	PSPO enforcement – ongoing in partnership with police/Great British Spring Clean – completed in 2025 and planned for March 2026/Safe Space – ongoing to improve safety for women and girls during NTE/Winter of Action – joint plan prepared with police in response to letter from Home Secretary	Publicity on enforcement successes – ongoing in partnership with police

2.9 There has been some good initial progress made with the Delivery Plan in the first year of the initiative, laying the foundations for this work to continue and develop over the life of the strategy up to 2028. The Delivery Plan will continue to be regularly reviewed and updated, and appropriate new actions added in response to community feedback and priorities.

2.10 The motion which was passed at Full Council on 19th November 2025 (see section 1.6 of this report) recognises the good work which has been done so far on the Civic Pride initiative and reaffirms the Council's commitment to continue to develop it. It also acknowledges that further work is required to fully embed the principles of Civic Pride in all aspects of Council activity and in its wider strategies. There is recognition that a great deal of additional communication and engagement is needed to increase involvement from residents, schools, businesses and community organisations, and that new opportunities for youth involvement, digital engagement, volunteering and sponsorship need to be explored. There is also a desire to see targets and benchmarks set for cleanliness, safety, amenity, community engagement and cohesion. Some targets and benchmarks already exist either within the Council's Performance Framework (cleanliness, ASB reports) or within partner monitoring arrangements, but further work will be required to understand what

is to be measured, why and how. The motion sets out an ambition for a significant additional workload which is currently unresourced and cannot currently be absorbed within existing agreed priority work programmes, across the service areas and partner organisations which would need to be involved. Further cross-departmental and partnership work will be required to quantify this resource and to consider the financial implications of resourcing it, before it can be rolled out.

3. Recommendation

- 3.1 That Cabinet receives the report and notes the activities delivered in 2025 as part of the initial year of the Civic Pride (Empowering Our Communities) initiative.
- 3.2 Formally adopts the Civic Pride (Empowering Our Communities) Strategy 2025 – 2028 now that consultation has concluded.
- 3.3 Considers the additional resource requirements of increasing community engagement activity and target setting and monitoring as set out in the motion which was approved at Full Council on 19th November 2025.
- 3.4 Refers this report to the Health, Wellbeing and Environment Scrutiny Committee for consideration.

4. Reasons

- 4.1 To boost civic pride across the Borough and strengthen its reputation as a place which is clean, safe and friendly.

5. Options Considered

- 5.1 No other options were considered.

6. Legal and Statutory Implications

- 6.1 The Council has a duty to work with partners to deliver particular functions and can engage with the communities of the Borough to assist in shaping service delivery.

7. Equality Impact Assessment

- 7.1 It is intended that this strategy will have a positive impact on equality by providing opportunities for all Borough communities to engage in service design and delivery.

8. Financial and Resource Implications

- 8.1 There are staff resource implications in progressing the actions in the Delivery Plan and in undertaking additional community engagement activity and target setting and monitoring. Consideration must be given as to how this is to be resourced before such actions are agreed for progression.

- 8.2 Each service area will need to adapt and flex workplans to enable delivery of the current agreed actions in the Delivery Plan, and be mindful of how this fits with other pre-identified priorities.
- 8.3 Some actions also have financial implications which, wherever possible, will be absorbed within existing approved budget provision. Where this is not possible, further reports will be brought forward to explore funding options.
- 8.4 A continuation of the Civic Pride Investment Fund of £22,000 has been included in the General Fund Revenue Budget for 2026/27, subject to final approval of the budget at Full Council in February 2026.

9. Major Risks & Mitigation

- 9.1 There is a risk of limited community and partner engagement with the Civic Pride campaign. Efforts will be made to promote the campaign and develop community ownership of local issues, subject to staff resource constraints, including continuing to make funds available for local projects via the new Civic Pride Fund.
- 9.2 There is a risk of limited staff capacity impacting on the Council's ability to drive the strategy and deliver the actions in the Delivery Plan. Efforts will be made to balance competing priorities and support communities and members to take forward local actions. Consideration will need to be given to resourcing work related to the strategy.
- 9.3 There is a risk that Local Government Reorganisation could have a significant impact on the sustainability of the Civic Pride campaign in Newcastle. Options to mitigate this risk will be considered when more detail is known about the model of any future Council arrangements which cover the Borough.

10. UN Sustainable Development Goals (UNSDG)



11. One Council

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☒

We will make investment to diversify our income and think entrepreneurially.

Providing Information, Advice and Guidance to communities on service efficiencies and commercial opportunities are a key element of the strategy.

One Digital Council ☒

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.

Access to digital services and considering digital exclusion issues are key elements of the strategy.

One Sustainable Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle

Supporting communities to be involved in managing green spaces and contributing to the Council becoming carbon neutral by 2030 are a key element of the strategy.

12. **Key Decision Information**

12.1 This is not a key decision.

13. **Earlier Cabinet/Committee Resolutions**

13.1 Cabinet - 8th July 2025

14. **List of Appendices**

14.1 Appendix 1 - Civic Pride (Empowering Our Communities) Strategy 2025 - 28

15. **Background Papers**

15.1 Staffordshire County Council Communities Strategy 2024 - 29

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Civic Pride events 2026



JAN 20	WESTBURY PARK NORTHWOOD	JUNE 24	WOLSTANTON MAY BANK
FEB 24	THISTLEBERRY	JULY 13-17	KIDSGROVE TALKE BUTT LANE NEWCHAPEL MOW COP
MARCH 4	CHESTERTON HOLDITCH	AUGUST 17-21	NEWCASTLE
MARCH 5	CRACKLEY RED STREET	AUGUST 26	AUDLEY
MAY 12	KNUTTON CROSS HEATH	SEPT 23	KEELE
MAY 12	SILVERDALE	SEPT 25	MADELEY & BETLEY
MAY 26	CLAYTON WESTLANDS	OCT 13	LOGGERHEADS
JUNE 05	BRADWELL PORTHILL	NOV 03	MAER WHITMORE

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET

13 JANUARY 2026

Report Title: Borough Tree Planting Strategy (Phase 7) and Update on Protection of Green Space

Submitted by: Service Director – Neighbourhood Delivery

Portfolios: Sustainable Environment

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
To seek the approval of the Cabinet to progress Phase 7 of the Borough Tree Planting Strategy.			
<u>Recommendation</u>			
That Cabinet:			
<ol style="list-style-type: none"> 1. Approves Phase 7 of the Borough Tree Planting Strategy for immediate implementation, subject to the final consultation responses, and the Service Director – Neighbourhood Delivery is authorised to seek and accept quotations for the work. 2. Agrees that the Service Director – Neighbourhood Delivery is authorised to bid for and accept external grant funding and secure community donations to contribute to the delivery of the Borough Tree Planting Strategy and other related projects. 3. Approves that the new planting sites are designated as Carbon Capture Areas in the Open Space Strategy. 4. Notes the progress made with the Field in Trust applications for the selected sites. 			
<u>Reasons</u>			
To contribute to the Council's Sustainable Environment Strategy, with a particular focus on carbon sequestration and off-setting as part of its journey to net carbon zero.			
To contribute to the removal and sequestration of carbon from the atmosphere.			
To contribute to the good management of the Borough Council's tree stock and appropriate decision making on tree planting proposals.			
To contribute to the Council's Nature Recovery plans.			

To protect urban greenspaces for future generations.

1. Background

- 1.1** The Council adopted its Sustainable Environment Strategy in December 2020 which commits, under the “Offset” theme, to undertaking a feasibility study for a tree planting programme to facilitate carbon capture, and greening. The strategy also makes commitments in relation to tree planting in the priority outcomes for the Natural Environment theme.
- 1.2** On 7 July 2021 the Cabinet approved the Urban (now Borough) Tree Planting Strategy which set out its approach for the management and improvement of the urban forest of Newcastle-under-Lyme.
- 1.3** In November 2021 the Council was the first in Staffordshire to adopt a Nature Recovery motion in Full Council, in recognition that nature is in long term decline and action is needed to halt and reverse this urgently.
- 1.4** Over the last 5 years, the Council has delivered the first 6 phases of the Borough Tree Planting Strategy, planting 24,070 trees over 37 sites, and plans are now in place to deliver Phase 7 over the winter of 2025/26.
- 1.5** A number of other linked initiatives have also been delivered including the planting of perennial plants in the town centre, as part of a phased plan to reduce traditional bedding usage and over 9995 trees which have been planted by the community as part of the Britain in Bloom Plant a Bloomin’ Tree project, meaning that when added to the trees the Council has planted in the first 6 phases of the Borough Tree Planting Strategy, 34,065 trees have been planted in the Borough in the last 5 years.

2. Issues

- 2.1** A list of sites for Phase 7 tree planting has been identified. The list includes 8 sites at Bathpool Park, Birchenwood Countryside Park, Crackley Recreation Ground, The Donkey Field to the rear of Ellam’s Place, Station Walks by King Street, Land by Paris Avenue opposite The Butts, Queen Elizabeth Park, and Land off Bignall End Road, which are suitable for community planting and therefore consultation has been undertaken and planting will be scheduled to be completed by March 2026.
- 2.2** The latest phase continues to follow the principle of the importance of “the right tree in the right place”, involving the community in managing existing trees and new planting schemes, and the long-term nature of urban forest management, reflecting the lifespan of trees and the timescales (20 – 30 years) involved for newly planted trees to grow to the age where they begin to absorb large amounts of carbon dioxide. Ultimately, they will assist in the Council’s aim of becoming carbon neutral through carbon sequestration and offsetting when the trees begin to mature.

- 2.3** The approved Borough Tree Planting Strategy Action Plan proposed site selection for suitable areas of open space that have less than 2 ha of open area, with larger sites being included in the later phases and the first 6 phases have been successfully completed over the last 5 years as per the following table:

Site	Ward	Area (ha)
Phase 1 & 2		
Sandy Lane	May Bank	0.91
Newchapel Recreation Ground	Newchapel and Mow Cop	1.96
Phase 3		
Repton Drive	Westlands	0.11
Winchester Drive	Westlands	0.13
Westbury Road	Westbury Park and Northwood	0.48
Wilson Street	Town	0.44
Hanbridge Avenue	Bradwell	0.48
Harriet Higgins / Poolfields LNR	Thistleberry	0.73
Phase 4		
Leys Drive/Whitmore Road	Westlands	1.29
Former Pitch and Putt Lyme Valley Parkway	Clayton	1.04
Rear of Homebase/ Lyme Valley Parkway	Town	0.17
Moreton Parade	May Bank	0.05
St Edmunds Avenue	Wolstanton	0.25
Coalpit Hill	Talke and Butt Lane	1.74
Mount Road / Weir Grove	Kidsgrove and Ravenscliffe / Newchapel and Mow Cop	3.64
Silverdale Crossroads	Silverdale	0.67
Kennet Close / Severn Drive	Westbury Park and Northwood	0.14
Clough Hall Park	Talke and Butt Lane	0.05
Arnold Grove	Bradwell	2.24
Keele Golf Course	Silverdale	3.20
Sheldon Grove	Holditch and Chesterton	2.40
Phase 5		
Bradwell Dingle	Bradwell	3.29
Grange Lane Community Centre	Wolstanton	0.11
Betley Place	Clayton	0.19
Earls Drive	Westlands	3.69
Wolstanton Marsh	Wolstanton	7.37

Wye Road Community Centre Car Park	Westbury Park and Northwood	0.15
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Phase 6		
Clayhanger Close	Bradwell	2.53
Dales Green Play Area	Newchapel & Mow Cop	0.21
Waterhays	Crackley and Red Street	18.2
Laurel Drive Play Area	Newchapel & Mow Cop	2.86
Porthill Dingle	Wolstanton	1.3
Wye Road / Bunny Hill	Westbury Park & Northwood	24.13
Kingsbridge Avenue	Westlands	1.74
The Butts	Thistleberry	10.4
Phase 7 (proposed)		
Bathpool Park	Talke and Butt Lane	63.4
Birchenwood Countryside Park	Kidsgrove and Ravenscliffe	33.0
Crackley Recreation Ground	Crackley and Red Street	3.9
The Donkey Field to the rear of Ellam's Place	Silverdale	1.04
Station Walk by King Street	Town	0.93
Land by Paris Avenue opposite The Butts,	Thistleberry	0.26
Queen Elizabeth Park	Town	0.87
Land off Bignall End Road	Audley	0.48

2.4 A dedicated web page was set up on the Councils website with information about the benefits of tree planting, details of the proposed Phase 7 sites and an invitation to residents to let the Council know their views on tree planting and any other suggestions for further nature recovery improvements. Consultation on the Phase 7 sites has run for 7 weeks from 26th September 2025 to 14th November 2025 and as a consensus of support for the proposals was indicated, planting is planned for February - March 2026.

2.5 Ward members of the Phase 7 sites were issued with a pack including a consultation letter that could be delivered to residents and a plan of the particular site involved, with the intention that ward members could undertake appropriate distribution in their area.

- 2.6** In order to provide an opportunity for the community to sponsor a tree or make a contribution to a particular site or project, a donation scheme has been set up on the council's website so that residents and businesses will be able to contribute to the Borough Tree Planting Strategy if they wish. Any donations collected will be used on the rolling programme of tree planting. Suggested donation amounts are included on the webpages as a guide, and the funds received will be stored in specific account areas. This will ensure that any funds raised are appropriately managed and can be rolled forward to match suitable planting seasons.
- 2.7** The Phase 7 sites will be declared as Carbon Capture Areas in the Open Space Strategy and will support the Council's plans to become carbon neutral and to improve biodiversity across an increased range of sites.
- 2.8** It is the intention with the Borough Tree Planting Strategy that members will continue to be invited to put forward a list of sites within their areas, that are in Borough Council ownership, to be added to the long list for future planting.
- 2.9** In order to achieve wider green space protection, May 2025, Cabinet approved a schedule of approximately 80 sites to be classified as Fields in Trust, which gives a green open space protection in perpetuity for each site, via the Fields in Trust Charity. Since that time 17 sites have been applied for (see October 2025 Cabinet Report) and a further 5 are being finalised for submission to the Charity.
- 2.10** The Fields in Trust Charity have confirmed that the sites submitted will be agreed for the protection and the requisite legal agreements are being finalised, in order for the Council to submit the sites to the Land Registry to register the protection on the title deeds.

3. Recommendation

- 3.1** That Cabinet approves Phase 7 of the Borough Tree Planting Strategy for immediate implementation, subject to consultation responses, and the Service Director – Neighbourhood Delivery is authorised to seek and accept quotations for the work.
- 3.2** That the Service Director – Neighbourhood Delivery is authorised to bid for and accept external grant funding and secure community donations to contribute to the delivery of the Urban Tree Planting Strategy and other related projects.
- 3.3** That the new sites are designated as Carbon Capture Areas in the Open Space Strategy.
- 3.4** Notes the progress made with the Field in Trust applications for the selected sites.

4. Reasons

- 4.1** To contribute to the Council's Sustainable Environment Strategy, with a particular focus on carbon sequestration and off-setting as part of its journey to net carbon zero.

- 4.2 To contribute to the removal and sequestration of carbon from the atmosphere
- 4.3 To contribute to the good management of the Borough Council's tree stock and appropriate decision making on tree planting proposals.
- 4.4 To contribute to the Council's Nature Recovery plans.
- 4.5 To protect urban greenspaces for future generations.

5. Options Considered

- 5.1 The options considered are whether or not to approve the Phase 7 tree planting as part of the Borough Tree Planting Strategy.
- 5.2 It is recommended that the proposed Phase 7 of the tree planting is implemented, subject to final consultation responses.

6. Legal and Statutory Implications

- 6.1 The Council, as a landowner, has a statutory duty to ensure that its tree stock is managed safely. It also has a 'biodiversity duty' under the Natural Environment and Rural Communities Act 2006, to which the provision and management of trees and woodlands contributes.

7. Equality Impact Assessment

- 7.1 There are no direct equality impacts associated with this report.

8. Financial and Resource Implications

- 8.1 There are financial and resource implications arising from the proposed delivery of the Borough Tree Planting Strategy as follows:
- 8.2 There is a significant requirement for staff time to engage and consult with affected communities and other stakeholders, design schemes, seek tenders, appoint and manage contractors and arrange and manage community-planting events with schools and other groups.
- 8.3 This work, in relation to Phase 7 of the tree planting, detailed in the body of this report, has been reprioritised over other projects and work streams depending on the scale and timing of the proposals.
- 8.4 Cost estimates in the sum of £25,772 have been prepared initially for Phase 7 of the tree planting, which can be met within the approved 2025/26 Capital Programme allocation of £25,000 and the anticipated Forestry Commission grant receipt of £4,805. There is an additional maintenance grant of £1,124 per year for 15 years from the Forestry Commission which will be used to carry out any required maintenance operations to the new tree planting.

- 8.5 Further provision will be required in the 2026/27 capital programme for Phase 8, and for any future phases in 2027/28 onwards.
- 8.6 Opportunities to secure external funding for planting schemes are also being explored to supplement the Councils resources, and any successful bids will be reported.

9. Major Risks & Mitigation

- 9.1 The major risks associated with this report relate to the Council's duty to safely maintain its current stock and its ambition to be carbon neutral across its operations and assets by 2030 through a combination of reducing carbon production and offsetting of any residual carbon emissions. Tree planting, particularly in the built-up areas of the Borough, would ultimately assist in such offsetting.
- 9.2 There is also a risk of a lack of community support for proposed new tree planting, depending on location and scale. This risk is being managed through community engagement and consultation on planting proposals for any sites identified for this purpose.

10. UN Sustainable Development Goals (UNSDG)

10.1 The Urban Forest Strategy and the Urban Tree Planting Strategy will support the realisation of the aims of UN SDG 3, 13 AND 15.



1. One Council

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☒

We will make investment to diversify our income and think entrepreneurially.

Securing external funding where possible to reduce the strain on the Council's capital programme is a key element of the Borough Tree Planting Strategy.

One Digital Council ☒

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction

Access to digital consultation opportunities alongside methods which consider digital exclusion issues are a key element of the Borough Tree Planting Strategy.

One Sustainable Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle.

Supporting communities to be involved in managing green spaces and contributing to the Council becoming carbon neutral by 2030 are a key element of the Borough Tree Planting Strategy.

11. Key Decision Information

11.1 Approval of the report is considered to be a key decision as it impacts on all wards in the borough and requires cumulative expenditure over a number of years and has been included on the forward plan.

12. Earlier Cabinet/Committee Resolutions

12.1 There have been a number of previous Cabinet resolutions for the previous phases of the Borough Tree Planting Strategy.

13. List of Appendices

13.1 None

14. Background Papers

14.1 Urban Tree Planting Strategy

14.2 Sustainable Environment Strategy

Newcastle Borough Council

Borough Tree Planting Phase 7 Consultation Outcome Report

17th November 2025

The consultation on the proposed Phase 7 sites of the Council's Borough Tree Planting Strategy has now concluded and this brief report summarises the responses received.

Consultation took place starting on 26th September 2025 and concluding on 14th November 2025.

Consultation

Ward members were notified of the consultation and provided with a plan of the proposals for their ward, along with a letter for distribution which signposted interested parties to the Council's website where they could submit comments. Promotion of the consultation also took place across social media platforms.

Phase 7 proposals consist of 8 sites, which are scheduled to be planted in February – March 2026, subject to the outcome of the consultation. The eight sites include Bathpool Park (Talke and Butt Lane), Birchenwood Countryside Park (Kids Grove and Ravenscliffe), Crackley Recreation Ground (Crackley and Red Street), The Donkey Field to the rear of Ellams Place (Silverdale), Station Walks by King Street (Town), Land by Paris Avenue opposite The Butts (Thistleberry), Queen Elizabeth Park (Town), and Land off Bignall End Road (Audley).

28 responses were received in total. Bathpool Park (5), Birchenwood Countryside Park (3), Crackley Recreation Ground (3), The Donkey Field to the rear of Ellams Place (2), Station Walks by King Street (5), Land by Paris Avenue opposite The Butts (3), Queen Elizabeth Park (3) and Land off Bignall End Road (3).

Bathpool Park received five responses which supported the proposals and was supportive of the use of native species, fruit trees, woodland habitat, trees for wildlife and a wider range of species to ensure resilience to climate change and diseases, and to increase biodiversity.

Birchenwood Countryside Park has received three responses which supported the proposed planting for the site. It was indicated that they would like native species, fruit trees, woodland habitat, trees for wildlife and a wider range of species to ensure resilience to climate change and diseases, and to increase biodiversity.

Crackley Recreation Ground received three responses, which supported the proposals and was supportive of the use of native species, fruit trees, woodland habitat, trees for wildlife and a wider range of species to ensure resilience to climate change and diseases, and to increase biodiversity.

The Donkey Field to the rear of Ellams Place received two responses, which support the proposals and suggest the use of native species, fruit trees, woodland habitat, trees for wildlife and a wider range of species to ensure resilience to climate change and diseases, and to increase biodiversity.

Station Walks received five responses, supporting the proposals. The responses were supportive of the use of native species, fruit trees, woodland habitat, trees for wildlife and a wider range of species to ensure resilience to climate change and diseases, and to increase biodiversity.

One also raised concern over what they perceive to be the loss of many trees in the Knutton area over the last decade which they believe have not been replaced, and request that replanting takes place.

Paris Avenue received three responses, which suggested that the use of native species, fruit trees, woodland habitat, trees for wildlife and a wider range of species to ensure resilience to climate change and diseases, and to increase biodiversity.

Queen Elizabeth Park received three responses, all supportive of the proposals and the use of native species, fruit trees, woodland habitat, trees for wildlife and a wider range of species to ensure resilience to climate change and diseases, and to increase biodiversity.

Land off Bignall End Road received three responses, including one from Audley Parish Council. Two of the responses suggested that the use of native species, fruit trees, woodland habitat, trees for wildlife and a wider range of species to ensure resilience to climate change and diseases, and to increase biodiversity. Audley Parish Council have asked that they take the proposals to their meeting on the 20th November 2025, for discussion.

Conclusion

The responses received appear to indicate support for the tree planting proposals as currently designed. It is considered that when/if support for the Bignall End Road site is confirmed by Audley Parish Council, subject to any changes, the tree planting is delivered as per the proposals in February to March 2026.



NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE MANAGEMENT TEAM'S REPORT TO CABINET

13 January 2026

Report Title: **Progress of the Council's Sustainable Environment Strategy & Delivery Plan**

Submitted by: **Service Director – Sustainable Environment**

Portfolio/s: **Sustainable Environment**

Ward(s) affected: **All**

Purpose of the Report

To provide Cabinet with an annual review of the Delivery Plan forming part of the Council's Sustainable Environment Strategy & Delivery Plan (SESDP).

Recommendation

That:

- 1. Cabinet notes the progress of the delivery plan associated with the Council's Sustainable Environment Strategy, and refers the update to a future meeting of the Health Wellbeing and Environment Scrutiny Committee (HW&E).**

Reasons

Following the production and subsequent approval by Cabinet of the updated Sustainable Environment Strategy and Delivery Plan in June 2024 it was agreed that Cabinet receives an annual update which is then referred as an update to the HW&E scrutiny committee to note progress of the delivery plan to meet the aims of the Council's Sustainable Environment Strategy and linked initiatives including the Council's Nature Recovery plans, Urban Tree Planting Strategy, UN Sustainable Development Goals and Climate Emergency Plans.

1. Background

- 1.1** The Council adopted its original Sustainable Environment Strategy in December 2020. The Strategy was a landmark document setting out the Council's commitment to the sustainable environmental future of the Borough and is an over-arching strategy, under which a range of other linked and related plans and initiatives sit.
- 1.2** The Strategy was refreshed in 2024 and approved by Cabinet in June 2024

- 1.3** The SESDP is governed to be reviewed every 6 months to ensure it is a living document and always relevant with developed actions and progress updates.

