

Updated High Level 2026-29 Revenue Plan and Financing

2025-26 restated				2026-27			INDICATIVE FOR PLANNING PURPOSES					
Core £000s	External £000s	Total £000s		Core £000s	External £000s	Total £000s	2027-28			2028-29		
						Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	
1,429,506.8	0.0	1,429,506.8	Original base budget	1,531,279.8	0.0	1,531,279.8	1,654,501.6	0.0	1,654,501.6	1,702,573.4	0.0	1,702,573.4
-836.6	836.6	0.0	internal base adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1,428,670.2	836.6	1,429,506.8	Revised Base	1,531,279.8	0.0	1,531,279.8	1,654,501.6	0.0	1,654,501.6	1,702,573.4	0.0	1,702,573.4
			SPENDING									
10,320.7	-744.1	9,576.6	Base Budget Changes	40,562.8	89.8	40,652.6	4,000.0	0.0	4,000.0	0.0	0.0	0.0
3,234.7	11,276.2	14,510.9	Reduction in Grant Income	12,257.3	0.0	12,257.3	0.0	0.0	0.0	0.0	0.0	0.0
21,845.7	626.9	22,472.6	Pay	12,805.3	164.7	12,970.0	10,346.8	153.4	10,500.2	13,849.8	144.2	13,994.0
41,407.1	3,169.4	44,576.5	Prices	28,241.4	918.5	29,159.9	32,027.4	1,056.2	33,083.6	30,649.2	1,071.1	31,720.3
48,209.4	0.0	48,209.4	Demand & Cost Drivers - Cost	33,497.5	0.0	33,497.5	37,624.7	0.0	37,624.7	31,280.1	0.0	31,280.1
22,989.0	24,150.3	47,139.3	Demand & Cost Drivers - Demand	24,238.5	86,100.0	110,338.5	24,003.1	16,000.0	40,003.1	23,177.0	-126,000.0	-102,823.0
-14,666.5	10,875.0	-3,791.5	Government & Legislative	331.8	-107,237.2	-106,905.4	3,500.4	-16,202.0	-12,701.6	196,219.4	318,102.1	514,321.5
17,831.2	6,694.3	24,525.5	Service Strategies & Improvements	16,397.7	12,429.3	28,827.0	-4,488.3	-3,197.0	-7,685.3	-607.3	-623.0	-1,230.3
151,171.3	56,048.0	207,219.3	TOTAL SPENDING	168,332.3	-7,534.9	160,797.4	107,014.1	-2,189.4	104,824.7	294,568.2	192,694.4	487,262.6
			SAVINGS, INCOME & GRANT									
-23,888.1	0.0	-23,888.1	Transformation - Future Cost Increase Avoidance	-7,703.4	0.0	-7,703.4	-3,410.6	0.0	-3,410.6	-6,720.2	0.0	-6,720.2
-3,616.0	0.0	-3,616.0	Transformation - Service Transformation	-3,088.4	-406.8	-3,495.2	-1,489.3	0.0	-1,489.3	-2,113.2	0.0	-2,113.2
-6,371.8	-65.0	-6,436.8	Efficiency	-8,281.6	0.0	-8,281.6	-2,648.8	0.0	-2,648.8	-371.9	0.0	-371.9
-20,109.3	0.0	-20,109.3	Income	-11,942.8	243.3	-11,699.5	-7,848.9	0.0	-7,848.9	-6,989.8	0.0	-6,989.8
1,001.0	0.0	1,001.0	Financing	-7,041.8	0.0	-7,041.8	7,970.0	0.0	7,970.0	71.5	0.0	71.5
-7,971.4	0.0	-7,971.4	Policy	-10,914.5	0.0	-10,914.5	-5,688.8	0.0	-5,688.8	-983.1	0.0	-983.1
-60,955.6	-65.0	-61,020.6	TOTAL SAVINGS & INCOME	-48,972.5	-163.5	-49,136.0	-13,116.4	0.0	-13,116.4	-17,106.7	0.0	-17,106.7
	-34,956.1	-34,956.1	Increases in Grants and Contributions	0.0	-167,920.4	-167,920.4	0.0	166,419.2	166,419.2	0.0	-4,696.1	-4,696.1
-60,955.6	-35,021.1	-95,976.7	TOTAL SAVINGS, INCOME & GRANT	-48,972.5	-168,083.9	-217,056.4	-13,116.4	166,419.2	153,302.8	-17,106.7	-4,696.1	-21,802.8
			MEMORANDUM:									
37,971.5	30.8	38,002.3	Removal of undelivered/temporary savings & grant	28,984.4	14,773.9	43,758.3	10,319.4	168,088.6	178,408.0	522.7	0.0	522.7
-75,417.8	-65.0	-75,482.8	New & FYE of existing Savings	-64,377.3	-406.8	-64,784.1	-15,236.9	0.0	-15,236.9	-10,638.4	0.0	-10,638.4
-23,509.3	0.0	-23,509.3	New & FYE of existing Income	-13,579.6	0.0	-13,579.6	-8,198.9	0.0	-8,198.9	-6,991.0	0.0	-6,991.0
0.0	-34,986.9	-34,986.9	New & FYE of existing Grants	0.0	-182,451.0	-182,451.0	0.0	-1,669.4	-1,669.4	0.0	-4,696.1	-4,696.1
-60,955.6	-35,021.1	-95,976.7		-48,972.5	-168,083.9	-217,056.4	-13,116.4	166,419.2	153,302.8	-17,106.7	-4,696.1	-21,802.8
-21,830.6	-9.2	-21,839.8	Prior Year savings rolling forward *	-11,991.2	0.0	-11,991.2						
-120,757.7	-35,061.1	-155,818.8	TOTAL Savings for delivery in year	-89,948.1	-182,857.8	-272,805.9						
			* the prior year savings rolled forward for delivery in 2026-27 are based on the Qtr 3 monitoring and will be updated as part of the outturn report, and those updated figures will be used for the 2026-27 savings monitoring process									

