



Wyre Forest
District Council

**FINANCIAL
STRATEGY
2017-2020**

(Please retain for future reference)

I N D E X

BUDGET REPORTS

FOREWORD FROM THE LEADER

(pages 1 - 3)

THREE YEAR BUDGET AND POLICY FRAMEWORK 2017-2020

(pages 4 – 128)

Main Report (pages 4 – 29)

Appendix 1 – Budget Summary before Cabinet Proposals

(page 30)

Appendix 2 – Variance Analyses (pages 31 – 32)

Appendix 3 – Cabinet Proposals (page 33 - 60)

Appendix 4 – Fees and Charges (pages 61 – 112)

Part 1 For Noting (pages 61 – 71)

Part 2 Cabinet Approval (pages 72 – 98)

Part 3 Council Approval (pages 99 – 112)

Appendix 5 – Risk Matrix/Management (pages 113 – 115)

Appendix 6 – Capital Programme 2016-17 onwards (pages 116 – 125)

Appendix 7 – Wyre Forest Forward (pages 126 – 128)



Leader of the Council

tel: 01562 732735

fax: 01562 732726

email: marcus.hart@wyreforestdc.gov.uk

my ref: MJH/PAH

12th December 2016

Budget Strategy 2017-18

It gives me great pleasure to present my foreword as Leader.

The budget strategy for 2017-18 is a budget for growth, with bold ideas to grow income for the Council while also supporting regeneration, housing and economic growth in line with our priorities to “support you to contribute to a successful local economy” and “support you to live in clean, green and safer communities”.

We are seeking support from residents, businesses and the Council for ambitious plans to borrow up to £35m to strengthen the Council’s capital portfolio and to lend money to third parties to help them to realise regeneration and housing projects. Why are we doing this? First, to reinforce the important role that the Council plays in shaping future growth and investment in Wyre Forest and beyond through its ambitious regeneration plans. Secondly, to generate revenue income for the Council to protect the front-line services that communities value and to deliver the Administration’s commitment to keep taxation low.

These exciting proposals are a further clear illustration of how the Administration has shaped the budget over recent years to increase the Council’s income from sources other than council tax and Government grants. We have successfully grown income by £0.7m from £3.7m in 2012-13 to an estimated £4.4m in 2016-17. Income has come from diverse areas such as tree work, collection of green, bulky and commercial waste, the revitalised shop at Bewdley Museum and weddings both there and at the Town Hall, and full letting of space at Wyre Forest House.

The medium term financial strategy also includes proposals for the first stage of investment at our Green Street depot site. Apart from addressing essential maintenance and health and safety requirements, this will help to deliver the vision of “a usable asset making us money, not costing us money”. The investment will allow us to explore and implement options to secure greater income from the site, whether through improved office and administrative accommodation or by small business units. This builds on the successful work that the Council has undertaken to let office space at Wyre Forest House and to implement the SPACE project at Hoo Farm industrial estate, which provides space for start up companies. We have shown that there is strong demand locally for such accommodation for businesses and the Cabinet has continued to respond to this market demand by recently approving the business case for investment in further new build industrial units in partnership with a private sector developer.

Another important strand of the Administration’s approach is to continue to raise fees and charges for various services by about 5% on average, so that those who benefit from additional services pay for them and they are not subsidised by council tax payers as a

whole. In December's meeting, the Cabinet will be considering changes to simplify our approach to car park charges to generate more income: these changes would take effect from October 2017. By taking tough decisions on fees and charges, we can freeze Council Tax in 2017-18, which benefits every local resident.

This means that Wyre Forest's share of Council Tax will have been frozen for five years out of seven, with the increase in council tax since 2010 remaining well below the rate of inflation across that period. This has benefitted local residents at a time when household income has been under pressure. The Administration is committed to keep council tax below the rate of inflation over the medium term, and the proposals for modest increases beyond 2017-18 are consistent with the commitment that we have given to local communities.