2. Progress to Date

2.1 Recycling & Waste

- The Council is fully compliant with the government's proposal for simpler recycling and has started to collect flexibles and cartons 2 years ahead of the deadline.
- Increasing food waste service out to flats in advance of the mandatory April 2026 target alongside a communications campaign in partnership with SCC to reduce waste.
- Top quartile performer when compared to similar district councils in relation to overall recycling levels, kgs per household of residual waste, and missed collections
- New fleet of 17 Refuse Collection Vehicles (RCV's) fitted with electric bin lifts to reduce noise and save fuel (10% fuel saving predicted)

2.3 Natural Environment & Biodiversity

- Adopted Phase 2 and 3 of the Grassland Management Strategy.
- Signed the Transforming Trent Valley Terms of Reference.
- Awarded, shortlisted and participated in APSE, and Britain in Bloom.
- Gained 7 Green Flag Awards
- Perennial planting began at Queens Gardens and various other green spaces.
- Facilitating a project with Keele University to study long grass at 11 bereavement sites, and 3 Grass Management sites.

2.4 Engagement & Behaviour Change

- From April 2024 till March 2025 the team has engaged in over 80+ conferences, events, schools, site visits, and other engagements.
- Worked with over 10 schools to introduce Climate Action Plans with our free tools/templates.
- Grew our new social media over 500 likes/followers with thousands of engagements.
- Trained over 100 staff in Carbon Literacy.
- Embedded sustainability into every service through monthly action meetings.

Net Zero

- Reviewed and updated The Sustainable Environment Strategy & Delivery Plan during both 6 monthly review periods.
- HVO is now being used for all Council owned and leased heavy vehicles as a transitional fuel with electric alternatives being trialed.
- Successful in £3.2M from Salix PSDS to decarbonize Jubilee 2 Leisure Centre.
- Commissioned UKPNS to develop a Depot Electrification Roadmap.
- Developed a Business Sustainability Guide and Sustainable Events Checklist.
- Modeling financial benefits of reducing energy consumption through increased use of renewable energy such as solar PV, and use of Electric Vehicles (EVs).

2.5 Other Achievements

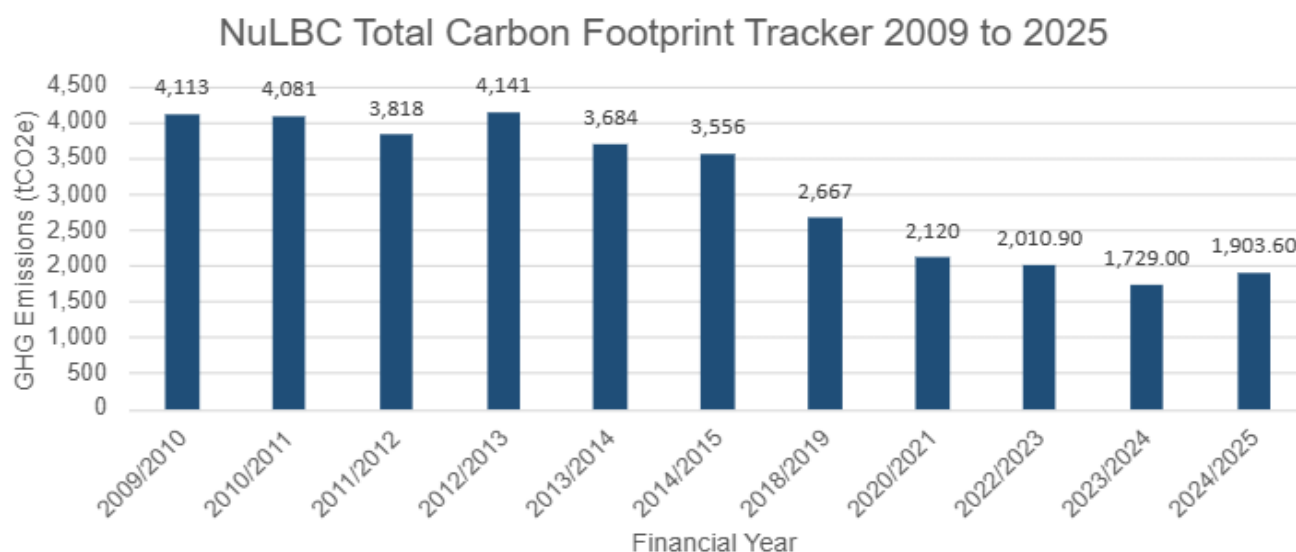
- Published a Business Sustainability Guide and Climate Action Plan Template with the Regulatory Services SEWG on the website available to all businesses with resources on actions to take, funding sources and key contacts.
- Created a Sustainability Impact Assessment Tool with the Strategy, People and Performance SEWG for all Committee Reports to analyse the sustainable impact of actions within reports.
- Published a Climate Action Planning Framework and Template, Sustainability Stakeholder List and list of collaboration opportunities that local education settings can use.
- Future Actions, to work and deliver a Sustainable Procurement Strategy, Adaptation Plan, People's Sustainability Assembly and many more!

2.6 SES Delivery Plan

- Each of the Councils Directorates has developed actions which contribute to the overall SES. The actions and current progress of all the Directorates is shown in the updated SES Delivery Plan, which is a live document as Appendix 1 attached to this report.

2.7 Council's Carbon Footprint

- The Council's carbon footprint for 2024/25 is 1,903.60tonnes. There has been a slight increase in carbon emissions in the last year, which is attributed to increased gas consumption at J2, the depot and Castle House. However, the overall trajectory remains on a downward trend, as shown in the following graph.



3. Proposal

3.1 To note the annual review of the Sustainable Environment Strategy and Delivery Plan, the main changes and additions are detailed below:

- The Strategy document has been updated with new carbon footprint data for 2024/2025
- Multiple actions now have in-depth monthly updates with many now progressing instead of not started, many actions now also implemented.
- Actions NS13 and NS14 were created to action the Biodiversity Report Duty and Lyme Countryside Park.
- ND1 was created to action a papeleras and digital Neighbourhood Delivery.
- SE11 changed to "engage staff in behaviour change campaigns."
- SES8 was created to action educating peat use.
- SEFS5 changed to action the development and delivery of Sustainable Fleet Replacement Charging Strategy.
- PS1 and PS2 were created to action business travel and paperless.

4. Reasons for Proposed Solution

- 4.1** The Sustainable Environment Strategy and Delivery Plan sets out the Council's ambition to be an exemplar local authority in both caring for and enhancing our environment. Adapting to and mitigating the effects of climate change means changing the way we do things for the long-term benefit of the Borough.
- 4.2** To evolve the Council's Sustainable Environment Strategy and Delivery Plan, as a 'living' document.

5. Options Considered

- 5.1** There is no other option to meet the statutory challenges posed by the legislation.

6. Legal and Statutory Implications

- 6.1** The Climate Change Act 2008 has the following provisions:
- Carbon targets and carbon budgeting - The Act places the government under a legal duty to reduce greenhouse gas emissions by 80% below 1990 levels by 2050.
 - The Committee on Climate Change - The Act also establishes the Committee on Climate Change, an independent, expert body to advise government on the appropriate level for the targets, budgets, and on matters relating to mitigation and adaptation. The Committee will submit annual reports to parliament on progress towards the targets and the government must respond to this report.
- 6.2** Council's Duty to reduce carbon emissions - There are currently no statutory requirements for local authorities to set or negotiate targets to reduce their own or area

wide emissions. However, the Borough declared a Climate Emergency in April 2019 and committed to reach net zero for its own operations by 2030.

6.3 All Local Authorities also have a “biodiversity duty” under the Natural Environment and Rural Communities Act 2006.

6.4 Net Zero is a Statutory requirement by 2050 for the United Kingdom.

7. Equality Impact Assessment

7.1 There is no adverse equality impacts identified as a consequence of this report. Specific actions contained within the proposed reviewed SEDP will need to consider any equality impacts on a project-by-project basis.

7.2 However, a number of the UN Sustainable Development Goals which the Council is a signatory to relate to issues of social justice and fairness.

8. Financial and Resource Implications

8.1 There are some financial and resource implications for much of the scope 1 action in decarbonising the fleet and buildings of the Council however much of this can be funded externally through national government grants.

8.2 As decarbonising continues through energy reduction and the move to renewables revenue savings will be realised. A good example is the move to EV power for several of the Council’s Streetscene pickups which were replaced in 2024. The 4 EV pickups have saved 4,778 litres of Diesel, equating to a £5,112.50 saving, and the vehicles are charged with the solar PV infrastructure at the depot.

9. Major Risks

9.1 No major risk as actions are being delivered and progressing well throughout all services in NuLBC.

10. UN Sustainable Development Goals (UNSDG)

10.1 The Sustainable Environment Strategy and linked initiatives will support the realisation of the aims of all UN SDGs.



11. **One Council**

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☐

We will make investment to diversify our income and think entrepreneurially.

One Digital Council ☐

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.

One Sustainable Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle.

The Council has a well-developed Sustainability agenda, supported by the ongoing development of its Sustainable Environment Strategy and delivery plan.

11. **Key Decision Information**

- 11.1 This report is an update on the progress of the SES and associated delivery plan; therefore, it is not a key decision.

12. **Earlier Cabinet/Committee Resolutions**

- 12.1 There are several previous Council, Cabinet and Scrutiny Committee reports, notably Cabinets approval of the decarbonising RoadMap in October 2023. The approval of the SEDP in June 2024 by Cabinet. The last 6 monthly review in early 2025.

13. **List of Appendices**

- 13.1 Appendix 1 – SES – Delivery Plan 2025 V2

14. **Background Papers**

1. None

Last Updated: November 5th, 2025

Newcastle-under-Lyme Borough Council



Sustainable Environment Delivery Plan

This document will outline the actions needed to become a net zero Council by 2030, a net zero Borough by 2050, and a more biodiverse and engaged Borough. The decarbonisation actions below are all mapped by different scope emissions and all actions will include summary information, cost, staff or service leads, and a deadline. The actions will be updated by the Sustainable Environment Team bi-annually during their Working Group after the adoption by Cabinet to ensure the document stays fluid and relevant. This includes but isn't limited to updating action progress or information and adding actions to different sections. For more detail on 2030 actions, please see [The Site Heat and Fleet Decarbonisation Background](#) documents. Please find the Sustainable Environment Strategy & Delivery Plan on our website here.

Aims & Objectives

The aim of the Sustainable Environment Strategy and Delivery Plan is to drive forward a sustainable society, economy and environment in Newcastle-under-Lyme Borough for the benefit of residents, businesses, visitors and the natural environment by 2050, focusing on the built environment and energy, travel and transport, natural environment and sequestration, and engagement and behaviour change.

The objectives listed below will drive the action needed to achieve the main aim of this strategy and delivery plan, Newcastle Borough Council will:

1. **Facilitate the development into a Net Zero Council by 2030** through the decarbonisation of the Council's built environment and fleet.



2. **Facilitate the development into a Net Zero borough by 2050** through the decarbonisation of housing, businesses and transport.
3. **Promote the natural environment** in the borough to increase biodiversity, carbon sequestration, and storage.
4. **Develop a service-focused strategy and delivery plan** in the Council to engage Council staff and deliver service owned actions.
5. **Engage with residents, businesses and visitors** through online and physical communication networks to create sustainable behaviour change within the borough.

Governance

The governance and accountability of this strategy and plan will be dependent on the sustainable environment working groups that feed into and form the plan as well as a bi-annual review of the plan by Health, Wellbeing & Environment Scrutiny Committee, and an annual review by Cabinet. Each service will have a sustainable environment working group to drive forward the actions in the delivery plan to ensure different services are responsible for the transition towards a more sustainable future in the borough. Upon a bi-annual review by the Scrutiny Committee, the strategy and plan will be updated with new information, action progress and other additions to ensure it is a live document and always relevant. To track the progress of the SESDP The Green One Council Meeting has been created to track actions and evaluate their impact.

In total there are 8 working groups, each focused on different services in the Council. These are:

- Commercial Delivery
- Regulatory Services
- Neighbourhood Delivery



- Sustainable Environment (Streetscene, Recycling & Waste, Fleet & Site)
- IT & Digital
- Legal & Governance
- Strategy, People & Performance
- Planning

These working groups will identify relevant actions from the main delivery and service plan for the working groups to progress and achieve in collaboration with relevant service leads and the Sustainable Environment Services. Once done these will be reported, with progress being updated in the main strategy and plan during the next occurring quarterly review. Working groups will meet monthly with a service lead working group that meets quarterly to ensure good communication between services and the implementation of actions by their deadline.

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Engagement & Behaviour Change Delivery Plan	Page 30

Progress Tracker	Cost Tracker
Blue = Action Achieved & Ongoing Green = Action Achieved Yellow = Progress Underway Red = No Progress or Unsuitable Action	£ = £0 - £10,000 ££ = £10,000 - £100,000 £££ = £100,000 - £1,000,000 ££££ = £1,000,000 - £10,000,000 £££££ = £10,000,000 - £100,000,000

2030 Built Environment & Energy Delivery Plan

To ensure the Council are able to decarbonise their own built environment, the Council has set out a delivery plan for 2030 with actions assigned by a certain deadline, to different staff and services and finally with a summary of the action and its cost. This will allow an accountable process for the decarbonisation of the Council's built environment. See the relevant actions below for the Council to achieve a net zero built environment by 2030:

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
Scope 1 Emissions							
BE301	To assign £7,396,287 of Council capital to the	The amount needed to decarbonise flagship sites was generated by	Finance & Sustainable Environment	£7,396,287 (££££)	February 2024	N/A	£7.4M of capital was adopted for decarbonisation



	decarbonisation of flagship sites.	Faithful & Gould who reviewed these sites.					in Council February 2024
BE302	To deliver the decarbonisation of all Council owned flagship sites.	<p>The Flagship sites of the Council include:</p> <ul style="list-style-type: none"> - Brampton Museum & Park - Bradwell Crematorium - Knutton Lane Depot - Jubilee 2 Leisure Centre - Newcastle Market Office - Castle House - Keele Cemetery <p>See below for detailed summaries of each site.</p>	Facilities Management, Regeneration & Sustainable Environment	£7,396,287 (££££)	December 2030	445 tCO2e	Action is progressing, updates located from BE303 to BE309 (28/05/25).
BE303	To deliver the decarbonisation of Brampton Museum & Park.	<p>Behaviour Change - £178</p> <p>Fabric Upgrades (Roof & Glazing) - £395,518</p> <p>LED Lighting - £17,056</p> <p>Heating & DHW Install - £143,324</p>	Facilities Management, Regeneration & Sustainable Environment	£622,514 (£££)	2030	14 tCO2e	Brampton Musuem has been awarded funding to implement LEDs, fabric and behaviour change



		BMS/Controls Upgrade - £63,688 Vent Upgrade - £3,750					upgrades (28/05/25).
BE304	To deliver the decarbonisation of Bradwell Crematorium.	Behaviour Change - £626 Fabric Upgrades (Wall & Roof) - £283,633 LED Lighting - £32,755 Heating & DHW Install - £211,564 PV Install - £36,700 BMS/Controls Upgrade - £52,632 Vent Upgrade - £7,500 Due to the lack of current electrified technology to replace the two furnaces in the Crematorium, this action be left until the technology is developed. Until then the emissions from their operations will be offset.	Facilities Management, Regeneration & Sustainable Environment	£625,411 (£££)	January 2026	31 tCO2e	Installing solar PV on the Office and Chapel south facing roof, including roof insulation upgrades (30/08/24). Installed solar PV and roof insulation upgrades (28/05/25). Looking into funding electric cremators through Salix PSDS to replace current diesel cremators (28/05/25).



BE305	To deliver the decarbonisation of Knutton Lane Depot.	Behaviour Change - £632 Fabric Upgrades (Wall, Roof, Glazing) - £1,420,936 LED Lighting - £44,664 Heating & DHW Install - £525,920 PV Install - £42,000 BMS/Controls Upgrade - £129,410 Vent Upgrade - £3,000	Facilities Management, Regeneration & Sustainable Environment	£2,166,561 (££££)	January 2027	96 tCO2e	Works to electrify and decarbonise the Depot are underway through a partnership with the County and UK Power Networks Services.
BE306	To deliver the decarbonisation of Jubilee 2 Leisure Centre.	Behaviour Change - £1,786 LED Lighting - £119,392 Heating & DHW Install - £3,438,300 PV Install - £280,000 BMS/Controls Upgrade - £106,600 Cooling Upgrade - £170,000 Vent Upgrade - £10,000	Facilities Management, Regeneration & Sustainable Environment	£4,126,078 (££££)	January 2029	280 tCO2e	<p>The Council is looking to externally fund some of this action through the Salix PSDS Scheme.</p> <p>NuLBC have been awarded ~£2.8M to install solar thermal and air source heat pumps to decarbonise J2 heating (28/05/25).</p>

BE307	To deliver the decarbonisation of Newcastle Market Office.	<p>The Market Office is a small office in Town used for the markets staff. However the site is now only being used as a warehouse. Facilities are being removed except for lighting. However full installations are being left in in case of capacity change.</p> <p>Behaviour Change - £10 Fabric Upgrades (Roof) - £1,335 LED Lighting - £971 Heating & DHW Install - £4,335 PV Install - £2,310 BMS/Controls Upgrade - £607 Vent Upgrade - £750</p>	Facilities Management, Regeneration & Sustainable Environment	£10,835 (££)	August 2024	1 tCO2e	The market Office has been transitioned into a warehouse for the markets and will no longer need certain interventions.
BE308	To deliver the decarbonisation of Castle House.	Castle House is owned by Staffordshire County Council however houses the corporate offices of NBC. The building	Facilities Management, Regeneration & Sustainable Environment	£57,017 (££)	August 2024	14 tCO2e	Upon discussing the subject of PV Solar on Castle House the County Council have already



		requires mostly behaviour change action however does need some LED install and PV. Behaviour Change - £1,465 LED Lighting - £5,952 PV Install - £49,600					undertaken consultation and the roof structure available for PV is not strong enough for additional solar installations, meaning PV install should be excluded from this action.
BE309	To deliver the decarbonisation of Keele Cemetery.	Behaviour Change - £172 LED Lighting - £13,720 PV Install - £33,400 BMS/Controls Upgrade - £20,580	Facilities Management, Regeneration & Sustainable Environment	£67,872 (££)	January 2026	9 tCO2e	Installing solar PV on south facing roof area (30/08/24). All upgrades have been completed, staff using the building must know be educated to use the controls efficiently (28/05/25).
BE3010	To facilitate a consultation on the decarbonisation	This will identify if this is achievable by 2050, the cost, and necessary	Facilities Management, Regeneration &	£££	December 2030	To be identified through consultation	



	of remaining Council owned sites in the borough.	interventions of decarbonising all Council owned sites such as leased and rented spaces.	Sustainable Environment				
Scope 2 Emissions							
BE3011	To power the energy demand of the Council's built environment on 100% clean/renewable electricity	To achieve this action the Council must ensure their supplier of electricity generates electricity solely from renewable energy.	Facilities Management & Sustainable Environment	££	August 2024	N/A	The Council's built environment is completely powered by clean electricity.
Scope 3 Emissions							
BE3012	To ensure all contractors and resources used in decarbonising the Council's built environment are net zero and ethical or have plans in place to be so by 2030.	All transmission and distribution the Council partakes in must be or planning to be ethical and sustainable to ensure the organisations scope 3 emissions from external activities become decarbonised.	Procurement, Facilities Management, Regeneration & Sustainable Environment	£££	April 2026	N/A	This action will directly relate to the introduction of a sustainable procurement plan. A sustainable procurement policy is being created with a 2026 deadline (28/05/25).
BE3013	To ensure the Council has divested from all fossil fuel	By investing and working with companies and investors that	Procurement, Finance & Sustainable Environment	£££	April 2025	To be identified through consultation	



	companies and investors.	support the fossil fuel industry the Council is supporting climate change.					
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To learn more about the energy savings and time it takes for these energy efficiency measure to pay themselves back for the consulted flagship sites please consult the table below created through the Site Heat Decarbonisation Roadmap:

Table 20.

Payback periods for each intervention (2030 payback)

Cost of Install			
Site	Cost of Install	Annual Energy Spend Saving (today's rates)	Payback (yrs.)
Behaviour Change	£5,455	£36,369	0.2
Fabric Upgrades	£3,099,491	£28,557	108.5
LED Install	£303,383	£31,085	9.8
PV Install	£191,310	£50,410	3.8
BMS Upgrade	£520,307	£38,005	13.7
Chiller Upgrade	£175,000	£6,754	25.9
Vent Upgrade	£34,000	£11,129	3.1

Simple Payback means the number of years after which an investment has paid for itself. Table 20 shows the payback periods for each intervention using today's rates, which have been predicted through a Simple Payback calculation. This is calculated by dividing the initial cost of the retrofit by the energy savings per year. Typically, interventions with the shortest paybacks are assumed to be the most cost effective. The current cost of intervention for Heating and DHW will cause an increase in energy costs rather than savings and hence has been excluded from the payback calculations. As highlighted above, focus should be initially targeted at interventions with the shortest payback period. The emergence of new systems and technologies could offer better alternatives for heating system replacements.



2030 Fleet Delivery Plan

To ensure the Council are able to decarbonise their own fleet, the Council will have set out a delivery plan for 2030 with actions assigned by a certain deadline, to different staff and services and finally with a summary of the action and it's cost. This will allow an accountable process for the decarbonisation of the Council's fleet. The full transition and timeline of actions is located in the Council's Fleet Replacement Matrix. See the relevant actions below for the Council to achieve a net zero fleet by 2030:

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
Scope 1 Emissions							
F301	To assign £10.76M of Council capital to the decarbonisation of the Council's fleet.	The amount needed to decarbonise the fleet was generated by Everergi who reviewed these sites.	Finance & Sustainable Environment	£10.76M (££££)	February 2024	N/A	£10.76M of capital was adopted for decarbonisation in Fleet Transition Plan 2024
F302	To deliver the decarbonisation of all Council owned light vehicles and equipment through the fleet transition plan.	The light fleet of the Council include: - 41+ assets (vans, passenger vehicles, mowers, etc.) This will follow the fleet transition plan.	Facilities Management, Regeneration & Sustainable Environment	£2.2M (££££)	December 2030	92.63 tCO2e	Work to electrify and decarbonise the fleet has begun with 6 new operational electric vans replacing fossil fuelled vehicles and the trailing



							of electric bin lifts for collections vehicles.
F303	To deliver the decarbonisation of all Council owned heavy vehicles and equipment through the fleet transition plan.	<p>The heavy fleet of the Council includes:</p> <ul style="list-style-type: none"> - 47+ assets (Sweeper, MEWP, Freighters, Cage). <p>This will follow the fleet transition plan.</p>	Facilities Management, Regeneration & Sustainable Environment	£7.96M (££££)	December 2040	497.37 tCO2e	As a transitional fuel the Councils is using Hydrotreated Vegetable Oil (HVO) to reduce heavy fleet and machine emissions until vehicles are electrified, especially heavy commercial vehicles. This reduces tailpipe emissions by about 90%. This has decreased the Council's 2023/2024 Carbon Footprint by about 661.1 tonnes of CO2e from 2022/2023 levels (15/10/2024).
Scope 2 Emissions							



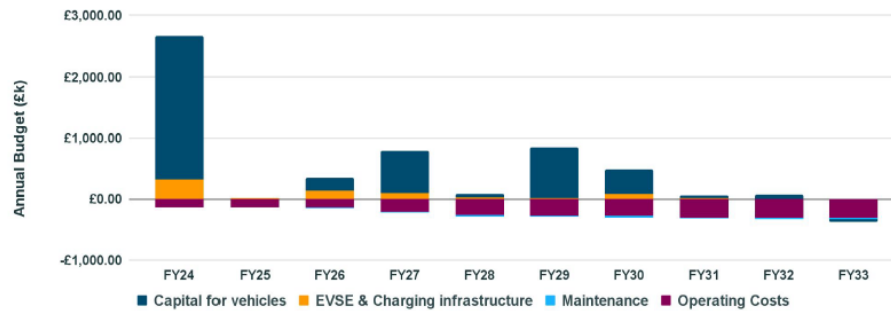
F304	To power the energy demand of the Council's fleet on 100% clean/renewable electricity	To achieve this action the Council must ensure their supplier of electricity generates electricity solely from renewable energy and must completely remove the use of fossil fuels.	Facilities Management & Sustainable Environment	££	August 2024	N/A	The Council's EV fleet is completely powered by clean electricity.
Scope 3 Emissions							
F305	To ensure all contractors and resources used in decarbonising the Council's fleet are net zero and ethical or have plans in place to be so by 2030.	All transmission and distribution the Council partakes in must be or planning to be ethical and sustainable to ensure the organisations scope 3 emissions from external activities become decarbonised.	Procurement, Facilities Management, Regeneration & Sustainable Environment	£££	April 2026	N/A	<p>This action will directly relate to the introduction of a sustainable procurement plan.</p> <p>A sustainable procurement policy is being created with a 2026 deadline (28/05/25).</p>

For the specific actions for transitioning vehicles in the Council's fleet please consult the timeline of actions from Everergi which are located below. These actions are also in the Council's Fleet Replacement Matrix:

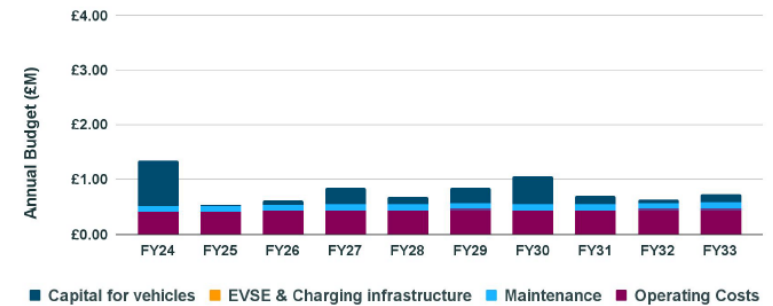
Scenario Analysis - Leadership transition FY 24 to FY33

The leadership scenario requires £2.86M extra over the period to FY33. Higher upfront vehicle purchases and the need to deploy infrastructure are only partially offset by operating and maintenance savings during the period to FY33.