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						Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	
RESERVES												
43,240.9	14,200.0	57,440.9	Contributions to Reserves	66,496.8	167,886.6	234,383.4	37,220.1	0.0	37,220.1	25,000.0	0.0	25,000.0
-34,545.8	-10,640.0	-45,185.8	Removal of prior year Contributions	-43,665.9	-14,200.0	-57,865.9	-58,475.8	-167,886.6	-226,362.4	-37,220.1	0.0	-37,220.1
-11,178.6	-26,695.4	-37,874.0	Drawdowns from Reserves	-30,147.5	-4,763.2	-34,910.7	-300.0	-1,106.4	-1,406.4	0.0	-189,104.7	-189,104.7
14,877.4	1,271.9	16,149.3	Removal of prior year Drawdowns	11,178.6	26,695.4	37,874.0	30,147.5	4,763.2	34,910.7	300.0	1,106.4	1,406.4
12,393.9	-21,863.5	-9,469.6	TOTAL RESERVES	3,862.0	175,618.8	179,480.8	8,591.8	-164,229.8	-155,638.0	-11,920.1	-187,998.3	-199,918.4
102,609.6	-836.6	101,773.0	NET CHANGE	123,221.8	0.0	123,221.8	102,489.5	0.0	102,489.5	265,541.4	0.0	265,541.4
			UNRESOLVED BALANCE: Deficit (-ve) / Surplus (+ve)				-54,417.7	0.0	-54,417.7	-32,039.7	0.0	-32,039.7
			UNRESOLVED ESTIMATED DSG DEFICIT (see note 1)							-183,398.5		-183,398.5
1,531,279.8	0.0	1,531,279.8	NET BUDGET	1,654,501.6	0.0	1,654,501.6	1,702,573.4	0.0	1,702,573.4	1,752,676.6	0.0	1,752,676.6
12,260.4		12,260.4	Grant adjustment (rolled into settlement in 2026-27)									
1,543,540.2	0.0	1,543,540.2	RESTATED NET BUDGET (FOR 2025-26 ONLY)									
			Note 1: The residual unresolved DSG deficit must be funded in 2028-29 when the DSG Statutory Override ceases meaning this can no longer be held off balance sheet. It is anticipated that the SEND Reform plan currently under development will reduce the residual DSG deficit currently shown									
			MEMORANDUM:									
			The net impact on our reserves balances is:									
43,240.9	14,200.0	57,440.9	Contributions to Reserves	66,496.8	167,886.6	234,383.4	37,220.1	0.0	37,220.1	25,000.0	0.0	25,000.0
-11,178.6	-26,695.4	-37,874.0	Drawdowns from Reserves	-30,147.5	-4,763.2	-34,910.7	-300.0	-1,106.4	-1,406.4	0.0	-189,104.7	-189,104.7
32,062.3	-12,495.4	19,566.9	Net movement in Reserves	36,349.3	163,123.4	199,472.7	36,920.1	-1,106.4	35,813.7	25,000.0	-189,104.7	-164,104.7
			RESERVES FOOTNOTES:									
The contributions to reserves in 2025-26 of £43,240.9k included an annual base contribution to Highways Renewals reserve of £400k, as this is a recurring annual contribution it is not included in the -£43,665.9k removal in 2026-27 of prior year contributions. In addition, the -£43,665.9k removal in 2026-27 includes the removal of an historic £800k annual contribution to major projects transformation reserve and the removal of £25k historic contribution to Vehicle, Plant & Equipment (Members IT) renewals reserve, which were not included in the 2025-26 contributions figure of £43,240.9k as they were already in the base budget. (-£43,240.9k +£400k -£800k -£25k= -£43,665.9k)												
The £66,496.8k contribution to reserves in 2026-27 includes the reinstatement of the annual £8,021k corporate contributions to reserves following a one-year payment holiday in 2025-26 facilitated by funding Oracle Cloud expenditure from flexible use of capital receipts instead of reserves. As this is a recurring contribution it is not included in the 2027-28 removal of prior years contributions figure of -£58,475.8k. (-£66,496.8k + £8,021k = -£58,475.8k)												