The Administration has tackled strategic, often difficult, issues that affect the Council's cost base and income. The Council and its residents are reaping the benefits of the decisions that have been taken and the sound stewardship that the Council's administration has provided. Our transformation over the last few years has moved us strongly in the direction of a budget where expenditure is matched by income. We have proceeded in a determined but balanced way. Strong stewardship of resources within each financial year has allowed us to deliver underspends and draw less on reserves than planned. However we have to deploy reserves in making the transition to being a self-funding council as part of the Government's significant reforms to local government funding that are due to take full effect in 2020. The full detail of the reforms has yet to be unveiled and the strategy takes a reasonable but cautious approach to estimating the impact on Wyre Forest, including changes to New Homes Bonus.

Ongoing transformation is essential to secure our ongoing financial sustainability and close the challenging but achievable funding gap as a result of government funding reforms to make local government more financially self-sufficient. This funding gap rises steeply from 2018-19 but we have an excellent track record and this year's budget proposals set the foundations for affordable growth and investment to help close this gap. Our approach to transformation has used and will continue to use three main levers under the banner of the Wyre Forest Forward programme:

- Making the Council as efficient as it can be internally: for example, simplifying processes, making best use of technology and digital solutions to deliver services to local residents and businesses, and seeking procurement efficiencies;
- Growing our income;
- Using alternative delivery vehicles, working with others to deliver projects or operate services or valued local assets.

An excellent example of the latter is the fantastic Wyre Forest Leisure Centre which opened on time in July. It provides modern and attractive facilities to replace its dated and costly predecessors. Places for People have designed and built and are now maintaining and operating the centre. They report that memberships and visits are well in excess of their business plan, demonstrating that the new facilities are popular with local residents and visitors from further afield. This major capital investment is saving the Council over £500,000 a year.

Development of the Silverwoods site is now well advanced, and the opening of Silverwoods Way (the Hoo Brook link road) has opened up the full site for development as well as improving traffic flows and reducing congestion in that part of Kidderminster. Now

Wyre Forest House
Finepoint Way
Kidderminster
DY11 7WF

that the town centre public realm works have been completed in Kidderminster, we are focussing on a raft of development and regeneration opportunities in the town and beyond.

The most important of these is the Lion Fields development. We have adopted a flexible development framework for the site and taken proactive steps to build market confidence by awarding a contract to demolish The Glades leisure centre: we are now seeking a development partner for Parcel 1 and plan to select a preferred developer in the first half of 2017. Viability work is proceeding on redevelopment of the sites of Crown House and the former Magistrates' Court, as well as the former Lloyds Garage site in Stourport. Work on reinvigorating Worcester Street, jointly funded with the County Council, is expected to commence in the latter part of 2017-18. Our regeneration proposals are not all about urban centres. The budget contains proposals for additional funding to secure a major grant from the Heritage Lottery Fund to improve Brinton Park. The project would restore some historical features that have been lost over time but also provide modern facilities such as a cafe and new toilets that will attract more users and provide revenue income to help sustain the Park for the future. We are also allocating funding for a masterplan for Stourport Riverside to set out a vision for future investment and to explore opportunities to generate income from the hundreds of thousands who visit every year.

We will continue to work positively with the two Local Enterprise Partnerships and with our other partners. Developers and investors recognise the positive approach we have to development, underpinned by an up to date Local Plan. It is good to see major employers such as Specsavers investing on the site opposite Wyre Forest House. They were able to move forward with a multi million pound investment without the need to submit a planning application as a result of our innovative Local Development Order covering South Kidderminster Enterprise Park. Our future financial fortunes are tied to delivering additional housing and economic growth. Housing will therefore form a key part of many regeneration schemes as we need to go further in our ambitions for housing growth as part of the review of the Development Plan. There has been a wide-ranging debate with local people and others about the scope for growth and we expect to publish our Preferred Options for development in June 2017, prior to further consultation and adoption of a revised Local Plan in early 2019. Growth will have benefits for local people who need housing, for businesses and for the local economy as a whole.