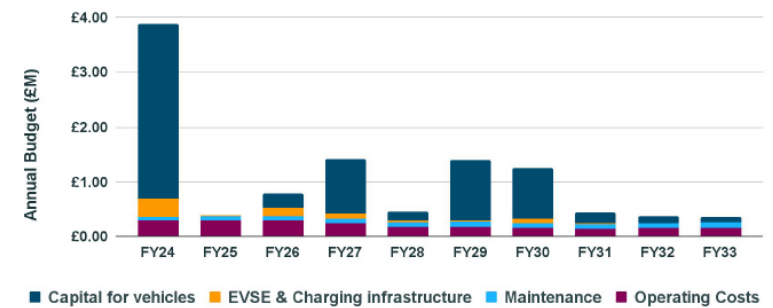
YEAR ON YEAR COST DIFFERENCE COMPARED TO BAU



BUSINESS AS USUAL



LEADERSHIP TRANSITION



Overall financial summary NPV 2023 to 2032

Capital costs	BAU (£M)	Leadership transition (£M)	Difference
Vehicle operating costs	£4.41	£2.08	£2.34 M savings
Vehicle maintenance	£1.00	£0.84	£0.15 M savings
Vehicle capital expenses	£2.49	£7.11	£4.62 M additional
EVSE & charging capital expenses	£0	£0.73	£0.73 M additional
Total	~£7.90	~£10.76	~£2.86 M additional

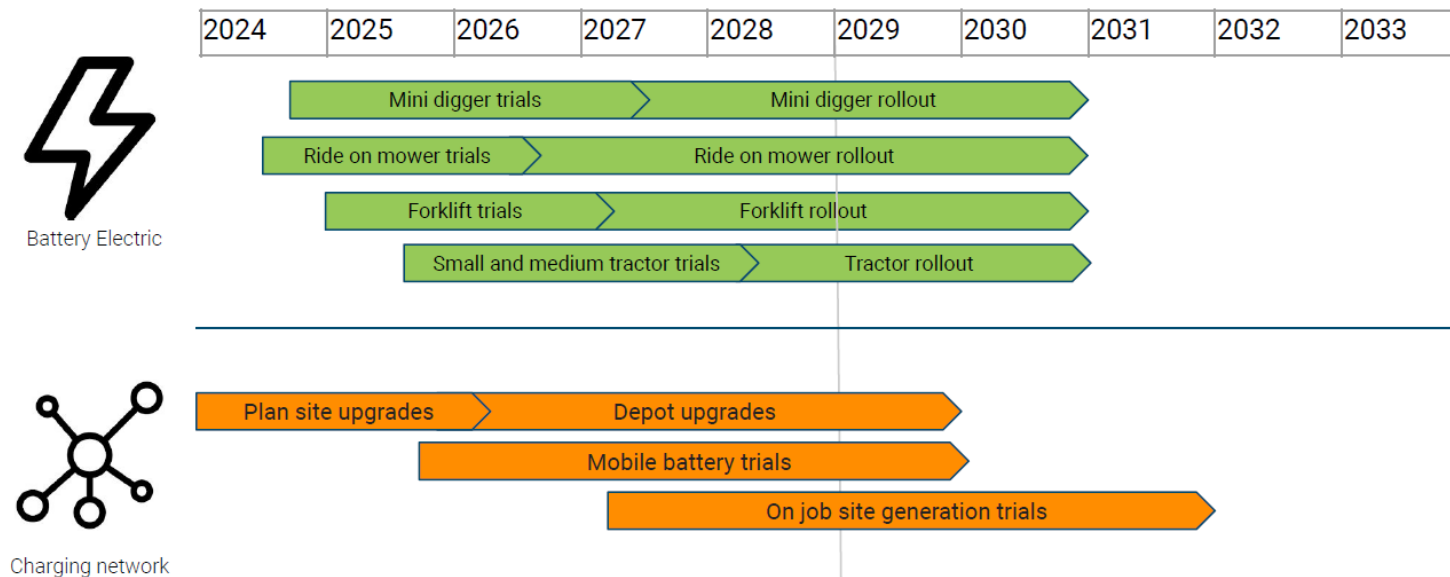
Commercial in Confidence



Next steps to transition plant and equipment

A staged approach to the transition is recommended for NULBC focusing current fit-for-purpose market availability and total cost of ownership suitability. Periodic reevaluation will be required to update the plan.

The NULBC plant equipment fleet of 21 vehicles currently show low utilisation which typically does not show an optimal transition scenario from a total cost of ownership perspective. Below is an indicative suggested timeline for replacing NULBC plant equipment vehicles, starting with Ride on Mowers.



Commercial in Confidence



2050 Built Environment & Energy Delivery Plan

To ensure the energy efficiency and emissions reduction of the entire borough, the Council plan to create a net zero borough by 2050. This includes our built environment and energy which will need to have extensive decarbonisation efforts to be completed. Below are some of the actions the Council and borough need to take today to begin our journey towards a net zero built environment and energy system by 2050.

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO ₂ e)	Progress
Scope 1 Emissions							
BE501	To develop and achieve a net zero built environment and energy system in Newcastle-under-Lyme borough by 2050.	This includes the borough's agriculture, housing, industry, commercial, energy, waste and infrastructure sectors.	Sustainable Environment, Regeneration & Planning	To be identified through consultation	To be identified through consultation	To be identified through consultation	
BE502	Assign appropriate capital and external funding for remaining Council owned sites and emissions.	Upon consultation the Council will be able to identify the entire cost of decarbonising all Council owned site assets.	Finance & Sustainable Environment	£££££	January 2026	N/A	
BE503	Decarbonise remaining	This includes all offices, owned	Facilities Management,	£££££	December 2030	N/A	The Philip Astley Centre



	Council owned sites in the borough according to the flagship sites	buildings, business rented spaces however not leased spaces, and these are the responsibility of the organisation residing.	Regeneration & Sustainable Environment				has been decarbonised. 11 shop fronts have had doubles glazed shop fronts installed (29/05/25).
BE504	To develop a consultation on the borough's housing stock to develop actions for 2050.	This consultation on the borough's housing stock will help identify actions for a net zero housing sector through identifying its carbon footprint, what actions need priority and what interventions need to be implemented.	Sustainable Environment, Regeneration & Planning	To be identified through consultation	To be identified through consultation	To be identified through consultation	
BE505	To partner with Aspire Housing to decarbonise all social housing in the borough.	To partner and support Aspire Housing in decarbonising their social housing stock to ensure social housing is net zero and more	Sustainable Environment, Regeneration & Planning	To be identified through consultation	To be identified through consultation	To be identified through consultation	36 social housing developments have been decarbonised to date.

		affordable for residents.					
BE506	To partner with Staffordshire Business & Environment Network (SBEN) to begin decarbonisation schemes for local businesses and industry.	To partner and support SBEN in a scheme to help decarbonise businesses and industry through funding and advice.	Sustainable Environment, Regeneration & Planning	To be identified through consultation	To be identified through consultation	To be identified through consultation	
BE507	To develop a consultation on the borough's industrial & commercial stock to develop actions for 2050.	This consultation on the borough's business and industry stock will help identify actions for a net zero economic sector through identifying its carbon footprint, what actions need priority and what interventions need to be implemented.	Sustainable Environment, Regeneration & Planning	To be identified through consultation	To be identified through consultation	To be identified through consultation	<p>The Environmental Health and Licensing Teams will share sustainable information with businesses on their routine checks (23/09/2024).</p> <p>The Council has developed a Business Sustainability Guide for local businesses to use to help</p>



							their sustainable journeys (28/05/25).
BE508	To create and implement a waste reduction strategy.	By implementing a comprehensive waste reductions strategy the Council will be able to reduce waste and increase recycling, with the end goal to develop a circular economy in Newcastle-under-Lyme borough.	Sustainable Environment & Collections	To be identified through consultation	To be identified through consultation	To be identified through consultation	This is being created with the Staffordshire Waste Partnership (28/05/25).
BE509	To identify and implement areas for renewable energy generation.	By developing more sites of renewable energy generation in the borough the borough will not need to source it from elsewhere.	Sustainable Environment, Regeneration & Leadership	To be identified through consultation	To be identified through consultation	To be identified through consultation	
BE5010	To develop the Keele Sustainable Solar Energy Park	To develop a solar energy generation park on a site allocated next to Keele Cemetery and operate it until	Sustainable Environment, Planning & Leadership	To be identified through consultation	2030	To be identified through consultation	Resolved to produce a detailed feasibility study and business



		the area is needed for burials.					case for the site. Resolved to submit a planning application and further report progress.
BE5011	To partner with and help advise Capital & Centric in developing more sustainable and net zero sites at the Midway, Ryecroft and York Place.	Capital & Centric are redeveloping multiple sites and we need to make sure they are as sustainable as possible.	Sustainable Environment & Regeneration	To be identified through consultation	To be identified through consultation	To be identified through consultation	A meeting between the Council and C&C will be held soon. A meeting was held and NuLBC advised with C&C about the sustainability of their new developments (28/05/25).
Scope 2 Emissions							
BE5012	To power the energy demand of the borough's built environment on 100% clean/renewable energy/electricity.	To achieve this action the Council must ensure their supplier and any suppliers of the built environment in the borough	Facilities Management & Sustainable Environment	To be identified through consultation	2050	To be identified through consultation	



		generates electricity solely from renewable energy and must completely remove the use of fossil fuels.					
Scope 3 Emissions							
BE5013	To ensure all contractors and resources used in decarbonising the borough's built environment are net zero and ethical or have plans in place to be so by 2050.	<p>All transmission and distribution the borough partakes in must be or planning to be ethical and sustainable to ensure that scope 3 emissions from external activities become decarbonised.</p> <p>This includes the transmission and distribution of products for the built environment and energy.</p>	Procurement, Facilities Management, Regeneration & Sustainable Environment	To be identified through consultation	April 2026	To be identified through consultation	<p>This action will directly relate to the introduction of a sustainable procurement plan.</p> <p>A sustainable procurement policy is being created with a 2026 deadline (28/05/25)</p>

2050 Travel & Transport Delivery Plan

To ensure the energy efficiency and emissions reduction of the entire borough the Council plan to create a net zero borough by 2050. This includes our travel and transport systems which will have to have extensive decarbonisation efforts to be completed. Below are some of the actions the Council and borough need to take to begin our journey towards a net zero travel and transport system by 2050.

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
Scope 1 Emissions							
TT501	To decarbonise all in-boundary travel and transportation.	This includes the decarbonisation of all public transport, personal transport, business transport and privately owned equipment/assets such as mowers when they are end-of-life. Decarbonisation of transport and travel may involve transitioning to electrification, hydrogen and other	Sustainable Environment & Regeneration	To be identified through consultation	To be identified through consultation	To be identified through consultation	<p>The Environmental Health and Licensing Teams will share sustainable information with businesses on their routine checks (23/09/2024).</p> <p>The Council has developed a Business Sustainability Guide for local</p>



		renewable energies.					businesses and guides for residents to use to help their sustainable journeys (28/05/25).
TT502	To develop a consultation on the borough's transportation stock to develop actions for 2050.	This consultation on the borough's transportation stock will help identify actions for a net zero transport sector through identifying its carbon footprint, what actions need priority and what interventions need to be implemented.	Sustainable Environment & Regeneration	To be identified through consultation	To be identified through consultation	To be identified through consultation	
TT503	To develop a consultation on the borough's active travel infrastructure to develop actions for 2050.	This consultation on the borough's active travel infrastructure will help identify actions for a net zero transportation sector through identifying its carbon footprint, what actions need priority and what	Sustainable Environment & Regeneration	To be identified through consultation	To be identified through consultation	To be identified through consultation	

		interventions need to be implemented.					
TT504	Decarbonise all taxi vehicles in the borough according to the Staffordshire County Taxi Decarbonisation Strategy.	Staffordshire County Council are leading an effort and strategy to decarbonise the taxi sector in Staffordshire. The Council will adhere to the aims and objectives of this strategy and work towards full decarbonisation of our taxis.	Licensing & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	The Council is currently working with the County Council to develop the Taxi Decarbonisation Strategy. This is currently out to consultation (28/05/25).
TT505	To develop the borough's active travel routes so all residents have access to be able to actively travel.	This action ensures that all residents in the borough are able to actively travel from their homes, businesses and other areas of the borough to reduce the use of vehicle travel and therefore reduce emissions.	Sustainable Environment & Regeneration	To be identified through consultation	To be identified through consultation	To be identified through consultation	Through the UK Shared Prosperity Fund the Council have developed areas of the borough to be more accessible for those actively travelling.
Scope 2 Emissions							
TT506	To power the energy demand of the borough's	To achieve this action the Council must ensure their	Facilities Management	To be identified	To be identified	To be identified	



	travel and transport systems on 100% clean/renewable electricity.	supplier and any suppliers of the built environment in the borough generates electricity solely from renewable energy and must completely remove the use of fossil fuels.	& Sustainable Environment	through consultation	through consultation	through consultation	
Scope 3 Emissions							
TT507	To ensure all contractors and resources used in decarbonising the borough's transportation are net zero and ethical or have plans in place to be so by 2050.	All transmission and distribution the borough partakes in must be or planning to be ethical and sustainable to ensure that scope 3 emissions from external activities become decarbonised. This includes the transmission and distribution of products for the transport and travel sector.	Procurement, Facilities Management, Regeneration & Sustainable Environment	To be identified through consultation	April 2026	To be identified through consultation	This action will directly relate to the introduction of a sustainable procurement plan. A sustainable procurement policy is being created with a 2026 deadline (28/05/25).
TT508	To partner with the County Council to	Transportation that travels into and out of the borough that	Sustainable Environment	To be identified	To be identified	To be identified	



	ensure that all out-of-boundary transportation into the borough is decarbonised or working towards decarbonisation.	has not originated from the borough is considered out-of-boundary and contributes to our overall emissions as they produce greenhouse gases in the borough. To ensure these do not increase our overall footprint all transport coming into the borough must be decarbonised or working towards decarbonisation. This includes out-of-bounds shipping, aviation, public transport and private vehicles.		through consultation	through consultation	through consultation	
TT509	To develop a consultation on the borough's out-of-boundary transportation stock to develop actions for 2050.	This consultation on the borough's out-of-boundary travel and transportation stock will help identify actions for a net zero transport sector through identifying its	Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	



		carbon footprint, what actions need priority and what interventions need to be implemented.					
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Natural Environment & Sequestration Delivery Plan

To ensure the borough is resilient against climate, storing carbon, beautiful and biodiverse we must focus on the promotion of the natural environment. Our natural environment keeps the borough healthy and stable. Without it, pollution would be worse, food systems would be unable to produce and we wouldn't be able to enjoy great natural spaces that support our wellbeing. This delivery plan focuses on the natural environment and sequestering carbon to help create a net zero borough by 2050 and keep our borough safe and healthy.

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
NS1	To develop Newcastle-under-Lyme Borough into a natural rich area that is biodiverse and resilient.	By creating a biodiverse and resilient borough there are a relative amount of social, economic and environmental positive impacts that are seen.	Streetscene, Planning, Landscaping & Sustainable Environment	To be identified through consultation	2050	To be identified through consultation	



NS2	To develop and adopt a long-term forestry and tree management plan for Council owned resources.	This strategy would aim to develop more woodlands in the borough and ensure their quality support and survival.	Streetscene, Planning, Landscaping & Sustainable Environment	To be identified through consultation	2026	To be identified through consultation	A tree risk management plan and biodiversity plan has been adopted which will need to be embedded in a long-term plan.
NS3	To decarbonise the borough's land use operations.	The land use operations in the borough contribute significantly to our emissions - through the release of carbon from the soil and natural resources when constructed on - and should be decarbonised to reduce emissions and protect biodiversity by 2050.	Streetscene, Planning, Landscaping & Sustainable Environment	To be identified through consultation	2050	To be identified through consultation	
NS4	To develop a consultation on the borough's land use to develop	Upon consultation the Council can then decide what actions best decarbonise our	Streetscene, Planning, Landscaping & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	



	actions for 2050.	current land use operations.					
NS5	To partner with the County-wide Local Nature Recovery Strategy and deliver their objectives.	By adhering to the County's LNRS actions and strategy the Council can embed those actions in this plan and enact them.	Streetscene, Planning, Landscaping & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	The Council is awaiting an update from the Staffordshire LNRS group regarding their strategy and related actions.
NS6	To work with the County Council, District Councils and the Midlands Net Zero Hub (MNZH) to commission the creation of a carbon sequestration and storage tool for natural resources.	This tool, once developed by a consultant would be used to generate the amount of carbon different natural resources sequester and store.	Sustainable Environment	To be identified through consultation	2026	To be identified through consultation	Consultants are currently being chosen for the development of this action. The Council have decided to not pursue this project due to the cost and interest from other local authorities (28/05/25).
NS7	To partner with Staffordshire Wildlife Trust and other natural	This action is to ensure all action relating to the natural environment is	Planning	To be identified through consultation	2024 - ongoing	To be identified through consultation	



	environment experts in Staffordshire to deliver this plan.	well informed and is backed by local experts.					
NS8	To partner with the County Council to ensure out-of-boundary waste and wastewater is contained to outside the borough or treated upon entry.	Out-of-boundary waste such as fly-tipping from other districts or waste water from sewage or industry can negatively impact the natural environment significantly.	Procurement & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	
NS9	To adopt and deliver a Grassland Management Strategy	This action will promote the development of more long meadows in green spaces in the borough to increase biodiversity and sequestration.	Sustainable Environment & Streetscene	No associated cost The Council aims to reinvest savings from reduced mowing into high priority land management jobs.	April 2024	Sequestration of developed grasslands will be mapped once a tool is available and consulted on.	A Grassland Management Strategy has been adopted by Cabinet April 2024. The Strategy will be implemented through 3 phases detailed here Agenda for Cabinet on Tuesday, 23rd April, 2024, 2.00 pm –



							Newcastle-under-Lyme Borough Council (newcastle-staffs.gov.uk). Phase 1 has been delivered, phase 2 and 3 will be delivered subsequently. Phase 2 discovered positives in engagement, resource efficiency, biodiversity and sequestration. Phase 3 has been approved (28/05/25).
NS10	To partner with Transforming the Trent Valley in restoring Lyme and Park Brook.	Transforming the Trent Valley is a project facilitated by Staffordshire Wildlife Trust to restore and protect the Trent	Sustainable Environment, Regeneration, Streetscene, & Landscape	To be identified through consultation	December 2030	No associated carbon savings	Currently crating a Cabinet Report to begin delivering this action and sign Terms of



		valleys watershed.					Reference (30/08/24).
NS11	To continue the regeneration of the borough's tree stock through the Borough Tree Planting Strategy.	By planting more trees in the borough and increasing the stock the Council can create a more resilient, biodiverse and healthy borough.	Landscape & Community Team	£161,382.72 spent to date	July 2021 - Ongoing	To be identified through consultation	The 6 th Phase of the Urban Tree Planting Strategy has just been developed and delivered. Over 20,000 trees have been planted since July 2021 (29/05/25).
NS12	To ensure 30% of borough land is managed for nature by 2030.	This is alongside the government's goal for delivering 30by30 . This will include a mapping of the borough and potential collaboration with local organisations.	Landscape, Planning, Property and Sustainable Environment	All natural environment associated costs.	December 2030	To be identified through consultation	
NS13	To complete the Council's Biodiversity Report Duty alongside	This is a report to show the Borough's baseline and the Council's actions	Sustainable Environment, Planning, Landscaping & Community,	N/A	January 1 st 2026 – Every 5 years	N/A	First Biodiversity Duty Report being developed (30.09.2025).



	government guidance.	to increase local nature work.	Streetscene and Property.				
NS14	To create the Lyme Countryside Park on the Former Keele Golf Course Site.	The former Keele Golf Course will be created into a new park for all residents to enjoy with new park facilities, paths and natural aspects to enjoy.	Sustainable Environment, Planning, Landscaping & Community, Streetscene, Property.	To be identified through consultation	May 2026	No associated carbon costs.	The Lyme Countryside Park Working Group is meeting and has conducted site visits for the creation of a draft masterplan going to Cabinet (05/11/2025).

Engagement & Behaviour Change Delivery Plan

To ensure all actions are well informed and to ensure we involved yourselves, one of our biggest priorities is engagement and behaviour change. This ensures that all actions taken throughout the timeline of this plan are well informed by expert organisations and the public so they reflect best practice and what you want. As a Council we will also aim to raise awareness around these issues and engage members of the public in different campaigns, projects and initiatives to create sustainable behaviour change and implement sustainable solutions in our borough's homes, businesses and environment by 2050.

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
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EB1	To create and publish social media networks for the environment and sustainability for the Council.	By creating social media for the Council focused on sustainability, the Council can communicate better with the public and raise awareness.	Sustainable Environment & Media	No Associated Cost	June 2024	To be identified through consultation	<p>Social media networks are created and are just waiting to be published with the SESDP.</p> <p>A New Facebook has been created for environment & sustainability (30/08/24).</p>
EB2	To create and publish a new webpage for the environment and sustainability for the Council.	By creating new webpages for the Council focused on sustainability, the Council can communicate better with the public and raise awareness.	Sustainable Environment & Digital	No Associated Cost	June 2024	To be identified through consultation	<p>Webpages are created and are just waiting to be published with the SESDP.</p> <p>The new sustainability webpages have been published (30/08/24).</p>
EB3	To consult the public and relevant Council staff with all upcoming	By consulting the public on upcoming strategies and plans going through member approval through online and	Sustainable Environment	To be identified through consultation	June 2024 - Ongoing	To be identified through consultation	Work with staff has begun with the implementation of monthly Sustainable



	strategies and plans.	in person venues those documents can be well informed and cater to the public.					Environment Working Groups for each service. The public will be given a bi-annual opportunity in Peoples' Assemblies to feedback on the Strategy and Plan (EB5).
EB4	To campaign online and in person on various subjects in the SEDP to raise awareness and facilitate action with local communities.	This includes events such as litter picks or campaigns that occur in town to inform the public about new funding available for them or how to reduce energy bills by becoming more energy efficient.	Sustainable Environment	To be identified through consultation	June 2024 - Ongoing	To be identified through consultation	Spend Less, Save More was a campaign run to raise awareness about energy efficiency and saving money on bills that engaged more than 100 residents and gave away free guidance and LEDs.
EB5	Create a bi-annual people's sustainability	The bi-annual people's sustainability assembly for	Sustainable Environment	£0	September 2024 - Ongoing	No associated costs	SE are currently working to launch this programme in



	assembly for public consultation of the SESDP.	Newcastle-under-Lyme will occur in accessible locations and will be free to join by all residents. It will act to receive feedback from residents from the last half-year and will aid in developing the SESDP to benefit all. A report will always be published from this meeting and the recommendations for the SESDP summarised.					<p>September 2024 (02/08/24).</p> <p>This has been done through an online survey, due to feasibility. Respondents were mostly positive about current NuLBC work but wanted more natural environment work and protections (05/11/25).</p>
EB6	Consult local businesses on actions for the commercial sector to become net zero and promote the natural environment.	To consult local businesses how the Council can better serve them through sustainable initiatives to help achieve a net zero and naturally diverse borough by 2050.	Sustainable Environment	To be identified through consultation	2025	To be identified through consultation	<p>At the Connects Meeting on the 10th of June 2024 attending local businesses will be asked what the Council can help develop for our shared 2050 goals.</p> <p>The Council has developed a</p>



							Business Sustainability Guide for local businesses to use to help their sustainable journeys (28/05/25).
EB7	Consult local residents and housing associations on actions for the residential sector to become net zero and promote the natural environment.	To consult local residents and housing associations on how the Council can better serve them through sustainable initiatives to help achieve a net zero and naturally diverse borough by 2050.	Sustainable Environment	To be identified through consultation	2025	To be identified through consultation	
EB8	To help support the creation of a UK Business Climate Hub in the County, through partnering with Staffordshire County, Chambers and	UK Finance has published a report covering the challenges smaller businesses are facing in the transition to a net zero economy. Small and medium-sized businesses are responsible for	Regeneration, Economic & Development, & Sustainable Environment	To be identified through consultation	2030	To be identified through consultation	



	district Councils to support businesses with becoming net zero.	around half of UK greenhouse gas emissions. The report includes recommendations to overcome the challenges, such as relaunching the UK Business Climate Hub and issuing businesses with Help to Green vouchers.					
EB9	To facilitate an EV and Net Zero Workshop Event for residents and businesses to support their fleet and site net zero transition.	This includes working with key stakeholders and organisations, the County and District Councils, and EV Companies all together at one event for the benefit of residents and businesses.	Staffordshire Chambers of Commerce, Staffordshire County & District authorities, & Sustainable Environment	To be identified through consultation	2026	To be identified through consultation	Attended a similar event in Cheshire West/Chester Authority to mirror in Newcastle/ Staffordshire
EB10	To engage with borough education settings to embed sustainability and create	This will be done in collaboration with the DfE funded Climate Ambassadors Programme to support the over 50 schools in the	Sustainable Environment	No associated cost	December 2025	To be identified through consultation	Currently working with the Climate Ambassadors West Midlands Hub to create education setting



	climate action plans.	borough to embed sustainability and take action.					resources to deliver sustainable action (30/08/24). The service is currently working with over 10 borough schools on climate action plans (29/05/25).
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Service Delivery Plan

Rather than being separated by scopes, each service delivery plan will be divided by the teams that are present within different services to show clear ownership of different actions. Each different service has their own focused actions which may or may not directly link in with the 6 main delivery plans.

Grey = for service level delivery, see main delivery plan

Commercial Delivery Service Delivery Plan

Commercial Services seeks to deliver services where there is a commercial aspect and deliver improvements through major regeneration schemes. The service includes the regeneration, property services including commercial lease and community uses, Bereavement services which is Bradwell Crematorium and cemeteries, plus J2 leisure services.



Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
Regeneration & Facilities Management							
CDRF1	To deliver the relevant built environment and energy 2030 Net Zero Delivery Plan actions for flagship buildings.	Details are located in the 2030 Built Environment & Energy Delivery Plan.	Regeneration & Facilities Management				<p>Kidsgrove Town Hall has been fully decarbonised except for external LED lighting (30/08/24).</p> <p>Kidsgrove Town Hall, Bradwell Crem/Chapel and other sites have had PV installations (29/05/2025).</p> <p>Successful J2 PSDS application to deliver ASHPs and Solar thermal (29/05/25).</p>



							Reviewing current streetlight stock to transition to LEDs (20/10/2025).
CDRF2	To facilitate the creation of an energy manager post.	This role would focus on the energy generation and management of the Council's estate and borough. For the time being this role will sit with Regeneration and FM.	Regeneration, Facilities Management & Sustainable Environment	££	2030	To be identified through consultation	<p>The team are looking into procuring a diagnostics service to undertake smart energy reporting and management (16/09/2024).</p> <p>A new facilities manager has been employed who oversees the energy use of buildings (29/05/25).</p>
CDRF3	To ensure all new developments aim to be net	This ensures everything that is developed immediately contributes to the	Regeneration, Facilities Management	To be identified through consultation	July 2024 - Ongoing	To be identified through consultation	Many of the current Regeneration projects are



	Zero or as Net Zero as possible through energy efficient interventions.	Council's net zero goals and includes interventions such as LED's. solar generation and ASHT's.	& Sustainable Environment				built as net zero as possible. This includes International House, The Philip Astley Centre and multiple shop fronts in the Town 05/11/2025.
Property							
CDP1	To deliver the relevant built environment and energy 2030 and 2050 Net Zero Delivery Plan for Council property buildings.	Details are located in the 2030 and 2050 Built Environment & Energy Delivery Plan.	Regeneration, Facilities Management & Property				The Council will review current consumption and footprint of leased property in the Borough to identify action (05/11/2025).
Leisure & Bereavement							
CDLB1	To deliver a staff and customer behaviour change study with Keele University.	This will allow for the Council to know more about how to inform staff about sustainable initiatives and changing their behaviours.	Leisure & Bereavement	No Associated Cost	August 2025	To be identified through consultation	Currently underway with Keele to facilitate interviews for staff.



							This project has now been fully done internally, staff focus groups are underway (29.05/25).
CDLB2	To support with the 2030 Net Zero Delivery Plan for Bradwell Crematorium and Jubilee 2 Leisure Centre.	Details are located in the 2030 Built Environment & Energy Delivery Plan.					See action CDRF1, BE304 and BE305 for updates. Reviewing gas cremators at Bradwell Crematorium to go electric (20/10/2025).
CDLB3	To implement a Deep Green database heat generation system in Jubilee 2's Pool Facilities.	This will allow for the pool facilities at J2 to be powered by a renewable source instead of fossil fuel. Deep Green will cover all implementation, feasibility study and energy costs, if our application is successful.	Leisure	No Associated Cost £80k in annual savings	2026	125 tCO2e in annual carbon savings	Currently submitting application Host a Deep Green Data Centre: Empower Your Community with Free Heat

							This action has been deemed unsuitable due to space barriers (29/05/25).
CDLB4	To support with the 2050 Natural Environment & Sequestration Delivery Plan through biodiverse developments at Bradwell Crematorium, Cemeteries & Closed Churchyards.	Details are located in the 2050 Natural Environment & Sequestration Delivery Plan.					See action SES7.
Museum							
CDM1	To support with the 2030 Net Zero Delivery Plan for Brampton Museum and Art Gallery.	Details are located in the 2030 Built Environment & Energy Delivery Plan.					



CDM2	To introduce a sustainability related activity annually at the Museum.	This will help introduce sustainability to visitors and residents to support sustainable behaviour change and awareness.	Museum	To be identified through consultation	To be identified through consultation	To be identified through consultation	A wildlife walk has been created at the Brampton for visitors (29.05.25).
CDM3	To install active travel infrastructure such as a bike rack.	This will encourage more visitor and staff to actively travel to the Brampton.	Museum	To be identified through consultation	To be identified through consultation	To be identified through consultation	Funding application has been submitted (30/08/2024).
CDM4	To facilitate the continued perseverance of the Brampton's Pond.	This area is important for its biodiversity, community outreach potential and due to its protection of the Great crested Newt Species.	Museum, Community & Streetscene	To be identified through consultation	June 20204 - Ongoing	To be identified through consultation	A new volunteer group and lead has been created to restore the pond and take care of it (29/05/25).
CDM5	To apply for external grants to achieve the above actions.	This area is important as these areas aren't necessarily the function of the museum but are just as important.	Museum	No associated cost	July 2024 - Ongoing	No associated carbon savings	Currently awaiting response from the National lottery for £98,000 for upgraded lighting, taps, insulation and sustainable travel infrastructure.



							This funding has been secured and will be delivered shortly (29/05/2025).
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Regulatory Service Delivery Plan							
Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
Housing							
RGH1	To support the delivery of the decarbonisation of the borough's and Aspire's housing stock in the 2050 Net Zero Delivery Plan.	Details are located in the 2050 Built Environment & Energy Delivery Plan, action BE509.	Housing & Sustainable Environment				Aspire looking to fund decarbonisation work with PSDS (21/10/24).
RGH2	To support the creation of digital powerplants on	Details are located in the 2050 Built Environment & Energy Delivery Plan	Housing & Sustainable Environment				



	the boroughs housing stock.	on energy generation action BE509.					
RGH3	To ensure that any salvageable items from vulnerable house visits are collected and donated to the team's charity of choice.	The team support vulnerable residents who may be in situations such as hoarding where some items must leave the household but can be donated to ensure it is reused.	Housing	To be identified through consultation	October 2024 - Ongoing	To be identified through consultation	This action is currently ongoing, and the team aim to save as many items as possible from vulnerable households (21/210/24).
RGH4	To develop and maintain the Thistleberry Allotment Site in Clayton with vulnerable residents of the borough as volunteers.	Not only does this help the environment through a more managed natural site but the volunteering opportunity promotes good health and wellbeing to vulnerable residents who may volunteer.	Housing	To be identified through consultation	To be identified through consultation	To be identified through consultation	
RGH5	To investigate into the sustainability of DFG's and other housing accessibility schemes.	These schemes help vulnerable residents with their accessibility needs, However how do we make these schemes more sustainable? Read more about this subject here .	Housing & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	
Environmental Health							



RGEH1	To create, adopt and deliver the Air Quality Action Plan	This will allow the Council to plan and act on areas of high pollution. This includes monitoring air pollution. Human health and biodiversity are measured by impact from air pollution in this strategy.	Environmental Health & Sustainable Environment	To be identified through consultation	December 2024 – December 2029	To be identified through consultation	Draft produced, consultation in development (18.11.24).
RGEH2	To engage businesses in the borough in sustainable action during routine visits.	The team support and regulate local businesses for pollution. These visits can be used to also share information regarding business sustainability. This relates to action BE507 & TT501.	Environmental Health & Sustainable Environment	To be identified through consultation	September 2024 - Ongoing	To be identified through consultation	<p>Visits are regular every year. A webpage will be created for businesses to engage with (23/09/24).</p> <p>The Council has developed a Business Sustainability Guide for local businesses to use to help their sustainable journeys (28/05/25).</p>
Licensing							



RGL1	To undertake the taxi Decarbonisation action in the 2050 Built Environment and Energy Delivery Plan.	This follows the County's strategy and will be implemented into this strategy and delivery plan. This relates to action TT504.	Licensing & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	<p>Awaiting strategic oversight from the County Council.</p> <p>To be discussed in October Cabinet (23/09/2024).</p> <p>Approved, consulted and going for final approval by members soon (29/05/25).</p>
RGL2	To engage businesses in the borough in sustainable action during routine visits.	The team support and regulate local businesses for licenses. These visits can be used to also share information regarding business sustainability. This relates to action BE507 & TT501.	Licensing and Sustainable Environment	To be identified through consultation	July 2025 - Ongoing	To be identified through consultation	<p>Visits are regular every year. A webpage will be created for businesses to engage with (23/09/24).</p> <p>The Council has developed a Business Sustainability Guide for local</p>

							businesses to use to help their sustainable journeys (28/05/25).
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Neighbourhood Delivery Service Delivery Plan

Neighbourhood Delivery aims to listen to our local residents and communities via our Customer Hub by being responsive to their needs and to work with them to deliver first class services. To build vibrant town centres where everyone can live, work and spend their leisure time. To work with partners to ensure everyone enjoys a safe, clean environment and to build community capability to deliver local services and solutions.

Neighbourhood Delivery delivers several programmes of work:

- a customer hub which enables citizens to complete transactions at first point of contact
- a programme of town centre events and promotion
- community advice and support
- interventions to tackle community safety and environmental crime issues

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
ND1	To create a paperless service through	Currently the service is responsible for a	Neighbourhood Delivery, It & Digital, and	To be identified	2026	To be identified	The MMF Team are in consultation



	digital mobile working.	large amount of paper usage especially with enforcement, by reducing paper consumption and going digital the service can reduce emissions and it's impact on deforestation.	Sustainable Environment	through consultation		through consultation	with DEFRA to provide a paperless animal enforcement service (25/07/24). E-Billing Working Group launching to look at paperless billing (23.10.2025).
Customer Hub							
NDCH1	To drive forward a paperless letter service.	Around 64,000 letters are sent out every year and will emit around 1,728kgCO2e from just the transportation and distribution of this mail (Production of letters not included) and could save around £51,302.59 per financial year by going digital. The greenhouse	Customer Hub, Digital & IT, Sustainable Environment	To be identified through consultation	2024 - Ongoing	To be identified through consultation	Legislation currently constrains the service becoming completely paperless, the Council will endeavour to reduce their letter use as much as possible.

		gas emissions released by the Councils mail in 2024 is equivalent to driving an average small car for around 7,707 miles .					E-Billing Working Group launching to look at paperless billing (23.10.2025).
NDCH2	To increase travel efficiency for house visits by working with the MMFT	The Customer Hub Team have increased travel efficiency through a partnership with the MMFT which has reduced emissions from house visits.	Customer Hub and MMFT	To be identified through consultation	June 2024	To be identified through consultation	This has been achieved through carpooling in electric vans and staff vehicles 05/11/2025).
Landscape & Community							
NDLC1	Conduct monthly sustainability community outreach events.	Ensuring that our teams are out engaging the public in sustainability through events, activities and more!	Community & Sustainable Environment	To be identified through consultation	2024 - Ongoing	To be identified through consultation	Currently the Community Team lead weekly events with schools and organisations such as litter picks and gardening sessions. Currently the Sustainable Environment



							<p>Team lead school visits and awareness stalls about sustainability and waste.</p> <p>Incorporated into the Civic Pride Events including litter picks, sustainability stalls and other community events (23/10/2025).</p>
NDLC2	To increase the amount and diversity of tree planting in the borough.	By using expertise from internal staff and external organisations the Council can plant more diverse tree species which can help local biodiversity and increase growth and carbon capture.	Landscaping & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	<p>The Council grows a variety of different tree species and have started to diversify singular site plantations.</p> <p>The Borough Tree Planting Strategy</p>



							<p>Phase 6 is out for consultation (30/08/2024).</p> <p>The strategy was delivered with now over 20,000 trees planted since 2021 (29/05/25).</p> <p>Phase 7 is developing and currently out for consultation closing on the 14th of November (23/10/2025).</p>
NDLC3	To support the partnership with the County-wide Local Nature Recovery Strategy and deliver their objectives.	More details are located in the Natural Environment & Sequestration Delivery Plan (Action Code NS5).	Landscaping & Sustainable Environment				Developing LNR for NuLBC and working with the County on LNRS Development (23/10/2025).



Mobile Multi-Functional Team (MMFT)							
NDMMF1	Conduct environmental law outreach campaigns to raise local awareness.	By facilitating more outreach through events and communications with the public one environmental law we can raise awareness on how people can promote the environment instead do harm which can also reduce enforcement of these laws.	MMFT	To be identified through consultation	To be identified through consultation	To be identified through consultation	Currently engaging residents through social media (NBC Green Team). Through Civic Pride and other campaigns like KBT, officers have been engaging with residents on environmental law (23/10/2025).
NDMMF2	To support the delivery of the decarbonisation of the Council's fleet by 2030 by decarbonising the vehicles used by MMFT.	Of the entire fleet MMFT use 6 vans to undertake their operations. More detail is located in the 2030 fleet decarbonisation delivery plan.	MMFT & Sustainable Environment				The MMFT have had 5 out of 6 vehicles in their fleet electrified. The 6th vehicle is a diesel van used for the dog warden



							which the team is working to transition.
Town Centres & Markets							
NDTCM1	To deliver a program of sustainable markets including vegan and makers/artisan markets.	By delivering more sustainable markets the Council can encourage local and sustainable commerce with local businesses and residents, reducing our borough carbon footprint.	Town Centres & Markets	To be identified through consultation	2024 - Ongoing	To be identified through consultation	The team is currently delivering this action.
NDTCM2	To embed sustainability in all current and future events programmes through the creation of a Sustainability Events Checklist.	This includes all markets, festivals and broader events the team are responsible for to ensure they have sustainability embedded in how they run and what they offer.	Town Centres & Markets, & Sustainable Environment	No associated cost	December 2024	To be identified through consultation	<p>The team are currently designing a checklist for the Council and externals to use (25/07/24).</p> <p>A sustainable events guide has been sent to all partner event organisations including the</p>



							<p>BID and market stalls. It is available online here - Event organisers' toolkit – Newcastle-under-Lyme Borough Council (29/05/25).</p> <p>The Sustainability Events Checklist has been published on the website for traders and street traders as good practice (23/10/2025).</p>
NDTCM3	To digitise the markets and events booking system.	By digitising the markets and events booking system this would relive the use of paper and travel for the current system.	Tow Centres & Markets	To be identified through consultation	July 2025	To be identified through consultation	The team are currently working towards this goal however have hit barriers in



							<p>software needed (25/07/24).</p> <p>Software now purchased, payments being used by traders, bookings system still needs digitisation (23/10/2025).</p>
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Sustainable Environment Service Delivery Plan

Sustainable Environment Service is responsible for the recycling and waste, Streetscene and sustainability services the Council offers to local residents of the borough based at Knutton Lane Depot. This service is also responsible for most of the Council's fleet due to the operations of the service.

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
Recycling & Waste (Collections)							



SERW1	To support the delivery of fleet decarbonisation by 2030 for Collections assets and equipment.	More detail is located in the 2030 Fleet Decarbonisation Delivery Plan.	Collections, Fleet & Site, Sustainable Environment				<p>All heavy vehicles are now on HVO (30/05/25).</p> <p>Electric Bin lifts, route optimisation and HVO being used to reduce vehicle emissions (03/11/2025)</p>
SERW2	To create and implement a Waste Reduction Strategy that links with the Service and County Strategy.	By creating a waste reduction strategy, the Council can decrease emissions and increase recycling rates. This includes policy, communications, Bartec.	Recycling & Waste	To be identified through consultation	December 2024	To be identified through consultation	<p>To date the Service has begun flats recycling and food waste, informing residents through schools and house visits, and reducing bin sizes.</p> <p>The Service must meet to consult and develop this action with the Staffordshire Waste Partnership (30/05/25).</p> <p>SCC have funded additional staff for waste reduction county wide (03/11/2025)</p>
SERW3	To increase the rate and tonnage of recycling and	By creating an outreach plan the service can influence	Recycling & Waste	To be identified through consultation	2024 - Ongoing	To be identified through consultation	Recycling and food waste has now increased by 1.5% due to increased



	food waste in the borough.	residents to recycle more and reduce the amount of single use waste they consume.					engagement with residents, schools and flats (03/11/2025).
SERW4	To deliver a sustainable driving policy for crew members.	This includes an anti-idling policy and route optimisation to increase service efficiency.	Recycling & Waste, Fleet & Site, Sustainable Environment	To be identified through consultation	2025	To be identified through consultation	This has been developed and is being delivered by the fleet & site team (30/05/25). Reviewing the driving at work policy, training for all crew drivers needs to be inputted (03/11/2025).
SERW5	To deliver the decoupling of the garden waste service.		Recycling & Waste	To be identified through consultation	2025	To be identified through consultation	Purchase order raised for rooting to start in March (05//02/25). Training delivered and project implementation in the new year 2026 (03/11/2025)
Sustainable Environment							
SE1	Report the Council's and borough's carbon emissions, annually. This	This allows the Council to be transparent about its emissions and develop actions	Sustainable Environment	No associated cost	June 2024 - Ongoing	Carbon saved from this action will be delivered through the	2023/2024 financial year finalised (30/05/25).



	includes annual data and KPI's on energy, water, waste, carbon and natural capital.	to reduce significant areas of emissions through data analysis.				actions that come from annual reports.	2024/2025 report completed (03/11/2025).
SE2	Facilitate the development of the Sustainable Environment Strategy and Delivery Plan.	The service will be responsible for ensuring the development and facilitation of the SESDP until 2050.	Sustainable Environment	To be identified through consultation	June 2024 - Ongoing	To be identified through consultation	6 monthly updates are ongoing (03/11/2025). SCC audited NuLBC's SESDP which recommended governance changes (03/11/2025)
SE3	Facilitate the development of the Sustainable Environment Working Groups.	The service will be responsible for ensuring the development and facilitation of the Sustainable Environment Working Groups until 2050.	Sustainable Environment	No associated cost	June 2024 - Ongoing	To be identified through consultation	All working groups for all services have been created and are ready to begin delivering the SESDP (30/05/25). All SEWGs are now created (03/11/2025)
SE4	To facilitate the creation of an additional Sustainable Environment Officer focused on Sustainability.	By creating a larger Sustainable Environment Team the development of the SESDP can become more efficient.	Sustainable Environment	To be identified through consultation	2030	To be identified through consultation	SCC is funding a new support role for the SE Team (03/11/2025).