The administration has demonstrated that its strategic approach for the Council has delivered significant benefits for local people and businesses, while maintaining our record of financial prudence. I would like to place on record thanks to the Chief Executive, Chief Financial Officer, the Corporate Leadership Team and the Administration in assisting the formulation of this Financial Strategy. It is a pleasure to commend the budget strategy for 2017-18 onwards as the next step for growth for the district of Wyre Forest and for the Council.

Yours sincerely,



Marcus J Hart,
Leader of the Council

Wyre Forest House
Finepoint Way
Kidderminster
DY11 7WF

WYRE FOREST DISTRICT COUNCIL

CABINET 20th DECEMBER 2016

Medium Term Financial Strategy 2017-20 Revised Version updated for Provisional Finance Settlement received 15th December 2016

OPEN	
CABINET MEMBER:	Councillor N J Desmond
RESPONSIBLE OFFICER:	Chief Financial Officer
CONTACT OFFICER:	Tracey Southall, Ext 2100 tracey.southall@wyreforestdc.gov.uk
Appendix 1 Appendix 2 Appendix 3 Appendix 3/1 Appendix 3/2 Appendix 3/3 Appendix 3/4 Appendix 4 – Part 1 Appendix 4 – Part 2 Appendix 4 – Part 3 Appendix 5 Appendix 6 Appendix 7	Base Budget Projections 2017-20 Variance Analysis Cabinet Proposals Policy on Loans to Third Parties Policy on Capital Portfolio Fund Green Street Depot Investment Brinton Park HLF Bid Part 1 – Fees and Charges for Noting Part 2 – Fees and Charges - Cabinet Part 3 – Fees and Charges - Council Risk Management Capital Programme 2016-17 onwards Efficiency Plan Updated <i>The appendices to this report have been circulated electronically and a public inspection copy is available on request. (See front cover for details.)</i>

1. PURPOSE OF REPORT

- 1.1 In accordance with the Council's Budget and Policy Framework Procedure Rules and in line with the Wyre Forest Forward programme, to provide the Cabinet with financial information in order to make proposals for the Budget Strategy for the period 2017-20.

2. RECOMMENDATIONS

The Cabinet is asked to NOTE:

- 2.1 **The fees and charges as set out in Appendix 4 – Part 1.**

The Cabinet is asked to ENDORSE and RECOMMEND to the Cabinet Financial Strategy Advisory Panel for scrutiny:

- 2.2 **The Council's updated Medium Term Financial Strategy;**

- 2.2.1 **Cabinet Proposals – taking into account the impact on the Council's Capital and Revenue Budgets for 2017-20 (Appendix 3) including;**

- a) **Approval of the new Council Policy on Loans to Third Parties to support our corporate priority of regeneration and economic development as set out in Appendix 3/1 of this report;**
- b) **Approval of the new Council Policy to create a Capital Portfolio Fund to support our corporate priority of regeneration and economic development and to create a net revenue income stream as set out in Appendix 3/2 of this report;**

and that the approval of both in-principle decisions on a) Policy on Loans to Third Parties and b) Policy to create a Capital Portfolio Fund includes:

- i) **That an initial allocation of £10m to support progression of the policy on Loans to Third Parties and £25m to support progression of the policy of a Capital Portfolio Fund is made to the capital programme in 2017-18, this being a maximum sum in both cases. Expenditure will be subject to specific approval of the business case for each proposal by the Cabinet following consideration by Overview and Scrutiny Committee and due diligence.**
 - ii) **That the financing of such expenditure be delegated to the Chief Financial Officer and that requisite amendments are made to the revenue budget to reflect potential financing costs (likely to be PWLB loan finance) and income streams to support the initial capital allocation in a) and b) above.**
 - iii) **That subject to this approval, delegation is given to the Chief Financial Officer to make the requisite updates to the Financial Regulations and Treasury Management Service Strategy (TMSS) in due course.**
- c) **Approval of the Community Leadership Fund for 2017-18 of £33,000;**
 - d) **Proposals for capital investment into the Green Street Depot site of up to a maximum of £1.1m for Phase 1 of works to update the asset to an improved standard and to provide more potential for increased commercial viability for the depot service. Proposals for a second phase for further investment will be subject to approval of a full business case in due course;**
 - e) **Approval of £100,000 of capital funding towards a Heritage Lottery Bid of up to £3m for the development of Brinton Park;**
 - f) **Approval of a further Localism Fund allocation of £50,000 in 2017-18;**
 - g) **Approval of funding of £25,000 for a Master Plan for Stourport Riverside in 2017-18.**
 - h) **Approval of increased targets for savings under the Wyre Forest Forward Programme in 2017-18 onwards (para 7.2).**

- 2.2.2 The level of net expenditure and resultant Council Tax for 2017-20 as per paragraph 7.3;
- 2.2.3 The fees and charges in line with this strategy and the impact on the Council's Revenue Budget for 2017-20, as shown in Part 3 of Appendix 4;
- 2.2.4 The Base Capital Programme and Vehicle, Equipment and Systems Renewals Schedule as set out in Appendix 6, Appendices A and B;
- 2.2.5 The variations to the Capital Programme and Vehicle, Equipment and Systems Renewal Schedule in accordance with the Council's Budget Process.
- 2.2.6 The Revised Efficiency Plan as set out in Appendix 7.

The Cabinet is asked to APPROVE:-

- 2.3 The fees and charges as set out in Appendix 4 – Part 2.

The Cabinet is asked to DECIDE:-

- 2.4 That, if no asset transfers can be agreed by 7th February 2017 on the basis outlined in paragraphs 4.20 – 4.23 below, the paddling pools in Wyre Forest will cease to be operated from April 2017 and the revenue budget for them will be removed.

3. THE ROLE OF THE CABINET FINANCIAL STRATEGY ADVISORY PANEL

- 3.1 The cross-party Cabinet Financial Strategy Advisory Panel was established in August 2014 and has been continued to assist with this year's budget process. The work of the panel will inform the Cabinet's consideration of the proposed strategy at its meetings on the 20th December 2016 and 7th February 2017.
- 3.2 The first three meetings of the Panel in September, October and November reviewed fees and charges as agreed at February 2016 Council. The third meeting also set out the Challenging Financial Landscape and updated our base financial position. This meeting also considered Fees and Charges including specific proposals on Car Parking and Extra Capacity Bins where a one-off charge of £45 to cover a three year period is proposed for new applications from April 2017. The Panel agreed recommendations to Cabinet on Fees and Charges including a proposal to cease making a cemetery burial charge for children under 5; this proposal has been accepted by Cabinet and Appendix 4 reflects this. The main focus of the fourth meeting on the 10th January 2017 will be Cabinet Proposals and Alternative Budget Proposals and the final meeting on the 25th January will cover final Cabinet proposals and budget consultation results. The process feeds into key decisions about the shape of the strategy to be approved by full Council in February 2017, when the council tax will also be set.