SE5	To train and certify all Council staff members and elected members (current and new) in Carbon Literacy, or something similar.	By training and certifying all members of staff and any new members of staff, the Council will have sustainability embedded in the entire organisation and staff will be well informed of the issues we face with climate change and how to solve it. This will also allow staff to engage customers in sustainable initiatives.	Sustainable Environment & People	£3,000 every 3 years and £10 per certified staff member.	June 2027	To be identified through consultation	<p>The training has been sourced and the first training session will occur in June - July 2024.</p> <p>Over 100 staff have been trained (30/05/25).</p> <p>More than 150 staff members formally CLT trained with Toolbox Talks for crews launching in the new year (03/11/2025)</p>
SE6	To seek additional funding for the funding actions in the SESDP.	This includes funding from Salix, Central Government and other opportunities.	Sustainable Environment	No associated cost	June 2024 - Ongoing	To be identified through consultation	<p>Have applied for Salix LCSF for feasibility studies on Knutton lane Depot, Bradwell Crematorium & Jubilee 2.</p> <p>Successful in PSDS for the decarbonisation of Jubilee 2 (03/11/2025).</p>



SE7	To adopt the Staffordshire County Adaptation Strategy	The County's Strategy covers the entire County and should be adopted by all district Councils. Find the Strategy here Staffordshire Adaptation Strategy	Sustainable Environment	No associated cost	December 2024	No associated carbon savings	The County's Adaptation Strategy has been created and now must be adopted by the Council.
SE8	To embed adaptation into Council risk processes.	By creating an adaptation and resilience plan for the Council and borough, we can reduce the impact of climate change on our operations and on the public.	Sustainable Environment	To be identified through consultation	April 2025	No associated carbon savings	A risk assessment has been created to inform the creation of an adaptation plan for the borough.
SE9	To review the procurement of crews PPE and identify more sustainable supply chains.	All crews at the Council use PPE that is require by law, has high costs and will have carbon emissions from their production and transportation.	Sustainable Environment, Fleet & Site, Collections, & Streetscene	To be identified through consultation	January 2026	To be identified through consultation	

SE10	To create a high level "The Green One Council Meeting" to overlook all sustainable action and embed this in the current governance structure of the SESDP.	This includes members, leadership staff and relevant manages/officers to direct sustainable action at the Council	Sustainable Environment	N/A	January 2025	N/A	First meeting was the 6 th of November 2024 and will soon be discussed about its purpose in the governance system (07/11/2024). The Meeting has been embedded in the SESDP Governance Structure.
SE11	To engage staff in behaviour changing campaigns.	By engaging with staff on how to use transport and buildings more sustainably the Council can reduce its emissions.	Sustainable Environment	N/A	Ongoing	N/A	Behaviour Change surveys have been conducted with all services and offices of work (26/11/25).
Streetscene							
SES1	To support the delivery of fleet decarbonisation by 2030 for Streetscene assets and equipment.	More detail is located in the 2030 Fleet Decarbonisation Delivery Plan.	Streetscene, Fleet & Site, Sustainable Environment				5 EV Vans procured and identifying small EV replacements for current diesel vehicles (03/11/2025).
SES2	Deliver the Grassland Management	More detail is located in the Natural Environment &	Streetscene & Sustainable Environment				Phase 1 has been delivered, Phase 2 & 3 are yet to be complete (30/08/24).



	Strategy (Action Code NS9).	Sequestration Delivery Plan.					Phase 2 and 3 completed and ongoing across the Borough (03/11/2025).
SES3	To develop and deliver a long-term forestry and tree management plan for Council owned resources (Action Code NS2).	More detail is located in the Natural Environment & Sequestration Delivery Plan.	Streetscene & Sustainable Environment				Long Term Tree Risk Management Plan adopted and being delivered (03/11/2025).
SES4	To develop an efficient litter bin collection service.	This will allow for bins to be collected more efficiently and be placed in better areas to enhance the Council's litter capture and reduce energy use by fleet vehicles.	Streetscene	No associated cost	2024 - Ongoing	To be identified through consultation	A system of litter bin collections and placement has been developed and continues to run an efficient service. Completed (03/11/2025).
SES5	To work with local institutions and research the biodiversity of	This will allow for the Council to see the impacts on the natural	Streetscene & Sustainable Environment	No associated cost	October 2025	To be identified through consultation	This project begins on June 1 st 2025 (30/05/25).



	local churchyards with reduced mowing regimes.	environment from a reduced mowing regime					<p>A project with Keele University was completed with students discovering positive impacts of long grass in sites of bereavement for pollinators, bats and habitat connectivity (05/11/2025).</p> <p>Additional projects are currently being developed with the University (05/11/2025).</p>
SES6	To reduce the use of harmful weed killer (Glyphosate) by as much as possible.	Areas that may not be able to reduce use in the borough are hard to reach, in the town or in other unique places until a better alternative is identified.	Streetscene & Sustainable Environment	No associated cost	September 2024 - Ongoing	To be identified through consultation	Streetscene are currently removing the use of glyphosate in areas that spraying is no longer needed (30/08/24).
SES7	To implement perennial planting schemes where there are bedding plants	By using perennial plants instead of bedding plants, the Council will save resources	Streetscene & Sustainable Environment	No associated cost	September 2024 - Ongoing	To be identified through consultation	Streetscene have introduced perennial schemes at Queens Gardens, Bradwell Crematorium/Cemetery



	currently being transitioned seasonally.	as well as be able to create more biodiverse environments in the borough.					and other sites (29/05/25).
SES8	To reduce the use of peat in sourced soil for planting schemes where possible.	Where peat cannot be reduced, this will be due to lack of product on the market or small amounts of peat in sourced soil.	Streetscene & Sustainable Environment	No associated cost	June 2025 - Ongoing	To be identified through consultation	Streetscene are currently sourcing mostly peat free soil where possible (23/06/25).
Fleet & Site							
SEFS1	Support the delivery of the 2030 Fleet Decarbonisation Delivery Plan for Streetscene vehicles	More detail is located in the 2030 Fleet Decarbonisation Delivery Plan. Must ensure the viability via Streetscene.	Fleet & Site, Streetscene				
SEFS2	Support the delivery of the 2030 Fleet Decarbonisation Delivery Plan for 2030 for Collections vehicles.	More detail is located in the 2030 Fleet Decarbonisation Delivery Plan. Must ensure the viability via Streetscene.	Fleet & Site, Recycling & Waste				

SEFS3	Support the delivery of the Decarbonisation of Knutton Lane Depot (Action Code BE305).	More detail is located in the 2030 Built Environment & Energy Decarbonisation Delivery Plan.	Sustainable Environment & Fleet/Site				The development of Knutton lane Depot's renovations is including double glazing, insulation cycle storage and additional solar (05/11/2025).
SEFS4	Support the delivery of the 2030 Fleet Decarbonisation Delivery Plan for 2030 for Waste Transfer Station vehicles and equipment.	More detail is located in the 2030 Fleet Decarbonisation Delivery Plan.	Fleet & Site				
SEFS5	Develop and deliver the installation and organisation of a Sustainable Fleet Replacement & Charging Strategy.			To be identified through consultation	2030	To be identified through consultation	The Service is currently developing a charging infrastructure plan to be installed at the Depot for an electrified fleet.

Technology Services Delivery Plan



Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
Digital Business							
TS1	To transition the Council to a completely digital system and to paperless. All service level paperless actions are located in their own Service Delivery Plans.	This would aid in reducing emissions and biodiversity loss. This includes supporting the elections team becoming paperless (see Legal & Governance Service Delivery Plan)	Technology Services	To be identified through consultation	2030	To be identified through consultation	The Council has begun to go paperless and digital especially through the use of more digital software such as Sharepoint. Multiple services working on digitising their processes including Council Tax, document storage and others (14/10/25).
TS2	Ensure that the Council uses	This will be included in the Sustainable	Technology Services,	To be identified	To be identified	To be identified	The Council use an IT

	digital software and hardware suppliers that are ethical and sustainable.	Procurement Strategy however will need to be highly focused to ensure all digital services staff use align with our ambitions.	Procurement & Sustainable Environment	through consultation	through consultation	through consultation	recycling service which is certified. Awaiting the new Sustainability Procurement Policy to progress this action (14/10/25).
TS3	Calculate the annual emissions from paper and cloud energy use.	By calculating the carbon emissions of annual paper usage, the Council can understand and review the solutions.	Technology Services & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	This has been done and included for the next carbon footprint (30/05/25). Paper use emissions were calculated for the 24/25 financial year, cloud services are offset by service



							provider (14/10/25).
TS4	Facilitate the migration to cloud services.	By migrating Council services to the cloud, the Council can digitise much of its paper resources and reduce its data centre footprint.	Technology Services	To be identified through consultation	To be identified through consultation	To be identified through consultation	Still some outstanding none cloud systems (14/10/25).

Legal & Governance Service Delivery Plan

Corporate Procurement, Risk, Insurance & Equalities (CPRIE)

The Corporate Procurement, Risk, Insurance & Equalities service consists of a small team of specialist officers who offer and provide corporate support, help and guidance to Officers, Members across the whole of the authority and externally to Partner organisations in each of the listed functions.

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
LGS1	Reduce documentation transport and storage through digitisation.	The Council store many important documents that sometimes need transportation to and from sites if they are paper copies which can contribute to carbon	Legal & Governance	To be identified through consultation	To be identified through consultation	To be identified through consultation	Working with Oasis to digitise this process (30/05/25). Currently reducing

		emissions from transport and energy used in the storage facility.					stored documentation and reviewing storage provider to make it more cost effective and sustainable (28.10.2025).
Electoral Registration & Elections							
LGEE1	To work towards paperless and digital elections.	Under legislative requirements the Council is required to send a paper version of a poll card, an invitation to register or an absent vote paper application form. The Council will work in other areas of elections to become paperless.	Electoral Registration, Elections & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	Begin investigation on elections carbon footprint (14/02/25).
Information & Governance							
LGIS1	To make Information & Governance Data Protection, FOI, Land Charges, and Complaints Paperless.	These processes contribute to a significant amount of paper which can be detrimental to natural resource use and carbon emissions.	Information & Governance	To be identified through consultation	2024	To be identified through consultation	All relevant processes are now paperless.



LGIS2	To digitise the corporate post service.	Posting items can increase local emissions through the transport and production of post.	Information & Governance & Technology Services	To be identified through consultation	2030	To be identified through consultation	Work in progress (14.02.25).
Contracts, Procurement, Insurance & Risk							
LGCP1	To create a sustainable and ethical procurement strategy for Council suppliers, contractors and partners.	To ensure the Council reduces all its emissions including scope 3. the organisation must set standards for the organisations/services it uses. This includes the net zero and natural environment ambitions of externals, their production and extraction and their workers' rights standards. This will include all suppliers of the Council to have some sort of ambition to become net zero by 2030, promote the natural environment by 2050, and be an ethical employer.	Contracts, Procurement, Insurance, Risk & Sustainable Environment	To be identified through consultation	2027	To be identified through consultation	The Council are currently researching best case studies and are developing a strategy (17/12/24). Research is being conducted to reflect and develop NuLBCs Procurement Strategy, with a deadline of December (28.10.2025).
LGCP2	To create a sustainability	For the team to create a template that can weigh the implications of	Contracts, Procurement, Insurance,	To be identified	2026	To be identified	



	implications template.	different policies and actions on the sustainability of the Council and borough.	Risk, Policy & Strategy, & Sustainable Environment	through consultation		through consultation	
LGCP3	To use DocuSign to reduce the use of paper Council wide.	By using DocuSign the Council won't have to use physical documents and have them sent to be printed and signed by staff.	Contracts, Procurement, Insurance, Risk	To be identified through consultation	December 2024	To be identified through consultation	DocuSign has been implemented and is being used by the Council (17/12/24).
Legal							
LGL1	To make all Legal procedures paperless.	The production and transportation of paper contributes to natural resources use and carbon emissions.	Legal	To be identified through consultation	2030	To be identified through consultation	
Committee							
LGC1	To make all Committee procedures paperless.	The production and transportation of paper contributes to natural resources use and carbon emissions.	Committee	To be identified through consultation	2030	To be identified through consultation	The governance team has committed to further reducing the reliance on paper, agenda and reports for committee meetings and full Council (10/06/25)



LGC2	Provide Digital Literacy Training to all current and future members.	By providing digital literacy training to members, member meetings can be made digital and remove the use of paper.	Committee	To be identified through consultation	2030	To be identified through consultation	This was attempted in the past however without extensive training so was not successful (17/12/24).
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Strategy, People & Performance Service Delivery Plan

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
People & OD							
SP1	To implement an updated compulsory sustainability training session for all current and new staff members at the	By implementing compulsory sustainability training for all staff we will be able to ensure all new and current staff have the knowledge to engage with sustainable	People & Sustainable Environment	~£1,000 annually	July 2024 - Ongoing	Associated carbon with staff changing behaviours.	A new sustainability training module will be published soon alongside a new training service for staff.



	Council to do every 3 years.	initiatives and drive them forward.					A new sustainability module has been introduced for all staff online and will be introduced in-person (31/07/24).
SP2	Maximise business travel to decarbonised transportation methods through a commuting travel policy and survey.	This includes all travel to and from conferences, site visits and meetings. Instead, staff may use EV's, public transport and active travel. If there is a way to do it virtually or without travelling, then this is priority. This action should partner with Better Health Staffordshire.	People & Sustainable Environment	To be identified through consultation	Survey Autumn 2024	To be identified through consultation	Looking into expenses mileage scheme and salary sacrifice (16.10.24).
SP3	Begin to collect detailed data of business and commuting travel for scope 3 carbon footprint generation.	By collecting more detailed data on staff commuting and business travel we will be able to more accurately generate the Council's scope 3 emissions as part of our	People & Sustainable Environment	To be identified through consultation	To be identified through consultation	To be identified through consultation	Commuting survey in person and online being conducted throughout the Council to be able to calculate commuting



		annual carbon footprint report. Can be captured through expense claims.					emissions for 25/26 (05/11/2025).
SP4	To continue to seek Gold Thrive accreditation and complete Thrive sustainable initiatives.	Thrive lead an accredited awarding scheme for local authorities that also focuses on sustainability.	People & OD	To be identified through consultation	2024 - Ongoing	To be identified through consultation	Working on silver with Thrive, need to appoint a travel plan champion, TGN appointed (16.10.24).
SP5	To create a employee sustainability incentive scheme including an annual sustainability award for a service, team and individual.	By creating an incentive staff may change their behaviours more often to achieve these awards.	People & Sustainable Environment	~ £100 annually	April 2025	To be identified through consultation	
Communications & Marketing							
SCM1	To support the creation of new social media networks for the Environment and Sustainability	By creating new social media such as Instagram and Facebook for our Streetscene and Sustainable Environment Services to	Communications, Marketing & Sustainable Environment	No associated cost	September 2024	To be identified through consultation	A new Instagram and Facebook page are ready to publish when the SESDP is adopted.

		engage different and new audiences in the borough.					An E&S Facebook page has been created Facebook (31/07/24) .
SCM2	To share and publicise sustainable opportunities and social posts on corporate messages.	By sharing different sustainable initiatives on corporate pages when needed more of the public can engage with the subject.	Communications, Marketing & Sustainable Environment	No associated cost	July 2024 - Ongoing	To be identified through consultation	Corporate communications have begun to share sustainable initiatives with the public.
SCM3	To internally share sustainable themes for all internal communications including Connexus and Castle News.	By sharing sustainable themes in internal communications staff can learn more about sustainability and get involved.	Communications, Marketing & Sustainable Environment	No associated cost	July 2024 - Ongoing	To be identified through consultation	Internal communications have begun to always include sustainable themes.
Policy & Strategy							
SPS1	To include regular updates on the SESDP in Castle News.	By including regular updates of the SESDP in castle News staff can stay in the loop and shout out about successes.	Policy & Strategy, & Sustainable Environment	No associated cost	August 2024 - Ongoing	To be identified through consultation	January 2026, email all CL staff for Castle News Carbon Stories (18/06/25).



SPS2	To develop and use PowerBi dashboards in mapping sustainability related data.	This includes data like emissions from the Council so teams can identify next steps and actions for delivery as well as progress to date.	Policy & Strategy, and Sustainable Environment	No associated cost	September 2024	No associated carbon savings	Dashboard currently in development Done and updated every 6 months alongside the SESDP (18/06/25).
SPS3	To integrate the SESDP into service planning and Cabinet Reporting through PDPs and reports.	Embed the Delivery Plan through integration into the council's service planning framework.	Policy & Strategy, and Sustainable Environment	No associated cost	March 2025	No associated carbon savings	Current PDPs already include section on sustainability. Both Done (16/10/24).
Health & Safety							
SHS1	To introduce a short cycle safety induction and resource for cycling during work.	This will ensure those cycling to and from work will know how to find bike funding, cycling safety tips and active travel infrastructure.	Health & Safety, People & OD, and Sustainable Environment	No associated cost	April 2025	No associated carbon savings	Looking into Bikeability for potential schemes (05/11/2025).
Commercial Delivery (SPP)							
SCD1	To capture the sustainable benefits of commercial initiatives and	This will be through the initial phase of assessments undertaken when evaluating a commercial	Commercial Delivery & Sustainable Environment	No associated cost, however there are	April 2025	Carbon savings made with service efficiencies.	Identified mileage savings for Streetscene litter diesel vans which saved



	<p>actively seek to improve sustainability in the borough through commercial delivery.</p> <p>This includes the creation of a sustainability priority policy to evaluate actions based on their commercial and environmental impacts.</p>	<p>action which also includes cost, time etc.</p>		<p>associated monetary savings.</p>			<p>2,754.576 kg CO2e per year (15/10/24).</p> <p>Identified areas of transition from paper mail to email for invoices, such as for contaminations, bereavement care at 0.21 tCO2e. Currently working towards digitising Council Tax paper mail which would save 0.22 tCO2e. (15/10/24).</p> <p>Currently working with Streetscene to optimise diesel/HVO street sweeper routes to reduce mileage and</p>
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							emissions (15/10/24). Looking to identify any positive carbon actions (15/10/24).
SCD2	To minimise the risk of increasing emissions through the increase of commercial services, where possible.	This will include a policy to ensure new commercial delivery actions are net zero, offset emissions etc.	Commercial Delivery & Sustainable Environment	To be identified through consultation	January 2025 - Ongoing	To be identified through consultation	Working towards the digitisation of the entire Council and getting rid of data centres, using Microsoft services instead (15/10/24).

Planning Service Delivery Plan

Planning seeks to deliver sustainable development that meets the needs of existing and future residents and businesses in the borough and serves to underpin economic, social and environmental growth and prosperity. The service and actions taken by the Council as local planning authority will:

- protect and where possible and appropriate enhance assets of heritage, nature conservation and landscape value;
- identify suitable opportunities for development and re-development; and,

- help direct investment to areas which provide the essential infrastructure and services that help support growth including town centres

Action Code	Action	Summary	Lead Service(s)	Cost (£)	Achievement Date	Carbon Saved (tCO2e)	Progress
PS1	To become a paperless and fully digital service.	The service currently uses paper for official processes such as planning permissions. By digitising these processes, the service can reduce emissions through paper elimination and reduction of paper transport.	Planning	To be identified through consultation	2025 - Ongoing	To be identified through consultation	
PS2	To reduce emissions through business travel efficiencies.	By reducing business travel through digitisation, carpooling and journey efficiency the service can reduce emissions.	Planning	No associated cost	2025 - Ongoing	To be identified through consultation	
Planning Policy							
PPP1	To implement a 10% Biodiversity Net-Gain (BNG) Policy for new developments in	Certain new developments in the borough will have to have 10% Biodiversity Net-Gain according to	Planning & Sustainable Environment	To be identified through consultation	2024	To be identified through consultation	Local Plan is soon to be adopted with this policy included.



	the new Local Plan.	new Government legislation.					Planning are currently working with Staffordshire Wildlife Trust (SWT) on BNG.
PPP2	To partner with Staffordshire Wildlife Trust and other natural environment experts in Staffordshire on Local Planning for the Natural Environment.	This action is to ensure all action relating to the natural environment is well informed and is backed by local experts.	Planning	To be identified through consultation	2025	To be identified through consultation	Agreed an SLA to the end of March 2026 with Staffordshire Wildlife Trust. This covers ecology in all respects planning and policy (23/10/2025).
PPP3	To adopt a new Local Plan that includes sustainable initiatives such as BNG.	The Local Plan can have a large impact on the local area and has included policy regarding biodiversity and more sustainable built environments.	Planning	To be identified through consultation	2026	To be identified through consultation	Local Plan is soon to be adopted with sustainable initiatives included.
PPP4	To ensure the team is prepared and vigilant to new national planning policy.	This includes being prepared for planning, infrastructure and development management policies.	Planning	No associated cost	2025 - Ongoing	No associated carbon saved	



Development Management							
PDM1	To ensure all new developments adhere to national environmental health, sustainable development and BNG regulations.	This action will be ongoing till 2050 as new regulations develop.	Planning	To be identified through consultation	2024 - Ongoing	To be identified through consultation	The Council currently ensure new developments are as sustainable as they can be and are up to national regulations.

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET

DATE 13th JANUARY 2026

Report Title: Support for Draft Staffordshire Local Nature Recovery Strategy

Submitted by: Service Director Sustainable Environment

Portfolios: One Council, People & Partnerships; Sustainable Environment

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
For the Borough Council to support the draft Local Nature Recovery Strategy (LNRS) for Staffordshire prior to full public consultation being undertaken in early 2026.			
<u>Recommendation</u> That Cabinet: 1. Confirms the Council's support for the development of the LNRS for Staffordshire and responds to the consultation for the draft LNRS with the comments set out in section 2 of this report; and 2. Adopts a model of delivery within a specific plan for the Borough of Newcastle-under-Lyme.			
<u>Reasons</u> Nature depletion is a major issue for England, with urgent action required halt and start to reverse this decline. Development and implementation of the 48 Local Nature Recovery Strategies (LNRS) across England of which Staffordshire is one is an important milestone in reversing the historic and current decline.			

1. Background

- 1.1** Local Nature recovery Strategies (LNRS) were introduced through the Environment Act 2021 as a new way to enhance local wildlife and ecosystems. Staffordshire's local nature recovery strategy is one of 48 strategies covering all of England. A map showing all 48 LNRS areas is shown in Appendix 1.
- 1.2** This is in recognition that *'England is widely considered to be one of the most nature-depleted countries in the world following historic and ongoing declines. Government has made legally binding commitments to end these declines and for nature to recover. This is important for nature's own sake and for all the things that we rely on nature for, like clean water and food production. For nature to recover, targeted, co-ordinated and collaborative action will be required.'* -Source Gov UK Website

- 1.3** Each local nature recovery strategy must be specific and tailored to its area. The responsible authorities and people involved in preparing a strategy can choose how they want it to look, but every strategy must contain:
- A local habitat map
 - A written statement of biodiversity priorities
- 1.4** Government expects LNRS's to propose actions such as the:
- Creation of wetlands
 - Restoration of peatlands
 - Planting of trees and hedgerows
 - More sustainable management of existing woodlands and other habitats like grasslands
- 1.5** These actions are intended to help nature itself and to also help improve the wider natural environment
- 1.6** Staffordshire County Council is the designated Responsible Authority for Staffordshire. Responsible authorities are required to provide local leadership to draw together knowledge, expertise and the best available information and data. Anyone who can play a part in recovering nature and the wider environment in their local area could be involved in preparing a strategy.
- 1.7** Cabinet approved its support for the development of the LNRS for Staffordshire in July 2024, with the process starting in a workshop entitled Developing a Local Nature Recovery Strategy for Staffordshire facilitated by Staffordshire Wildlife Trust in December 2022.
- 1.8** The Council itself was the first in Staffordshire in making a Nature Recovery Declaration in November 2021.
- 1.9** The County Council identified a range of partner types to engage with:
- Landowners
 - Supporting authorities such as the Borough Council
 - Regulatory bodies
 - Neighbouring regional authorities
 - Communities
 - Businesses
 - Environmental bodies
 - Utilities
- 1.10** Work has been undertaken to identify practical, achievable proposals developed with the input of people who know and understand the area, especially landowners and managers. This approach is essential if the proposed actions are to be taken and owned.
- 1.11** A first initial draft strategy has now been developed, attached as appendix 2, and it is intended that this document will be used for pre consultation with partners and stakeholders between now and January 2026. A workshop was held on the 11th November 2025 in County Buildings as the first phase of this pre-consultation phase.

1.12 The draft strategy sets out a shared vision for Staffordshire's LNRS, and how that will be achieved through 9 strategic priorities. It then goes on to provide an overview of Staffordshire's environment, including areas for tree planting proposals, areas at risk of flooding, air quality and socio-economic information.