4. CONTEXT AND OVERVIEW OF THE FUTURE

- 4.1 Our net revenue budget will have reduced from £16.4m in 2009-10 to £10.91m in 2018-19 based upon current plans. This represents a fall of around 33% in absolute terms, and more in real terms. The total savings target from the Wyre Forest Forward programme including all Cabinet Proposals has been increased to £3.832m in 2019-20, of which projections show we should achieve £2.836m (74%); forecast as at December 2016. The further target is particularly challenging but early work has already started to progress savings plans and we are optimistic this is achievable, especially when we consider the Council's strong track record in reducing expenditure since 2009. The current and planned proposals go a considerable way towards closing the gap between what we are spending and our income. Alongside this significant reduction, the Council has overseen its most significant capital investment programme in many years, including the opening of the new leisure centre. The successful completion of this project is confirming even higher levels of savings than forecast for the Council going forward, as well as securing first class leisure provision. Major injections of finance also continue in the Council's key priority of securing the economic prosperity of the district.
- 4.2 Whilst there is an increased level of general reserves available towards balancing the budget of £3.739m (including the £1m Working Balance) following the 2015-16 Final Accounts Savings, it is clear that the future financial position for the Council will continue to be challenging. This is particularly in the light of the fiscal uncertainty given the result of the European Referendum with austerity measures set to continue to balance the national budget. However it is still too early to judge the impact of the decision to leave the European Union on local government Finances; at the moment the only tangible impact has been modest financial market volatility but this has not had a material impact to date. The Bank of England reduced the Bank Base Rate to 0.25% in early August 2016, the first change since 2009, and although this was held in early November, there remains speculation that there could be further stimulus to come. The impact of this will continue to be assessed and taken into account as the revised budget process progresses. The fall in Base Rate has had a 'knock on' effect upon Public Works Loans Board (PWLB) borrowing rates, so there may be potential savings in respect of future borrowing; this will be kept under review. The reduced level of funding currently programmed for the Council in the future is being mitigated by a continuing raft of transformational reviews being developed and implemented as part of the Wyre Forest Forward programme over future years.

Government funding and controls over council expenditure

- 4.3 Significant funding challenges will continue for local government throughout this Parliament exacerbated by the uncertainty due to the fundamental reform of the funding streams including the phasing out of Revenue Support Grant (RSG), 100% Business Rates Retention, transfer of new burdens and reform of New Homes Bonus Funding. However, ahead of the Autumn Statement at the Conservative conference in October, the new Chancellor of the Exchequer confirmed the Government would abandon previous plans to run a fiscal surplus by 2020. However, Mr Hammond added: "The task of fiscal consolidation must continue." So the impetus for control of day- to-day public spending, to deliver value for money to aid the overall economy continues. The Provisional Finance Settlement received on the 15th December 2016 has provided details of the

Government's response to the New Homes Bonus Consultation revealing even more reductions in this key funding stream. Details of these further changes are covered in this report.

4.4 Multi -year Settlements and Efficiency Plans

4.4.1 The Government announced that it was to offer councils a four year settlement as part of last year's provisional local government finance settlement. It was suggested that any council wishing to take up the offer would need to submit an efficiency plan.

4.4.2 February 2016 Council approved our Efficiency Plan – see at the following link: http://www.wyreforest.gov.uk/council/docs/doc50714_20160224_council_agenda.pdf. This has now been updated and is contained in Appendix 7.

4.4.3 In a letter to local authorities dated 10th March 2016, the Secretary of State set out his expectations for efficiency plans:

“I do not intend to provide further guidance on what efficiency plans should contain – they should be locally owned and locally driven. But it is important that they show how this greater certainty can bring about opportunities for further savings. They should cover the full 4-year period and be open and transparent about the benefits this will bring to both your council and your community. You should collaborate with your local neighbours and public sector partners and link into devolution deals where appropriate.”

4.4.4 Given the fact that the Government faces a continuing regime of austerity and reduced funding for local government this Council together with many others applied to take up this offer as there is a risk that those who do not may bear the brunt of further funding reductions. We received confirmation on the 16th November that our application has been accepted and we are now formally on the multi-year settlement.

4.4.5 The key figures from the Council's final 2016 settlement were as follows:

£	2016/17	2017/18	2018/19	2019/20
Revenue Support Grant (RSG)	1,179,060	510,220	100,680	0
Business Rates Baseline	2,602,060	2,653,230	2,731,510	2,818,810
Business Rates adjustment (negative RSG*)	0	0	0	-356,790
Transition Grant	43,230	43,080	0	0

**Note to table: When applying to accept the offer of a multi year settlement, dissatisfaction was expressed with the proposed negative Revenue Support Grant in 2019-20 with a request that this is addressed as part of the move towards 100% retention of business rates. However it has now been confirmed that this adjustment will proceed.*

4.5 The 2017-18 Provisional Local Government Finance Settlement was announced on the 15th December 2016.

The main points from the Ministerial statement were as follows:

- Core Spending Power will be increased from £43.6bn in 2016-17 to £44.7bn for 2019/20;
- A Council Tax referendum limit of 2.0% will be maintained for social services authorities and for district councils increases of less than 2% or up to and including £5 (whichever is higher) will not be subject to a referendum;
- As widely reported in the media beforehand, the annual Social Care Precept of 2% can be applied at 3% in 2017-18 and 2018/19 subject to a maximum of 6% across the period 2017/18 to 2019-20;
- New Homes Bonus grant in 2017-18 will be paid on the basis of 5 years award and from 2018/19 on the basis of 4 years award; there will be a baseline growth of 0.4% for the annual grant award for 2017-18 and from 2018-19 additional conditions will be applied which will be subject to further consultation in the new year;
- 97% of councils applied for a four year Settlement.

Business rates

4.7 In October 2015 plans to allow councils to keep 100% of business rates were announced. This change will not take effect until 2020 and will involve significant redesign of the local government finance system. The then Chancellor announced that, as a result, core revenue support grant would be phased out, the uniform rate would be “scrapped” (although see below) and certain unspecified additional responsibilities would be transferred to local government. The proposal does not involve transferring responsibility for setting the poundage, except that all councils would be able to reduce rates (a power they already have) and elected Mayors would be able to increase the poundage by up to 2p but only for infrastructure projects and only with the support of business leaders through the local enterprise partnership. The proposal means that it will be even more important for Wyre Forest to invest in activities that support economic growth (as this ultimately translates into business rates). However it is accompanied by the increased risk that it and other councils will not be able to shield local communities if there are future significant reductions in business rate income, whether because of closures, economic downturn or successful appeals against valuations – the Council will not be able to increase the poundage to make good the impact of any loss of business rates income. The consultation on these proposals ended in late September 2016, followed by a 2017-18 Local Government Finance Settlement Technical Consultation Paper; this Council, submitted robust responses to both papers whilst also contributing to Worcestershire and other wider responses.

4.8 The nature of this risk has already been exposed by the experience of the Worcestershire business rates pool in 2014-15. It was unable to protect the

member Councils including Wyre Forest against the severe impact of the GP Surgery appeals. This resulted in a lower contribution to General Reserves of circa £260k from the 2014-15 accounts, which represents a reduction of around £290k as a direct result of business rate appeals compared to the pre-audit reported saving of £550k for that year.

- 4.9 The decision to remain a member of the newly reformed Worcestershire Business Rates Pool will help to protect the Council from business rate reductions and help maximise the benefit by retaining more of the business rates delivered from economic growth within Worcestershire. Economic and subsequent business rates growth remains a key priority for this Council. The position in relation to further appeals and resultant uncertainty due to the impact on performance remain a concern; this is being managed by the Chief Financial Officer in conjunction with the other treasurers within the Pool. Business rates projections included within this report will be reviewed and revised if necessary before budget recommendations are finalised. It is likely Business Rate Pools will cease when the new system is introduced since there will no longer be a levy.
- 4.10 At a Special Full Council meeting on 24th February 2016, the decision was taken to move to all-out elections from 2019-20. This will provide welcome savings in the future.

The Context in Wyre Forest

- 4.11 Following the whole council elections in May 2015 and the reduction in size of the council from 42 to 33 members the Council continues with the two approved Corporate Plan priorities:
- **Support you to contribute to a successful local economy.**
 - **Support you to live in clean, green and safe communities.**
- 4.12 The Council continues to respond positively to austerity and has an excellent track record in delivering savings, with well over £5m achieved from 2010 to 2016. This proactive approach to service delivery within a reduced funding envelope must clearly continue over the term of this budget strategy and beyond. The Council's approach to aligning its expenditure with income over time has successfully used three main levers:
- a) Making the Council as efficient as it can be in its structures and external and internal processes. This is driven through the Wyre Forest Forward transformation programme, supported by work to ensure that services are on line and digital by default and by the ICT strategy;
 - b) Implementing alternative delivery structures where this represents best value. Examples include the shared services that have been implemented since 2010 and the Council's strong track record in localism, transferring responsibility for assets and services to local organisations, including town and parish councils;
 - c) Growing its income. Total external income generated has increased by £785k since 2013-14 while circa £215k a year of income has been generated from tenancies and ICT support charges at Wyre Forest House.
- 4.13 The Council is progressing well with the Wyre Forest Forward programme of savings. Already the target savings have been achieved for 2016-17 and