1.13 The 9 strategic priorities are –

- Expand, buffer and improve the condition of existing wildlife habitats and create new areas for nature.
- Increase species and habitat resilience by connecting habitats together to make it easier for wildlife to move through the landscape.
- Protect and increase species abundance and range, particularly focussing on interventions for priority species.
- Improve ecological functionality of habitats and restore natural processes to mitigate climate change and increase the resilience of our communities and landscapes to the changing environment.
- Reduce pressures and threats to wildlife and habitats by tackling pollution, invasive species, disease, and unsustainable practices.
- Support the transition to nature-friendly and regenerative farming, promoting practices that increase biodiversity and improve soil health.
- Integrate green and blue infrastructure and wildlife corridors into urban planning and design.
- Promote equal access and engagement with nature and empower communities to take action for nature recovery.
- Expand knowledge of state of nature in Staffordshire through robust system of ecological monitoring and use data strategically to contribute to nature recovery aims.

1.14 The draft then sets out detail on Staffordshire's diverse natural landscape, key habitats, key pressures, and opportunities for several areas across the county, including Newcastle under Lyme.

1.15 It should be noted the Council is disappointed that the draft LNRS process hasn't moved faster, with the original timetable not being adhered to.

1.16 Once complete it is intended to go out to formal consultation in February 2026 with the intention to formally publish and launch the final LNRS in April 2026.

2. Support for Staffordshire LNRS

2.1 The Council has fully supported and contributed to the development of the draft LNRS for Staffordshire from the start of the process. This was recognised in the Council confirming its support in development of the LNRS by Cabinet in June 2024.

2.2 Support in the strategic priorities set out in the draft LNRS is further recognised with the Council being the first in Staffordshire to pass a motion making a nature recovery declaration. This has been actioned through the drafting and approval of the Councils Sustainable Environment strategy and delivery Plan which is a live document which is formally reviewed by Cabinet and Health Wellbeing & Environment Scrutiny Committee on an annual basis.

2.3 Officers from Planning, Planning Policy, Neighbourhood Delivery, Streetscene and Sustainable Environment have reviewed the draft LNRS and have the following comments which will be formally fed back to the County Council as part of this initial pre formal consultation phase.

2.4 Comments are favourable over the principles set out in the draft document, but overall, it is felt there needs to be more information and structure as to how the LNRS strategic priorities will be delivered in practice. Further comments include –

- It is noted that the draft LNRS is still a work in progress with more details/information to come – no real concerns or surprises. The overall vision and strategic aims/objectives all seem to make sense. The analysis of Staffordshire and Stoke in totality and by character areas is clear and well summarised. Given the links however to the more detailed thematic actions I would have expected this to be more explicit in the document as it stands the pre-consultation document doesn't really say much.
- Works that we currently undertake on our own trees already fit with the outline principles given in this draft document.
The Councils own principles which support those in the draft LNRS from an arboriculture point are covered in our Tree Risk Management Strategy (council policy). They are:
 - *'Supporting the council's principle of avoiding pruning and felling of trees unless there is a safety, arboricultural or legal reason or need that can be demonstrated.'*
 - *avoiding the unnecessary removal or disfigurement of our trees which could cause environmental, wildlife, landscape or cultural harm.*
 - *conserving habitats that are provided by trees especially those that are old and decaying.*
 - *By ensuring minimal tree operations the amount of carbon that is released is reduced back into the environment from those operations and increases the potential of those trees to sequester more carbon.'*
- An issue as with all strategies, will be the challenge in funding and delivery. I think we'll have limited opportunities to make much impact in our landholdings, particularly where we must strike a balance between nature recovery and public use/amenity. However, it will be good to have this as a backdrop whenever we consider potential investment in our open spaces.
- It would be good to see a shorter overarching document which sits in front of the LNRS that portrays all the relevant information together with SMART actions on the risks identified.

3. Recommendation

- 3.1 That Cabinet confirm the Councils support for the development of the LNRS for Staffordshire and responds to the consultation for the draft LNRS with the comments set out in section 2.
- 3.2 That the Councils comments on the draft LNRS are fed back to the County Council as principal authority in this pre-consultation phase by the end of January 2026.
- 3.3 That the Council develops a specific LNRS plan for Newcastle-under-Lyme.

4. **Reasons**

- 4.1 The Council recognises the importance of nature recovery recognised with the Council itself being the first in Staffordshire in making a Nature Recovery Declaration in November 2021.

5. **Options Considered**

- 5.1 Development and implementation of Local Nature Recovery Strategies are a legal requirement, and the Council has a duty to support the strategy.

6. **Legal and Statutory Implications**

- 6.1 The environment Act 2021 requires Local Nature Recovery strategies to be developed and implemented across England.

7. **Equality Impact Assessment**

- 7.1 There are no equality impacts resulting from this report

8. **Financial and Resource Implications**

- 8.1 There are no financial implications resulting from this report, however, there will be resource implications in terms of officer time to support the consultation process and subsequent actions to help in delivering outcomes from the LNRS once adopted.

9. **Major Risks & Mitigation**

- 9.1 Delivery of the principles set out in the draft LNRS pose a major risk, together with how delivery will be achieved. With much of the identified areas requiring support throughout Staffordshire being in private ownership, engagement with landowners will be key.
- 9.2 The Council recommends that the working group set up by the County Council as the Responsible Authority should continue in some form to ensure that actions in the priority areas are delivered.

10. **UN Sustainable Development Goals (UNSDG)**



11. One Council

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☒

We will make investment to diversify our income and think entrepreneurially.

One Digital Council ☒

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.

One Sustainable Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle.

The Council's support for the LNRS fully supports our Sustainability agenda, and ongoing development of our Sustainable Environment Strategy and delivery plan. Over the last two years Cabinet have approved the Council's Grassland Management Strategy, and Tree Management Policy, both of which fully support and help deliver a number of the principles of the draft LNRS.

12. Key Decision Information

12.1 The report is a key decision as it effects all wards within the borough.

13. Earlier Cabinet/Committee Resolutions

13.1 Cabinet approval to support the development of the LNRS, June 2024.

14. List of Appendices

14.1 Appendix 1 – Map showing the 48 LNRS designated responsible authority areas across England.

14.2 Appendix 2 – Draft LNRS pre full consultation document


15. Background Papers


15.1 None

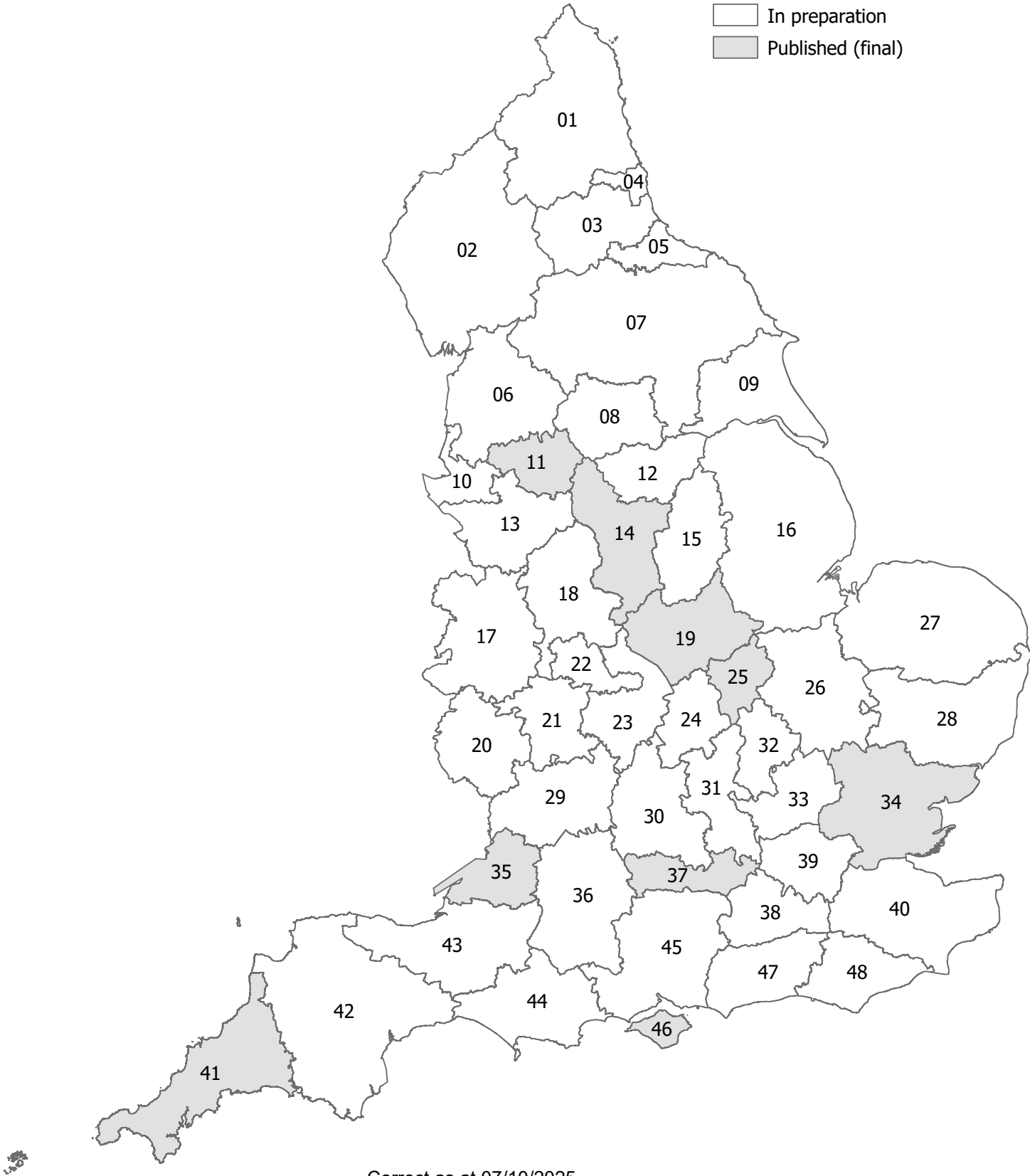
Map of local nature recovery strategy (LNRS) areas and responsible authorities

LNRS ID	Name	Responsible authority
01	North of Tyne	North East Combined Authority
02	Cumbria	Westmorland and Furness Council
03	County Durham	Durham County Council
04	South of Tyne and Wear	Gateshead Council
05	Tees Valley	Tees Valley Mayoral Combined Authority
06	Lancashire	Lancashire County Council
07	North Yorkshire and York	North Yorkshire Council
08	West Yorkshire	West Yorkshire Combined Authority
09	Hull and East Yorkshire	East Riding of Yorkshire Council
10	Liverpool City Region	Liverpool City Region Combined Authority
11	Greater Manchester	Greater Manchester Combined Authority
12	South Yorkshire	South Yorkshire Mayoral Combined Authority
13	Cheshire	Cheshire West and Chester Council
14	Derbyshire	Derbyshire County Council
15	Nottinghamshire and Nottingham	Nottinghamshire County Council
16	Greater Lincolnshire	Lincolnshire County Council
17	Shropshire and Telford & Wrekin	Shropshire County Council
18	Staffordshire and Stoke-on-Trent	Staffordshire County Council
19	Leicestershire, Leicester and Rutland	Leicestershire County Council
20	Herefordshire	Herefordshire Council
21	Worcestershire	Worcestershire County Council
22	West Midlands	West Midlands Combined Authority
23	Warwickshire	Warwickshire County Council
24	West Northamptonshire	West Northamptonshire Council
25	North Northamptonshire	North Northamptonshire Council
26	Cambridgeshire and Peterborough	Cambridgeshire and Peterborough Combined Authority
27	Norfolk	Norfolk County Council
28	Suffolk	Suffolk County Council
29	Gloucestershire	Gloucestershire County Council
30	Oxfordshire	Oxfordshire County Council
31	Buckinghamshire and Milton Keynes	Buckinghamshire Council
32	Bedfordshire	Central Bedfordshire Council
33	Hertfordshire	Hertfordshire County Council
34	Greater Essex	Essex County Council
35	West of England	West of England Combined Authority
36	Wiltshire and Swindon	Wiltshire Council
37	Berkshire	Royal Borough of Windsor and Maidenhead Council
38	Surrey	Surrey County Council
39	Greater London	Greater London Authority
40	Kent and Medway	Kent County Council
41	Cornwall and the Isles of Scilly	Cornwall Council
42	Devon	Devon County Council
43	Somerset	Somerset County Council
44	Dorset	Dorset Council
45	Hampshire	Hampshire County Council
46	Isle of Wight	Isle of Wight Council
47	West Sussex	West Sussex County Council
48	East Sussex and Brighton & Hove	East Sussex County Council

LNRS areas

 In preparation

 Published (final)



[View this information as a list and find contact details for each responsible authority](#)

Correct as at 07/10/2025

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Staffordshire & Stoke

Local Nature Recovery Strategy

Pre-consultation Draft – November 2025

Introduction

Local Nature Recovery Strategies were introduced through the Environment Act 2021 as a new way to enhance local wildlife and ecosystems. This local nature recovery strategy is one of 48 strategies covering all of England.

The strategy includes a statement of priorities (set out below) and an online map which identifies both existing priority areas for nature and those areas that could become priority areas in the future. The map identifies opportunities where enhancement could make a significant difference – importantly it does not dictate land use.

Whilst focused in particular on nature recovery, the strategy also considers how wider environmental benefits can be delivered, including flood risk management, air quality and climate impacts.

Why do we need a local nature recovery strategy?

Nature in England is in steep decline. This decline is apparent in Staffordshire.

There are three measures of biodiversity change:

- (i) Abundance (the number of individuals which comprise a species).
- (ii) Distribution (the proportion of sites or locations in which species are present).
- (iii) Extinction risk.

In its 2023 'State of Nature' report¹, the State of Nature Partnership identified that land and freshwater wildlife in England has declined in abundance by 32% since the 1970s, and that 13% of species in England are threatened with extinction (rising to one in six species in Great Britain). Threatened species in England include the Lesser Spotted Woodpecker, Hazel Dormouse, and White Clawed Crayfish.

Some species groups have experienced even steeper overall decline. These include moths, and farmland birds. For example, according to UK Government statistics, farmland birds experienced a 58% decline between 1970 and 2021². Whilst it is by no means the only reason for the decline in biodiversity, the way in which we manage land for agriculture is one of the biggest causes for concern but, conversely, applying different

¹ State of Nature – see: [State of Nature 2023 - report on the UK's current biodiversity](#)

² See: [Wild bird populations in the UK and in England - GOV.UK](#)

approaches to farming offers a great opportunity to reverse species decline.

Staffordshire Wildlife Trust and Staffordshire Ecological Record are currently working to update their 2016 'State of Staffordshire's Nature'³ report, which was last published in 2016, and which notes that almost 10,000 different species of invertebrates, fish, birds, mammals, amphibians, reptiles, fungi, and vascular plants have been found in the county. In many respects its findings mirror those at national level, although there are local variations in biodiversity. In addition to Hazel Dormouse and White Clawed Crayfish, other examples of species noted to be declining in Staffordshire include Water Vole, Small Heath Butterfly, Daubenton's Bat, Hedgehog, Tree Sparrow and Grey Partridge. – (select those also on shortlist)

Our Shared Vision

At the heart of the country, where the lowland habitats to the south meet the upland habitats to the north, Staffordshire and Stoke-on-Trent will be a place where nature thrives. A diverse and connected habitat network will increase resilience, allowing wildlife to adapt to changing conditions. Driven by collaboration between organisations, farmers, businesses and communities, nature's recovery will support our quality of life, prosperity and sense of place.

We asked people about their priorities for nature; here are just a few of the ideas put forward:

"Nature at the heart of every decision"

"Reverse decline in species"

"Annual county biodiversity festival"

"Every parish to have a nature reserve"

"Rewilding"

"Bring back species lost"

³ State of Staffordshire's Nature – see: [State of Staffordshire's Nature report](#) | [Staffordshire Wildlife Trust](#)

Achieving the vision – our strategic priorities

We have reviewed information from 50 stakeholders including supporting authorities, environmental bodies, farming and landowning bodies and community groups to identify strategic priorities for nature recovery and wider environment benefits across Staffordshire and Stoke.

Our overarching strategic priorities to deliver our vision are:

1. Expand, buffer and improve the condition of existing wildlife habitats and create new areas for nature.
2. Increase species and habitat resilience by connecting habitats together to make it easier for wildlife to move through the landscape.
3. Protect and increase species abundance and range, particularly focussing on interventions for priority species.
4. Improve ecological functionality of habitats and restore natural processes to mitigate climate change and increase the resilience of our communities and landscapes to the changing environment.
5. Reduce pressures and threats to wildlife and habitats by tackling pollution, invasive species, disease, and unsustainable practices.
6. Support the transition to nature-friendly and regenerative farming, promoting practices that increase biodiversity and improve soil health.
7. Integrate green and blue infrastructure and wildlife corridors into urban planning and design.
8. Promote equal access and engagement with nature and empower communities to take action for nature recovery.
9. Expand knowledge of state of nature in Staffordshire through robust system of ecological monitoring and use data strategically to contribute to nature recovery aims.

Our strategy area

Overview of our environment

Total amount of priority habitat, i.e. areas of particular importance for biodiversity

Mapping undertaken for LNRS purposes has identified that there is **xxyy hectares** priority habitat in Staffordshire and Stoke-on-Trent, i.e. habitat of particular importance for biodiversity. Such habitat is made up of the following:

TBC

Total amount of mapped potential habitat of importance, i.e. areas that could become of particular importance for biodiversity

Mapping undertaken for LNRS purposes has identified that there is **xxyy hectares** habitat of potential importance in Staffordshire and Stoke-on-Trent, i.e. habitat that could become of particular importance for biodiversity. Although not always the case, this is typically habitat which adjoins or is close to existing areas of particular importance for biodiversity, and which therefore offers potential to create, bigger, better, and more joined up habitats.

Tree canopy cover / woodland stats

Tree canopy cover in England currently stands at 12.8%, while average canopy cover in UK towns and cities stands at 16%. According to the latest BlueSky data, canopy cover in Staffordshire County is currently around 14.5%, whilst Stoke-on-Trent has similar canopy cover of 14.7%.^[1] The UK Government has enshrined a target in the Environment Act to increase tree canopy and woodland cover to 16.5% by 2050. There is scope to increase canopy cover across the County, both within urban and rural environments, in order to bring Staffordshire into line with this target.

^[1] See: [UK Ward Canopy Cover - data.gov.uk](https://data.gov.uk)

Area of tree planting potential (FE low sensitivity map)

Staffordshire presents significant opportunities for increasing tree canopy cover, whether this is through urban street tree planting, community orchards, woodland creation or by integrating trees with farms and other

rural land. This potential has not been fully quantified but spatial targeting of planting using Tree Equity mapping, 3-30-300 reporting, and highway soft verge spatial layers, together with the Forestry Commission's low sensitivity and low risk mapping, can help us to identify opportunities moving forward. In addition, organisations such as Support Staffordshire can help us to work with local community groups to identify tree planting opportunities. Following the principle of 'right tree, right place, right reason', tree planting objectives need to be considered alongside other objectives such as biodiversity enhancement and food security, but there is nonetheless great potential.

Estimate of total number of species, number on long list, number on shortlist

Of the estimated 10,000 species of plants, animals, and other living things such as fungi and lichen which are known to be present in the county, **xxxy** are on the long list of LNRS priority species, while **xxyy** have been identified as higher priorities for more immediate recovery actions.

Areas at risk of flooding

Flooding is a serious matter in Staffordshire and Stoke on Trent. Flood risk mapping has identified the top 10 urban and top 10 rural communities at most risk of flooding in Staffordshire, which include all of the larger settlements such as Newcastle-under-Lyme, Stafford, Burton-upon-Trent^[1], and Tamworth, and rural communities such as Gnosall and Waterhouses. In Stoke-on-Trent, a number of areas are prone to fluvial and surface water flooding^[2], including:

- Fluvial: Trentham, Goms Mill, Stoke town centre, Cliff Vale, Bucknall, Ford Green, Norton Green; and,
- Surface Water: Baddeley Edge, Milton Road, Fenn Park, Eaves Lane, Norton Green, Hilton Road, Uffington Parade and Weston Coyney

Air quality areas

There are a number of Air Quality Management Areas (AQMAs) where air quality has been determined not to be compliant with national air quality objectives. The whole of Stoke-on-Trent is an AQMA^[3], while parts of other local authority areas are in AQMAs^[4]. Information on AQMAs across the county can be accessed through DEFRA's website.^[5]

Nitrate vulnerable areas

Apart from relatively small areas of the county around Leek and Uttoxeter, all of the county falls within Nitrate Vulnerable Zones, as defined and mapped by the Environment Agency. This means that most of the county is at risk from agricultural nitrate pollution, with consequent implications for biodiversity on land and in waterways^[6].

Socio-economic info – population, areas of deprivation, greenspace provision data etc.

According to the June 2022 ONS Mid-Year Population Estimates, Staffordshire's population is 886,284, and Stoke-on-Trent's population is 259,965, making for a combined total of 1,146,249.

The Indices of Multiple Deprivation place Stoke-on-Trent twenty first among the most disadvantaged upper tier local authority areas in England, while Staffordshire is ranked 116th^[7].

There is considerable variation between localities in terms of proximity to greenspaces, including local and neighbourhood scale natural greenspaces.^[8] As might be expected, some urban areas are more remote from greenspaces, particularly from local scale natural greenspaces, defined by Natural England as being 'Accessible Greenspace of at least 2 ha within 300 m from home'.

Agricultural grade areas

Outside non-agricultural areas, the vast majority of agricultural land in the county is grade 3. There is significantly less grade 2 and grade 4 agricultural land. In other words, most agricultural land is of good to moderate quality (grade 3), and smaller areas are of very good (grade 2), or poor (grade 4) quality.^[9]

^[1] See Maps 6 and 7 here: [Local Flood Risk Management Strategy - Staffordshire County Council](#)

^[2] See Stoke-on-Trent Level 1 and Level 2 Strategic Flood Risk Assessments here: [Stoke on Trent Strategic Level 1 Flood Risk Assessment Final Report January 2020 \(1\).pdf](#) and here: [StokeL2SFRA Report FB \(1\).docx](#)

^[3] See: [DRAFT Stoke AQAP 04 Jul 25.pdf](#)

^[4] For example, see: [Air quality - Staffordshire Moorlands District Council](#)

^[5] See: [AQMA's interactive map](#)

^[6] See the Environment Agency interactive map of Nitrate Vulnerable Zones here: [Nitrate vulnerable zone designations and appeals 2025 to 2028 - GOV.UK](#)

^[7] See [English indices of deprivation 2025: statistical release - GOV.UK](#)

^[8] See: [GI Mapping Analysis](#) and [Green Infrastructure Map](#)

Our diverse natural landscape

Staffordshire and Stoke-on-Trent lies at the heart of England. The area has a strong industrial history and significant transport infrastructure, and yet much remains rural and agricultural in nature. A transitional area between uplands and lowlands, the area has a diverse landscape. This is demonstrated by the number of national character areas represented. These are areas of distinct and recognisable character at the national scale. Their boundaries follow natural lines in the landscape, not county or district boundaries. Staffordshire and Stoke includes part or all of eight national character areas, and these are outlined below, including the key habitats, pressures and opportunities.

Shropshire, Cheshire and Staffordshire Plain

A large area including much of northwest of Staffordshire, alongside large areas of neighbouring counties, the Plain is a largely pastoral landscape with little significant woodland area. Wetland areas such as the meres and mosses are a key feature.

Key habitats:

- Water and wetlands – notably the bog and peat habitats of the meres and mosses, plus rivers such as the Penk and Sow, fen, marsh and swamp
- Open habitats – grasslands and cultivated land
- Connecting linear habitats – notably hedgerows

Key pressures:

- Condition of rivers and wetland habitats
- Loss / degradation of hedgerows
- Loss of pasture and agricultural intensification
- Development pressure for housing and infrastructure

Opportunities

- Enhance rivers and riparian / floodplain habitats
- Restoration, buffering and connectivity of meres and mosses

- Hedgerow restoration
- Targeted species restoration for wetland and farmland species

Potteries and Churnet Valley

This area stretches from the urban areas of Stoke and Newcastle-under-Lyme, across ridges, hills and the wooded valleys (known as drumbles), rising up to the edge of the Peak District. It includes the headwaters of the River Trent and the rivers Churnet and Dove.