£2.836m or 74% have been achieved against the target of £3.832m in 2019-20 (as at end December 2016). This has been helped greatly by the savings from the new leisure centre and the good news on the rentals for Wyre Forest House. However, each efficiency saving found reduces the potential for efficiencies in future years. Many councils are being forced to look for savings from service reductions. Wyre Forest continues to deal with funding reductions by efficiencies and income generation wherever possible with service reductions a last resort.

- 4.14 While the Council is performing well with ambitious savings plans to bridge the gap between reducing funding and the cost of services, it will become increasingly challenging to maintain the pace of change. The creation of the Town Council for Kidderminster and other proactive transformation work streams has provided some mitigation of risk and will help ensure continuity of a sustainable budget but we need to go further still to keep pace with austerity.
- 4.15 The Council continues to use systems thinking in order to drive change to how it delivers services. There is focus on the customer and meeting their needs in the most effective way possible, driving down cost by simplifying processes and reducing waste. The approved purposes of Wyre Forest District Council are set out in the chart that can be viewed on the following link to our website: http://www.wyreforestdc.gov.uk/media/144533/Outcomes_Diagram.pdf
- 4.16 Even in priority areas, it has been recognised that services should not continue to be organised and funded without challenge, as all areas need to make a contribution to making our financial situation sustainable through growing income, transformation and reviews to reduce waste. Adopting only two priorities has allowed the Council wider scope for seeking savings from other areas of activity, the Council will find it difficult to remain financially sustainable if extensive areas are categorised as a priority and shielded from change or reductions.
- 4.17 There will be opportunities for more shared services in the future, and we should actively seek opportunities for Wyre Forest District Council to host them in line with our strengths. We will continue to consider opportunities in the future, subject to each business case for change and alignment with our transformation programme.
- 4.18 This Council has not taken a decision to join the West Midlands Combined Authority at this time. It will continue to monitor the progress of the new body and will keep under review the cost and benefits of full or non-constituent membership. Worcestershire councils and partner organisations produced proposals for devolution and had a constructive meeting with Lord Heseltine in April. Lord Heseltine set out the Government's model for devolution. It is clear that Government is working on larger geographic footprints than single Counties and would not accept proposals that lacked a combined authority and elected mayor. Organisations in Worcestershire are continuing to work together to see what can be done without a devolution deal and to assess whether a different configuration or arrangement could achieve the desired outcomes, whilst continuing to monitor the progress of those deals already agreed and the evolving position of the Government on deals outside of the City Mayor model. Examples of such joint working include:
- a pioneering service delivery model called "Connecting Families" which is focused around a single vehicle comprised of resource from multiple organisations, working to coordinate the public sector approach to moving

individuals and families from dependency to independence. The pilot is live in Redditch with the expectation of roll out across the county in 2017.

- The Data Sharing project actively being worked on by the Partnership Executive Group in collaboration with KPMG is an important part of this new service delivery model. The project is ambitious but the potential benefits are significant across the whole of the public sector.

4.19 Cabinet on the 22nd November 2016, approved proposals for the phasing out of the Parish Support Fund Grant by 2019-20 following a period of consultation with the Parish and Town Councils. This has saved a total of £125,660 over the term of this Strategy. However, The Council continues to take positive steps with the objective of empowering Parish and Town Councils and local groups to deliver more services, including the promotion of the separate Localism Fund that stands at £50,000 in the 2016-17 budget. This will allow all Parish and Town Councils the same potential to work with the Council and benefit from this funding stream. The potential for the extension of the “local tax lock” to Parish and Town Councils would mean there would be a need for a referendum for proposed increases above the specified amounts. This could impact adversely on Localism as it will limit the ability of these partners to raise funding from Council Tax.