Key habitats:

- Woodland - Largest concentration of seminatural ancient woodland in Staffordshire
- Water and Wetlands including rivers & streams; canals; tufa, standing open water; bog and peat.
- Open habitats – including important grasslands and heathland.
- Urban habitats
- Rock and Connecting habitats (particularly walls, hedges and road verges).

Key pressures:

- Declining condition of river and wetland habitats
- Decline of connecting habitats and features
- Extent of some open habitats, particularly rare upland meadows
- Development pressure for housing, industry, minerals and infrastructure
- Invasive species and tree diseases

Opportunities:

- Urban habitats and the environmental benefits they can deliver, including connecting people and nature
- Expanding and connecting habitats including woodland and open habitats
- River and wetland restoration
- Targeted species recovery work e.g. water vole, crayfish, curlew, woodland birds, invertebrates and bryophytes, etc.

South West Peak

This is an upland landscape characterised by Millstone Grit, much of which is in the Peak District National Park. It is particularly significant for upland habitats and internationally significant bird populations.

Key habitats:

- Water and wetlands – bog and peat, river valleys and reservoirs e.g. Tittesworth
- Open habitats – upland heathland, grassland habitats including hay meadows
- Trees, scrub and woodland – wooded cloughs, parklands.
- Soil and rock – drystone walls, field barns, rock exposures

Key pressures:

- Agricultural change and pressures on farm businesses
- Climate impacts – water supplies, fire risk
- Recreational pressure
- Declines / degradation of key habitats and species – loss of upland meadows, walls, pressure on species such as curlew, hen harrier, etc.

Key opportunities:

- Recreation management and connecting people with nature
- Habitat restoration and expansion
- Targeted species recovery work, particularly for upland birds
- Targeting of agri-environment schemes
- Restoration of walls and traditional buildings

White Peak

This area is characterised by a raised, undulating limestone plateau with steep-sided limestone valleys. The limestone geology gives rise to caves, crags, drystone walls and traditional buildings, and also underpins its limestone-loving wildlife.

Key habitats:

- Water and wetlands – notably limestone rivers (above and below ground) which support crayfish, bullhead and dippers.
- Tree, scrub and woodland – ash woodlands

- Open habitats – especially calcareous grassland and calaminarian grassland
- Soil and rock – rock outcrops and caves, drystone walls

Key pressures:

- Low river flows and water supply and quality
- Development pressure for minerals
- Pressures on farm businesses and agricultural change
- Trees diseases such as ash dieback
- Recreational pressure

Key opportunities:

- Habitat restoration and connectivity
- Restoration of walls and traditional buildings
- Targeting of agri-environment schemes
- River restoration schemes
- Recreation management and connecting people with nature

Trent Valley Washlands

This area refers to the river flood plain corridors of the middle reaches of the River Trent. It is a narrow, linear and low-lying landscape, often clearly delineated at its edges by higher ground, and it is largely comprised of the flat flood plains and gravel terraces of the rivers.

Key habitats:

- Water and wetland – river and stream; ditches; fen, marsh and swamp; open water
- Open habitat – grassland in the floodplain; cultivated / arable land
- Connecting linear habitats - hedgerows with hedgerow trees and copses

Key pressures:

- Sand and gravel extraction
- Development pressure for housing, infrastructure and 'big sheds'
- Loss of natural riverine and floodplain habitats and hedgerows

- Agricultural change

Key Opportunities:

- Further quarry restoration, if planned carefully, could create major opportunities for wetland wildlife, expanding from successful examples already in the landscape.
- Washlands flood scheme has created accessible habitats in Burton with major opportunities to connect communities with nature.
- Opportunity to develop Burton as 'capital' of the National Forest and support further expansion of trees, hedgerows and woodland.
- Build on the success of the Transforming the Trent Valley Project and its connections with communities in the valley to support further targeted nature recovery initiatives.

Needwood and South Derbyshire Claylands

This area is mainly a rolling plateau sloping from the edge of the Peak District to the Trent Valley. It includes the remnants of the former Forest of Needwood, and much of the area is dominated by mixed farming. It connects the two protected landscapes – the Peak District to the north and Cannock Chase National Landscape to the south west. Parts of the area are also within the National Forest.

Key habitats:

- Water and wetlands – bog and peat, fen, marsh and swamp – e.g. internationally significant wetlands at Chartley Moss basin mire and at Pasturefields inland saltmarsh.
- Trees, scrub and woodland – ancient woodland, broadleaved woodland and veteran trees.
- Connecting linear habitats - hedgerows with hedgerow trees and copses

Key pressures:

- Development pressure for housing and infrastructure
- Flooding and impacts of severe weather
- Fragmentation of woodland and wetland habitats
- Loss of hedgerows

Key Opportunities:

- Location fringing protected landscapes and within National Forest should support delivery of habitat enhancements.
- Hedgerow restoration and woodland expansion.
- Habitat buffering, restoration and connectivity.
- Nature-based solutions e.g. for flood alleviation

Cannock Chase and Cank Wood

This area is characterized by a sandstone plateau which rises above surrounding areas. It includes the largest remaining area of heathland in the Midlands, which is of international significance and forms a key part of the Cannock Chase National Landscape.

Key habitats:

- Open habitats – lowland (transitional) heathland, grassland, cultivated land
- Water and wetlands – rivers and streams, canals, bog and peat, floodplain grazing marsh
- Trees, scrub and woodland – ancient woodland, wood pasture, veteran trees, coniferous forest.
- Connecting linear habitats – hedgerows
- Rock exposures

Key pressures:

- Development pressure for housing and infrastructure
- Recreational pressure is significant including disturbance impacts on protected species
- Commercial forestry production can impact other habitats
- Water supply and risks of over-abstraction
- Impacts of non-native species and diseases
- Agricultural change and pressure on farm businesses
- Air pollution impacts on habitats

Key opportunities:

- National Landscape offers additional focus and resource to support delivery

- Buffering, restoration and reconnecting habitats
- Targeted work for key species, including heathland birds, reptiles, ancient woodland species, crayfish
- Recreational management to support understanding and nature connectedness

Mid Severn Sandstone Plateau

This area is a national watershed between the north-easterly flowing River Trent and the south-westerly flowing River Severn. It is an area with large arable fields, parkland and lowland heathland, as at Highgate Common and Kinver.

Key habitats:

- Open habitats – heathland, acid grassland, arable / cultivated land
- Soils and rock – rock outcrops and exposures
- Trees, scrub and woodland – wood pasture, broadleaved woodland.

Key pressures:

- Habitat degradation and fragmentation
- Recreational pressure
- Soil erosion
- Development pressure for housing

Key opportunities:

- Habitat restoration and connectivity especially for open habitats
- Recreational management and nature connectivity



NEWCASTLE-UNDER-LYME BOROUGH COUNCIL
CORPORATE LEADERSHIP TEAM'S REPORT TO CABINET

13 January 2026

Report Title: Recycling & Waste Services Operational Staff Structure Development.

Submitted by: Service Director - Sustainable Environment.

Portfolios: Sustainable Environment

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
For Cabinet to approve the proposals for changes to the management structure within the Recycling & Waste Team with the creation of 4 supervisor posts within the management team offering career progression opportunities forming part of the services workforce development plan.			
<u>Recommendation</u>			
That Cabinet: Approves the use of pEPR funding for the creation of 4 supervisor positions within the Recycling & Waste Service as part of the service expansion to cater for increased housing and to fulfil the requirements of HM Government's Resources and waste Strategy.			
<u>Reasons</u>			
The Council needs to ensure it has a positive and effective workforce in delivering its statutory duties and needs to build resilience to the pressures of a quickly and vastly changing industry that can deal adequately with the development needs for the service moving forwards.			

1. **Background**

- 1.1 It is now over 5 years since the Council introduced its current Recycling and Waste Collection service, which has resulted in significant improvements in service delivery and health and safety culture within the service and directorate.
- 1.2 Initiatives to improve the service further, centred around, workforce development, and improving the Health & Safety culture within the service. This has been achieved through investment in workforce development by providing opportunities for driver team leaders and supervisors to progress into permanent management positions (2 of them successfully undertook level 3 apprenticeships) and the introduction and use of 3rd party monitoring and auditing of collection vehicles utilising the in-cab and vehicle CCTV systems (currently out for procurement).
- 1.3 The waste industry remains among the HSE's most dangerous industry sectors with significant levels of injuries, and unfortunately fatalities occurring each year. Although great strides have been made over the years, and the sector has improved, more work still needs to be done, and the sector remains a major focus for the HSE,

and local authority collections. There is now the added risk of fires in collection vehicles and transfer stations / material recovery facilities caused by lithium batteries used in many rechargeable products, and nitrous gas cannisters.

- 1.4 Last year the government announced the implementation of its 'simpler Recycling' legislation which looks to standardise recycling and waste collection services across England including the mandatory separate collection of Food Waste.
- 1.5 Fortunately, the Councils current Recycling and waste collection service is fully compliant with the Simpler Recycling legislation following the introduction of plastic film and cartons into the dry recycling stream two years ahead of time.
- 1.6 Additionally, through the governments implementation of Extended Producer Responsibility for packaging materials (pEPR) producers of packaging must pay for the collection and processing of packaging materials they place onto the market. This has resulted in the Council receiving circa £1.2 million for this current financial year, with a similar sum expected for 2026/27.
- 1.7 Over the last couple of years there has been success in offering Driver Team Leaders the opportunity to gain experience working in the operational office, with six individuals undertaking the opportunity. This resulted in 2 Driver Team Leaders undertaking a level 3 apprenticeship and gaining a management role within the service. This is something we now want to repeat, by creating supervisory posts supporting workforce development and succession planning.

2. **Issues**

- 2.1 The Council is in a positive position with regard to complying with new legislation, however significant challenges need to be addressed over the coming years as follows –
 - Property growth, there has been an increase of over 2,000 new properties since the introduction of the current collection service in 2020, and the rounds are now at capacity. Further growth is planned through the forthcoming local plan. Work is underway in reworking collection routes, through use of route optimisation systems, utilising collection data from the departments Bartec in cab and back-office system. This is a significant piece of work currently being absorbed by the operational team and will lead to collection day changes for many residents in 2026, which again is a significant piece of work. Looking at the forthcoming Local Plan, the housing trajectory prepared for the Local Plan indicates that an estimated 2,919 dwellings will come forward over the next five years. This will be unlikely to be absorbed in the existing fleet and resources; therefore, additional vehicles and staff will be required.
 - Recycling collection & food waste collection fleet. The current fleet providing collections for dry recycling and food waste require replacement in the next 18 months. With vehicle lead in times being in excess of 12 months approval has been given by Cabinet to commence the procurement process now, including

looking at contract hire with maintenance for vehicle provision moving forward. Again, this is a significant piece of work both for a procurement view but more importantly implementation if contract hire is the preferred route for provision and maintenance of the fleet moving forwards.

- Simpler Recycling- although the councils current service is compliant, there is a need to rollout the same service to all flat and apartment locations throughout the borough, around 7,000 properties. This work is in progress but again is taking significant resource to move quickly
 - pEPR – The Council has received confirmation of its pEPR payments for this financial year, improved from what was first expected to circa £1.2 million. It is likely next year's figure will be around the same amount. However, these payments come with conditions which still need to be fully worked through. As part of the payment process, and linked to Simpler Recycling, the Council must demonstrate it operates an Efficient and Effective service, and one of continual improvement by maximising the volume of packaging material for recycling. Failure to do so could result in 20% of future payments being withheld, a significant amount of money.
 - Current recycling collection service needs to be reviewed in conjunction with the procurement exercise for the recycling and food waste fleet mentioned above. The current twin pack RCV's used for recycling collections have proved somewhat unreliable, each requiring 2 body refurbishments in 5 years. It is hoped no further work is required on the bodies in the final 2 years of their operational life with the Council. Again, this is a major piece of work, which will also require extensive communication and consultation with members, starting with Informal cabinet.
 - Local Government Reorganisation, which ever solution is taken forward for Staffordshire, there will be a need to consider and model joint working opportunities, and there will be a greater need to integrate services in with the disposal authorities. The forthcoming new Joint Municipal Waste Management Strategy (JMWMS) will help shape the opportunities, but significant work will be required which links to all of the points raised above.
- 2.2 Like many similar waste services, there is an aging workforce. As an industry, it is being recognised as a significant risk, which includes the Streetscene service. The industry requires further work, at pace, to secure new, competent staff moving forward. Although some positive progress has been made, there remains therefore a significant piece of work around workforce planning.
- 2.3 There is a capacity issue in being able to work on day-to-day operations, with frontline Collection Support Managers each managing 25 employees. This is compared to Streetscene, where there are 4 Neighbourhood Managers, on a higher grade, with supervisors below them, and each with a much smaller number of direct reports. The operational workforce is unique within the Council and has

challenges not least in managing Health & Safety, absence, and a significant amount of time in managing training.

- 2.4 There is a need and an opportunity to enhance employee engagement and provide development opportunities for staff who wish to further their knowledge and or career. This has built some resilience, but more is required in management of the service to further improve management and workforce relationships, i.e. breaking down the 'them and us' stereotypical culture which exists in many organisations.
- 2.5 With the current structure it is impossible to deliver positive outcomes from the service pressures described above.
- 2.6 One of the 4 Collection Support Managers has now left, and this provides an opportunity to look at the structure in the Recycling and Waste Service.

3. **Recommendation.**

- 3.1 That Cabinet approves the use of pEPR funding for the creation of 4 supervisor positions within the Recycling & Waste Service as part of the service expansion to cater for increased housing and to fulfil the requirement of the governments Resources and Waste Strategy.
- 3.2 This is to further develop this opportunity and provide more robust employee engagement and training thoughts have turned to looking at the current structure within the recycling and waste management team. Additionally, with Streetscene falling under the Sustainable Environment Directorate, there is a need to better align the supervision and management structures within both service departments (i.e. redesignation of grade 9 manager roles to grade 10).
- 3.3 It is proposed to create four supervisor posts within the Driver Team Leader roles, one for each collection service, Recycling, Food Waste, and so on. These posts would be 'hands on' but add further supervisory criteria and ongoing regular refresher training requirements, such as toolbox talks, reverse assistant training and so on. These posts would be a grade 7 to 8 progression post. There would then be a need to backfill the Driver Team Leader positions.
- 3.4 Existing and proposed structures are shown in appendix 1.

4. **Reasons.**

- 4.1 The Council needs to ensure it has a positive and effective workforce delivering statutory duties and needs to build resilience to the pressures of a quickly and vastly changing industry that can deal adequately with the development needs for the service moving forwards. To facilitate this there is a need to build development opportunities and more robust management structure which can deal with day-to-day operations, allowing the Business Manager Recycling & Waste to focus more on strategic aims and associated projects to deliver efficient and effective services, and contribute more to the Councils corporate priorities.
- 4.2 There is a need to better align structures and working methods with Streetscene services, which again build greater resilience and consistency in staff engagement.

5. Options Considered

- 5.1 Discussion has taken place to see how we can move forward with the resources currently available. However, the gap between day-to-day operations and strategic challenges is growing and needs to be addressed particularly when LGR is factored in moving forward, there is therefore no credible alternative.

6. Legal and Statutory Implications

- 6.1 The Environmental Protection Act 1990, and the Environment Act 2021 places many statutory duties within the Sustainable Environment Directorate which must be complied with.
- 6.2 The Council has a duty under Health and safety at Work Act 1974 to ensure so far as is reasonably practicable, the health, safety and welfare at work of all his employees.
- 6.3 It also has a duty of care towards staff and residents of the borough to ensure service delivery is undertaken in such a way to ensure anyone who may be affected are not exposed to risks to their health and safety.

7. Equality Impact Assessment

- 7.1 There are no equality impacts resulting from this report

8. Financial and Resource Implications

- 8.1 There are both financial and resource implications from this report.
- 8.2 Creation of the four supervisor roles would cost £169,824 based on the bottom of grade 7 and including NI and pension contributions. This is subject to final confirmation through the Job Evaluation process. In addition, there are minor changes to 4 existing posts.
- 8.3 The Council has received £1.2 million in pEPR payments, of which £200,000 has been earmarked for continuous investment into the recycling and waste service, to enable it to be confirmed as an Efficient and Effective Service. This restructure fully supports the principles of improved performance in recycling and waste collections as required under Simpler recycling and EPR legislation.
- 8.4 Costs of existing posts and costs of posts per the proposed structure totals £179,008.

9. Major Risks & Mitigation.

- 9.1 Failure to adopt, operate and develop the recycling and waste collection services places a major corporate risk to the Council, both financially and reputationally.

9.2 Under pEPR if the Council fails to deliver Efficient and Effective services it could face significant financial penalties

10. UN Sustainable Development Goals (UNSDG)



11. One Council

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☒ *We will make investment to diversify our income and think entrepreneurially.*

The Recycling & Waste Service operates a commercial waste service, which is transitioning to having recycling collections as its focus of business moving away from disposal to help meet circular economy principles. The proposals set out in this report will support the transition and development of this service.

One Digital Council ☒

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.

The Recycling & Waste service have invested heavily in digital services to help deliver an effective and efficient service. The proposals set out in this report will help generate more focus time to develop digital opportunities which will support improvements in service delivery moving forward.

One Green Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle

The Recycling & Waste Service plays a significant role in the Councils Sustainability programme, and actions on service design and delivery form an important part of the Councils Sustainable Environment Strategy (SES) and Delivery Plan.

12. Key Decision Information

12.1 The report is a key decision due to the financial value of the proposal.

13. Earlier Cabinet/Committee Resolutions

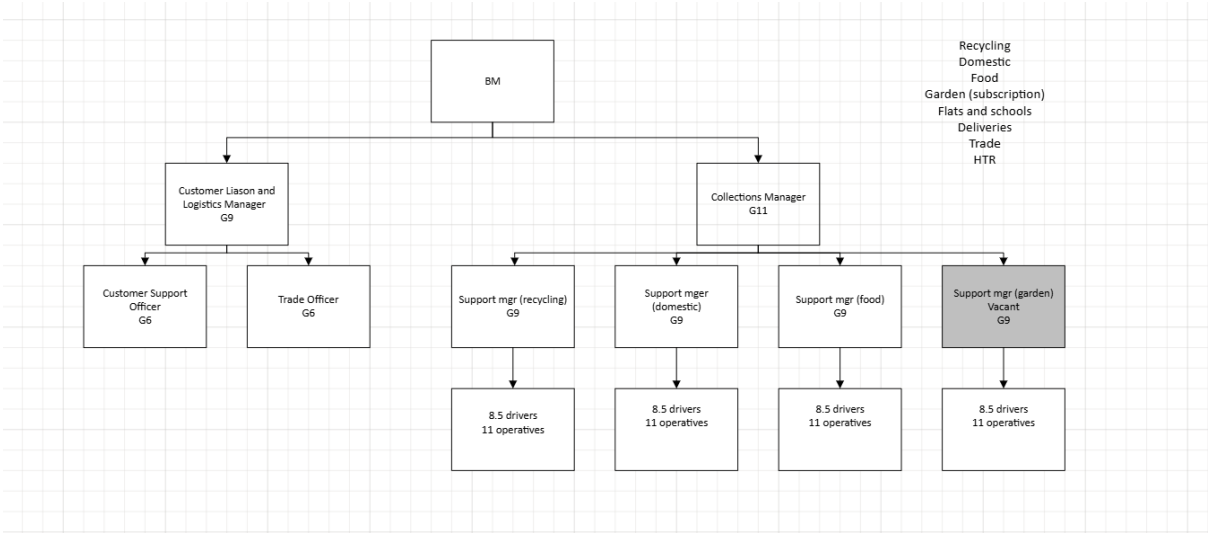
13.1 None

14. List of Appendices

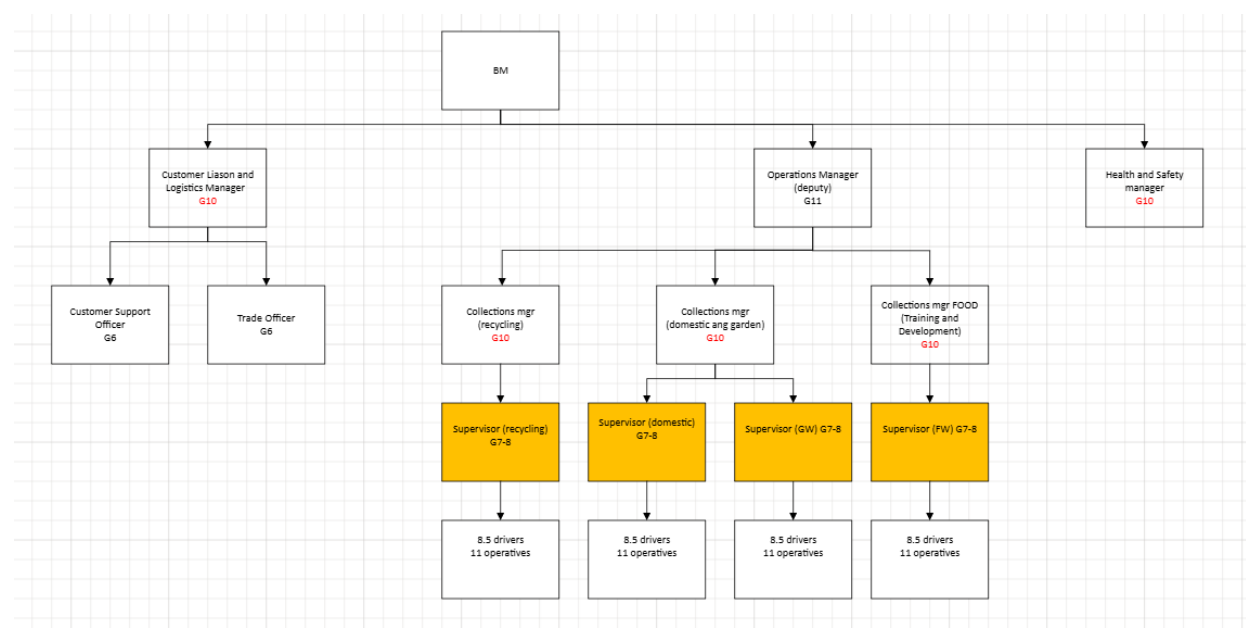
14.1 Appendix 1 – existing and proposed structures

Appendix 1

Current Structure



Proposed Structure



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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

Corporate Leadership Team's REPORT TO CABINET

13th January 2026

Report Title: Future delivery of Financial Well-being and Debt Advice service

Submitted by: Service Director – Regulatory Services

Portfolios: Community safety and Well-being

Ward(s) affected: All

<u>Purpose of the Report</u>	<u>Key Decision</u> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<p>To gain authority to re- procure a Financial Well-being and Debt Advice Service to ensure residents have access to a knowledgeable, experienced, locally delivered service.</p>	
<u>Recommendation</u> That cabinet <ol style="list-style-type: none"> 1. Approves the proposal to re-procure the Financial Well-being and Debt Advice Service. 2. Delegates to the Community Safety and Wellbeing Portfolio Holder, in consultation with the Service Director – Regulatory Services, authority to award the contract arising from the procurement. 3. Approves a six-month extension to the current contract to maintain this service during the procurement period. 	
<u>Reasons</u> <p>To continue to provide Financial Well-being and Debt Advice to residents of the Borough.</p>	

1. **Background**

- 1.1 The Council have funded debt/welfare/consumer advice for a number of years to ensure that the citizens of Newcastle-under-Lyme have access to personal support and advice.

- 1.2 Faced with the current economic climate with rising inflation, increased utility costs, the likelihood of an increase in the number of residents of the Borough experiencing fuel poverty, there remains the need for the delivery of this type of support service.
- 1.3 The Financial Well-being & Debt Advice service is currently delivered by the Citizens Advice Staffordshire North & Stoke on Trent (CASNS). The service offers access to self-help online support, telephone and face to face appointments in Newcastle-under-Lyme and Kidsgrove.
- 1.4 The service has an emphasis for early intervention to reach clients at a timely stage to prevent escalation of issues. The service delivery also, requires a good working relationship with Newcastle Housing Advice to make referrals if the client is threatened with homelessness or is homeless. Contacts to the service are rising and are expected to continue to do so given current economic climate.
- 1.5 Nationally there has been a fundamental review of welfare with a number of key reforms implemented over the last few years, with further reforms envisaged for the years ahead. The introduction of Universal credit and Personal Independence Payments has had, and will continue to have, an impact on claimants and recipients across the borough of Newcastle-under-Lyme.
- 1.6 The migration to Universal Credit is expected to be completed by the end of 2025. This has been a huge change for some people and lots of support will still need to be put in place for those that require it e.g. budgeting advice, IT support etc.
- 1.7 This support service remains a priority for the Council particularly in the current economic climate, and it is envisaged that the positive outcomes will contribute to priority indicators and targets of the Council.

2. **Issues**

- 2.1 The current service for Financial Well-being and Debt Advice provided by Citizens Advice is nearing the end of its contract and a decision is required with regard to the retendering of this service.
- 2.2 There remains a need in the borough for this service, as supported by the following data:
 - Health Observatory Statistics indicate that in 2022, 10,770 households (19.5%) within the borough live in fuel poverty – the national average being 13.1%.
 - The Indices of Multiple Deprivation 2019 tells us that around 13,500 (10.6%) of the population in the Borough are income deprived.
 - Data from The Money and Pension Service (MaPS) tell us that in 2023 14.2% of residents have strong indications of needing debt advice. (Currently behind on at least one priority bill, facing early or late-stage creditor action and using credit to pay for essentials).

3. Recommendation

- 3.1 To gain authority to re- procure a Financial Well-being and Debt Advice Service to ensure residents have access to a knowledgeable, experienced, locally delivered service.
- 3.2 Delegate to the Community Safety and Well-being Portfolio Holder, in consultation with the Service Director – Regulatory Services, authority to award the contract arising from the procurement.
- 3.3 To approve a six-month extension to the current contract to maintain this service during the procurement period.

4. Reasons

- 4.1 To continue to provide Financial Well-being and Debt Advice to residents of the Borough.

5. Options Considered

- 5.1 To decommission the service and review the allocation of funds. Quarterly performance indicators and review meetings are held which evidence how many people the service is supporting and the outcomes of the support.
- 5.2 Residents advised are often facing difficulties dealing with debt, not supporting them can lead to inability to pay rent or mortgages leading to risk of homelessness. In turn this would increase demand for Council and NHS services and support.

6. Legal and Statutory Implications

- 6.1 There are no statutory requirements to deliver a Financial Well-being and Debt Advice Service.
- 6.2 The current contract arrangement ends on the 31st March 2026 and should the council decide not to fund this service, officers need to advise the service provider allowing them to review their future options and resourcing.

7. Equality Impact Assessment

- 7.1 An equalities and risk impact assessment will be produced by the service provider as part of the commissioning and procurement process.

8. Financial and Resource Implications

- 8.1 The allocation of funds will continue to be made as part of the council's medium term financial strategy. The current allocation being £70,000 per annum and the contract has potential to run for 3 years subject to funding.

9. **Major Risks & Mitigation**

- 9.1 The advice received by residents can form part of legal processes, there is a risk that incorrect advice can lead to further complications. This is being mitigated by researching and clearly defining in the contract specification the professional qualifications and accreditation required of the successful provider.
- 9.2 There is a risk that tender bids are above the allocated budget. This will be mitigated by requiring costing to be broken down so that negotiations can occur to meet the allocated budget.

10. **UN Sustainable Development Goals (UNSDG)**

- 10.1 The award of contract and successful delivery of a Financial Well-being and Debt Advice Services supports the delivery of the following Sustainable Development Goals and Climate Change Implications:



11. **One Council**

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☒

We will make investment to diversify our income and think entrepreneurially.

One Digital Council ☒

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.

One Sustainable Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle.

12. **Key Decision Information**

12.1 This is a key decision as it involves an expenditure of at least £70,000 per annum for a three-year contract.

13. Earlier Cabinet/Committee Resolutions

[13.1 Cabinet – 14th March 2023](#) [Agenda for Cabinet on Tuesday, 14th March, 2023, 2.00 pm – Newcastle-under-Lyme Borough Council](#)

14. List of Appendices

14.1 None

15. Background Papers

15.1 None

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NEWCASTLE-UNDER-LYME BOROUGH COUNCIL
CORPORATE LEADERSHIP TEAM'S
REPORT TO CABINET

13th January 2026

Report Title: Local Government Elections 2026

Submitted by: Chief Executive

Portfolios: One Council, People and Partnerships

Ward(s) affected: All Wards

<u>Purpose of the Report</u>	<u>Key Decision</u>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
To update Cabinet on correspondence from the Minister for Local Government & Homelessness received by Councils on 18 th December 2025, and to set out Newcastle-under-Lyme Borough Council's response.			
<u>Recommendation</u> That Cabinet: <ul style="list-style-type: none"> • Notes the receipt of a letter from the Minister for Local Government & Homelessness in respect of the invitation for Councils to seek postponement of local authority elections in May 2026; • Agrees that elections to Newcastle-under-Lyme Borough Council will proceed as planned in May 2026; • Notes that the Leader and Chief Executive will confirm to the Ministry of Housing, Communities & Local Government by 15th January 2026 that there is no change to the planned elections for May 2026. 			
<u>Reasons</u> This report notes the invitation from the Ministry of Housing, Communities & Local Government (MHCLG) to Councils to postpone planned elections in May 2026 if authorities consider this could release essential capacity to deliver local government reorganisation.			

1. Background

- 1.1** Newcastle-under-Lyme Borough Council holds elections on an all-out basis for all 44 Council seats every four years. The last election was held in 2022, with the next elections being held on 7th May 2026. The Council is one of three borough and district councils in England to hold elections on this cycle. Cannock Chase and Tamworth borough councils are also scheduled to hold elections in thirds in May 2026.

- 1.2 Planning for the 7th May 2026 elections is well-advanced. On the same day, the Council will also administer elections for parish and town council seats, any Staffordshire County Council by-elections as may arise in Newcastle divisions, and a Neighbourhood Planning Referendum for the Keele parish council area.
- 1.3 With the announcement of Local Government Reorganisation in December 2024, Council officers have sought clarification from MHCLF officials that elections will proceed as planned. This assurance has been provided by officials over the last 12 month period. The Secretary of State for Housing, Communities & Local Government further confirmed the elections would proceed on 16th December 2025.
- 1.4 On 18th December 2025, Minister for Local Government, Alison McGovern MP, wrote to Leaders of 63 councils which are due to hold elections in May 2026, advising that some councils had requested a delay to planned elections and inviting all authorities scheduled to hold ballots to request a postponement of one year where this could release capacity for local government reorganisation (LGR).
- 1.5 Where councils wish to seek a postponement, they must do so by 15th January 2026, setting out reasons for such a delay. It is likely, on current LGR timetables, that elections would be further deferred in 2027 as this coincides with the introduction of elections to shadow unitary councils.
- 1.6 Any delay would therefore mean an extension of the current term of administration of up to two years without an election, meaning the term would be extended to six years.
- 1.7 On 19th December 2025, the Electoral Commission published a statement in relation to the letter to councils from MHLCG, which is set out in Appendix 2 to this report, indicating its disappointment with the approach set out in the letter.

2. Council Position

- 2.1 The Council notes the invitation from the Minister for Local Government & Homelessness to postpone its all-out election to at least May 2027. The Leader of the Council responded publicly to the invitation, stating that the Council intended to proceed with elections.
- 2.2 The Council has already both budgeted for and commenced spend on the 2026 elections. HM Government has confirmed that any expenditure to date on elections would not be reimbursed if elections are cancelled.
- 2.3 The Council will proceed with Newcastle-under-Lyme Borough Council elections to be held on 7th May 2026, together with elections to parish and town council seats within the borough, and any other relevant local elections and ballots.

3. Recommendation

- 3.1 It is recommended that Cabinet:
 - Notes the receipt of a letter from the Minister for Local Government & Homelessness in respect of the invitation for Councils to seek postponement of local authority elections in May 2026;
 - Agrees that elections to Newcastle-under-Lyme Borough Council will proceed as planned in May 2026;

- Notes that the Leader and Chief Executive will confirm to the Ministry of Housing, Communities & Local Government by 15th January 2026 that there is no change to the planned elections for May 2026.

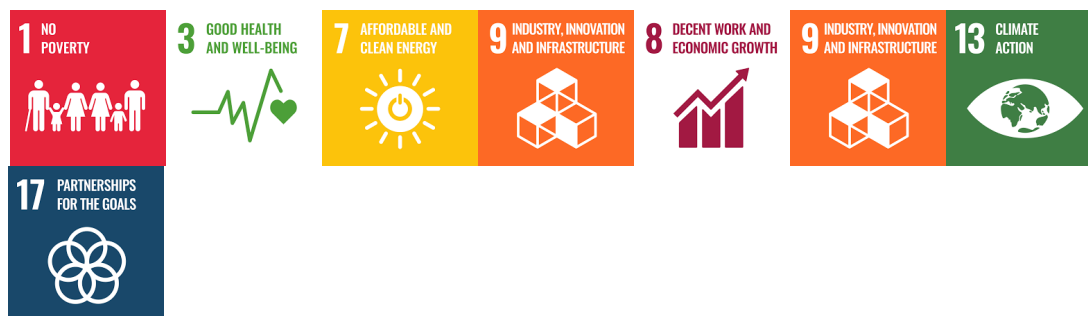
4. **Financial and Resource Implications**

- 4.1** The Council bears the full cost of holding all-out elections every four years. These costs are managed through the incremental provision of ringfenced reserves in each of the four financial years proceeding the election.
- 4.2** A total sum of £200,000 is set aside as above for the provision of a full Council election.

5. **Major Risks & Mitigation**

- 5.1** There is a risk that the postponement of elections for at least one year may result in some elected members standing down in any event, resulting in by-elections being held in place of the economies of managing an all-out election.
- 5.2** The Electoral Commission has cautioned against postponement of elections as set out in paragraph 1.7, above, unless there is a strong and credible case for delay. The holding of elections as planned is in line with the Commission's guidance.

6. **UN Sustainable Development Goals (UNSDG)**



7. **One Council**

- 8.1** Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☒

We will make investment to diversify our income and think entrepreneurially.

There are no direct implications for commercial opportunities arising from this report. The Council achieves economies of scale in undertaking a number of local elections concurrently.

One Digital Council ☒

We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.

The use of digital and paper processes for elections are dictated by legislation. There may be future opportunities to use differing digital election methods.

One Sustainable Council ☒

We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle

There are no direct implications for sustainability arising from this report.

8. **Key Decision Information**

8.1 This is a key decision as elections affect votes and political representation in all wards.

9. **Earlier Cabinet/Committee Resolutions**

9.1 None

10. **List of Appendices**

10.1 Appendix 1 – Letter from MHCLG to councils with planned elections in 2026.

11. **Background Papers**

11.1 [English Devolution White Paper](#), December 2024, HMSO.

Appendix 2: Electoral Commission statement regarding MHCLG letter, published on 19th December 2025.

“We note the Government statement in Parliament on 18 December inviting Councils to raise capacity concerns and seek to postpone elections in May 2026..

We are disappointed by both the timing and substance of the statement. Scheduled elections should as a rule go ahead as planned, and only be postponed in exceptional circumstances. We are concerned by the possibility of some council elections in May being postponed, and even more by any further postponement to those which already had been deferred from 2025..

Decisions on any postponements will not be taken until mid-January, less than three months before the scheduled May 2026 elections are due to begin. This uncertainty is unprecedented and will not help campaigners and administrators who need time to prepare for their important roles. We very much recognise the pressures on local government, but these late changes do not help administrators. Parties and candidates have already been preparing for some time, and will be understandably concerned.

As a matter of principle, we do not think that capacity constraints are a legitimate reason for delaying long planned elections. Extending existing mandates risks affecting the legitimacy of local decision making and damaging public confidence. There is a clear conflict of interest in asking existing Councils to decide how long it will be before they are answerable to voters.

Voters must have a say on those that represent them at local government. We will work with the UK Government on these plans so that we can support voters, campaigners, parties and administrators who have been preparing for these elections.”

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Ministry of Housing,
Communities &
Local Government

Alison McGovern MP

*Minister of State for Local Government
and Homelessness*
2 Marsham Street
London
SW1P 4DF

To: Leaders of councils with elections
in May 2026 where proposals for
reorganisation have been submitted
and decisions not yet taken

18 December 2025

Dear Leader,

I am writing to you regarding the elections your council is scheduled to hold on 7 May 2026.

This Government is determined to streamline local government by replacing the current two-tier system with new single-tier unitary councils, ending the wasteful two-tier premium. We are progressing this landmark reform quickly, which will be vital in delivering our vision: stronger local councils equipped to drive economic growth, improve local public services, and empower their communities. I am fully committed to ensuring councils can deliver new, sustainable structures within this Parliament.

We have now received proposals from all 20 remaining invitation areas, demonstrating strong collaboration between local partners. A consultation is open on 17 of those proposals from six invitation areas. I expect to launch a consultation in early February on proposals from the remaining 14 areas that seek to meet the terms of the 5 February statutory invitation. That consultation would be for seven weeks.

I remain committed to the indicative timetable that was published in July, that sees elections to new councils in May 2027 and those councils going live in April 2028. This is a complex process, and we will take decisions based on the evidence provided.

We have listened to councils telling us about the constraints they are operating within, and the work that reorganisation introduces on top of existing challenges. Now that we have received all proposals, it is only right that we listen to councils who are expressing concerns about their capacity to deliver a smooth and safe transition to new councils, alongside running resource-intensive elections to councils who may be shortly abolished. We have also received representations from councils concerned about the cost to taxpayers of holding elections to councils that are proposed to shortly be abolished.

Previous governments have postponed local elections in areas contemplating and undergoing local government reorganisation to allow councils to focus their time and energy on the process. We have now received requests from multiple councils to postpone their local elections in May 2026.

The Secretary of State recognises that capacity will vary between councils and that is why he has reached the position that, in his view, councils are in the best position to

judge the impact of potential postponements on your area and in the spirit of devolution and trusting local leaders, this Government will listen to you.

I am therefore inviting you, by midnight on Thursday 15 January, to set out your views on the postponement of your local election and if you consider this could release essential capacity to deliver local government reorganisation in your area and so allow reorganisation to progress effectively. For those who have already made their views known, we will be taking these into account. Views should be sent by email to LGRElections@communities.gov.uk.

The Secretary of State has adopted a locally-led approach. He is clear that should a council say they have no reason for postponement, then we will listen. But if you voice genuine concerns about your capacity, then we will take these concerns seriously. To that end, the Secretary of State is only minded to make an Order to postpone elections for one year for those councils who raise capacity concerns. A list of the relevant elections is annexed.

For areas where there are also scheduled town or parish council elections, the Secretary of State is minded to make no provision in the Order so these elections continue as scheduled, given town and parish councils are outside of local government reorganisation.

I appreciate that preparations for elections may have started, and you will be keen to have certainty, which we will deliver as soon as possible.

I am copying this letter to your Chief Executives, the other Leaders and Chief Executives of councils in the local government reorganisation programme, and to local MPs, Combined/Combined County Authority Mayors, Police and Crime Commissioners and Best Value Commissioners in local government reorganisation areas.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Alison', with a stylized flourish at the end.

ALISON MCGOVERN MP

Minister of State for Local Government and Homelessness

**Annex – 63 councils with elections under consideration for postponement
(there are 64 elections including that for the Mayor of Watford)**

1. Adur District Council
2. Basildon Borough Council
3. Basingstoke and Deane Borough Council
4. Blackburn with Darwen Council
5. Brentwood Borough Council
6. Broxbourne Borough Council
7. Burnley Borough Council
8. Cambridge City Council
9. Cannock Chase District Council
10. Cheltenham Borough Council
11. Cherwell District Council
12. Chorley Borough Council
13. City of Lincoln Council
14. Colchester City Council
15. Crawley Borough Council
16. East Sussex County Council
17. Eastleigh Borough Council
18. Epping Forest District Council
19. Essex County Council
20. Exeter City Council
21. Fareham Borough Council
22. Gosport Borough Council
23. Hampshire County Council
24. Harlow District Council
25. Hart District Council
26. Hastings Borough Council
27. Havant Borough Council
28. Huntingdonshire District Council
29. Hyndburn Borough Council
30. Ipswich Borough Council
31. Isle of Wight Council
32. Newcastle-under-Lyme Borough Council
33. Norfolk County Council
34. North East Lincolnshire Council
35. Norwich City Council
36. Nuneaton and Bedworth Borough Council
37. Oxford City Council
38. Pendle Borough Council
39. Peterborough City Council
40. Plymouth City Council
41. Portsmouth City Council
42. Preston City Council
43. Redditch Borough Council
44. Rochford District Council

45. Rugby Borough Council
46. Rushmoor Borough Council
47. South Cambridgeshire District Council
48. Southampton City Council
49. Southend-on-Sea City Council
50. St Albans City and District Council
51. Stevenage Borough Council
52. Suffolk County Council
53. Tamworth Borough Council
54. Three Rivers District Council
55. Thurrock Council
56. Tunbridge Wells Borough Council
57. Watford Borough Council
58. Watford Borough Council Mayor
59. Welwyn Hatfield Borough Council
60. West Lancashire Borough Council
61. West Oxfordshire District Council
62. West Sussex County Council
63. Winchester City Council
64. Worthing Borough Council



Cabinet Forward Plan: Newcastle under Lyme Borough Council

Notice of Key Decisions to be taken under the Local Authorities (Executive Arrangements) (Meetings & Access to Information) (England) Regulations 2012 between 1 January 2026 and 30 April 2026

This plan gives notice of decisions that [Cabinet](#) is expecting to take over the next few months. It also gives, except in cases of urgency, at least 28 days notice of all “Key Decisions” that will be taken “Key Decisions” are decisions about “executive” functions that will:-

- A) result in the Council incurring expenditure or making savings of an amount which is significant having regard to the Council’s budget for the service or the function to which the decision relates. (NB: The financial threshold above which expenditure or savings become significant has been set by the Council at £100,000 Revenue and £250,000 Capital Expenditure); and/or
- B) be significant in terms of its effects on communities living or working in an area comprising two or more wards of the Borough.

We have to take some Cabinet decisions in private because they deal with confidential or “exempt” information. That is information described in one or more of the following categories set out in Schedule 12A of the Local Government Act 1972.

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals an authority proposes;

- a. to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b. to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime

If we intend to take a decision in private, we will tell you why in the plan below. If you disagree with our reasons, you can tell us why using the contact details below. We will respond to you directly and will publish our response in the meeting agenda. If we have published the meeting agenda before we can respond, we will respond verbally at the meeting and record the response in the minutes.

You can find more information about Cabinet, Cabinet Members and their portfolios, agendas, reports and minutes [here](#).

More information on Cabinet procedures, executive functions, Key Decisions, urgent decisions and access to information is available in our [Constitution](#).

For all enquiries, please contact Democratic Services, Castle House, Barracks Road, Newcastle-under-Lyme, Staffordshire ST5 1BL.

Telephone – 01782 742222 / Email – DemocraticServices@newcastle-staffs.gov.uk

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	Key Decision
Revenue and Capital Strategies 2026/27	To consider a report on the Revenue and Capital Strategies 2026/27	Cabinet Portfolio Holder - Finance, Town Centres and Growth	Cabinet 13 January 2026	Finance, Assets and Performance	All Wards	N/A	No
Borough Tree Planting Strategy (Phase 7) and update on protecting Green Spaces	To consider a report on Phase 7 Borough Tree Planting Strategy and an update on protecting Borough green spaces	Cabinet Portfolio Holder - Sustainable Environment	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	
Civic Pride Strategy - Annual Review	To consider a report on the first year of Civic Pride delivery, strategy and investment	Cabinet Portfolio Holder - One Council, People and Partnerships, Cabinet Portfolio Holder - Community Safety and Wellbeing, Cabinet Portfolio Holder - Sustainable Environment	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No
Schedule of Fees and Charges 2026/27	To consider a report on the Schedule of Fees and Charges 2026/27	Cabinet Portfolio Holder - Finance, Town Centres and Growth	Cabinet 13 January 2026	Finance, Assets and Performance	All Wards	3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	No
Update on the Progress of the Council's Sustainable Environment Strategy and Delivery Plan	To consider a report updating on the Progress of the Council's Sustainable Environment Strategy and Delivery Plan	Cabinet Portfolio Holder - Sustainable Environment	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	
Financial Wellbeing and Debt Advice Service	To consider a report on Financial Wellbeing and Debt Advice Service	Cabinet Portfolio Holder - Community Safety and Wellbeing	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	Yes
Recycling and Waste Services Operational Staff Structure Development	To consider a report on Recycling and Waste Services Operational Staff Structure Development	Cabinet Portfolio Holder - Sustainable Environment	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	Yes
Support for Staffordshire Local Nature Recovery Strategy	To consider a report on the Support for Staffordshire Local Nature Recovery Strategy	Cabinet Portfolio Holder - One Council, People and Partnerships Cabinet Portfolio Holder - Sustainable Environment,	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No
Local Elections Update	To consider a report on Planned Local Elections	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 13 January 2026	Finance, Assets and Performance	All Wards	N/A	Yes
Walleys Quarry Odour update	To consider a report on the Walleys Quarry odour update	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 13 January 2026	Health, Wellbeing and Environment	All Wards	N/A	No
Local Government	To consider a report on developments in	Cabinet Portfolio Holder - One	Cabinet 3 February 2026	Finance, Assets and Performance	All Wards	N/A	Yes

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	
Reorganisation Update	respect of Local Government Reorganisation	Council, People and Partnerships					
Quarter three Finance and Performance Report 2025/26	To consider a report on the Quarter three Finance and Performance Report 2025/26	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 3 February 2026	Finance, Assets and Performance	All Wards	N/A	No
Approval for Award of contract for H&S Monitoring	To consider a report for the approval for award of contract for H&S Monitoring	Cabinet Portfolio Holder - Sustainable Environment	Cabinet 3 February 2026	Finance, Assets and Performance, Health, Wellbeing and Environment	All Wards	N/A	Yes
Revenue and Capital Strategies 2026/27	To consider a report on the Revenue and Capital Strategies 2026/27	Cabinet Portfolio Holder - Finance, Town Centres and Growth	Cabinet 3 February 2026	Finance, Assets and Performance	All Wards	N/A	No
Walleys Quarry Odour Update	To consider a report on the Walleys Quarry Odour Update	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 3 February 2026	Health, Wellbeing and Environment	All Wards	N/A	No
Irrecoverable Items 2025/26	To consider a report on Irrecoverable Items 2025/26	Cabinet Portfolio Holder - Finance, Town Centres and Growth	Cabinet 17 March 2026	Finance, Assets and Performance	All Wards	3 Information relating to the financial or business affairs of any particular	Yes

Report Title	Description	Portfolio	Intended Decision Taker and Date	Overview & Scrutiny Committee	Wards Affected	Reason for Determining in Private Session (if Applicable)	
						person (including the authority holding that information)	
Walleys Quarry Odour Update	To consider a report on odour issues at Walleys Quarry	Cabinet Portfolio Holder - One Council, People and Partnerships	Cabinet 17 March 2026	Health, Wellbeing and Environment	All Wards	N/A	No

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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