Paddling Pool Provision

4.20 Paddling pools are an outmoded form of play provision, with only Wyre Forest still operating them in Worcestershire. The Cabinet reviewed water play provision and invested in new splash pad facilities in 2012-13. Alongside this strategy Cabinet adopted a policy that it would not continue to operate any paddling pool where major capital costs arose and it was economically unviable to repair them.

4.21 There are ongoing requirements to reduce the Council’s net revenue expenditure, and a further review has identified this area of revenue expenditure as no longer affordable or necessary when there is excellent provision for the district in the splash pad at Brinton Park that was installed in 2013.

4.22 As part of the localism agenda discussions have therefore been undertaken during the previous and current financial years with the town councils and with private sector operators at Stourport Riverside to establish whether they would wish to take over responsibility for operating the paddling pools with a reducing grant over three years from the District Council. In the case of Stourport this included whether there was commercial opportunity to charge for usage.

The proposals of a gradual reduction in WFDC subsidy for the paddling pool provision would commence in 2017 and, if signed up to by the town councils would deliver the following revenue budget savings.

Table 4.24	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20
St Georges	zero	£2,141.50	£4,283.00
Riverside North Park	zero	£2,035.94	£4,071.88
Stourport	zero	£5,812.10	£11, 624.19
Totals	zero	£9,989.54	£19, 979.07

Unfortunately, these discussions have produced no positive expressions of interest so far.

- 4.23 Cabinet is invited to decide that, if no asset transfers can be agreed by 7th February 2017, the paddling pools should cease to be operated and the revenue budget associated with them should be removed after any decommissioning costs and works have been concluded. This would be reflected in the final budget figures that will be agreed by Council on 22nd February 2017. This would save circa £20k in the revenue budget from 2018-19 onwards.

The ongoing Budget Challenge

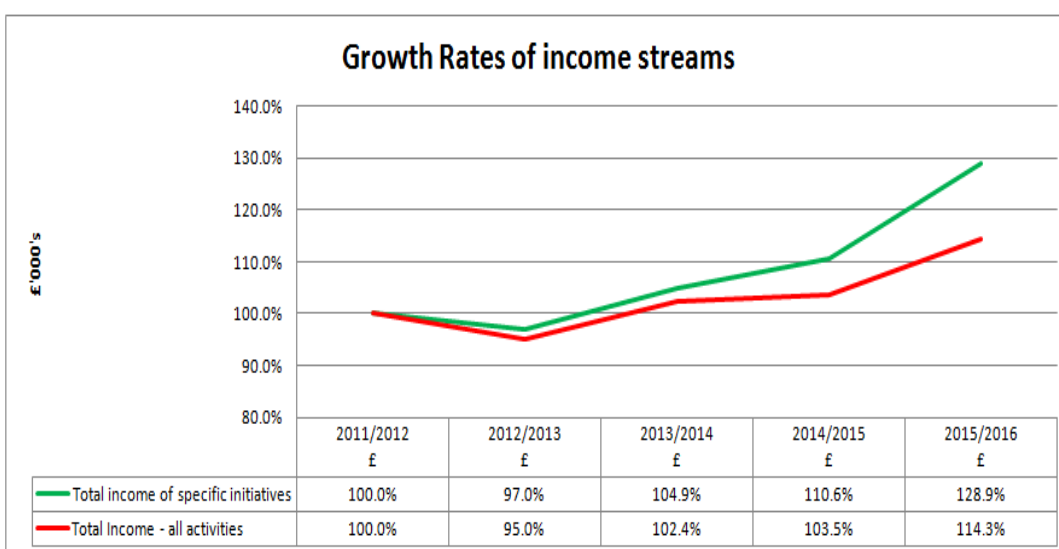
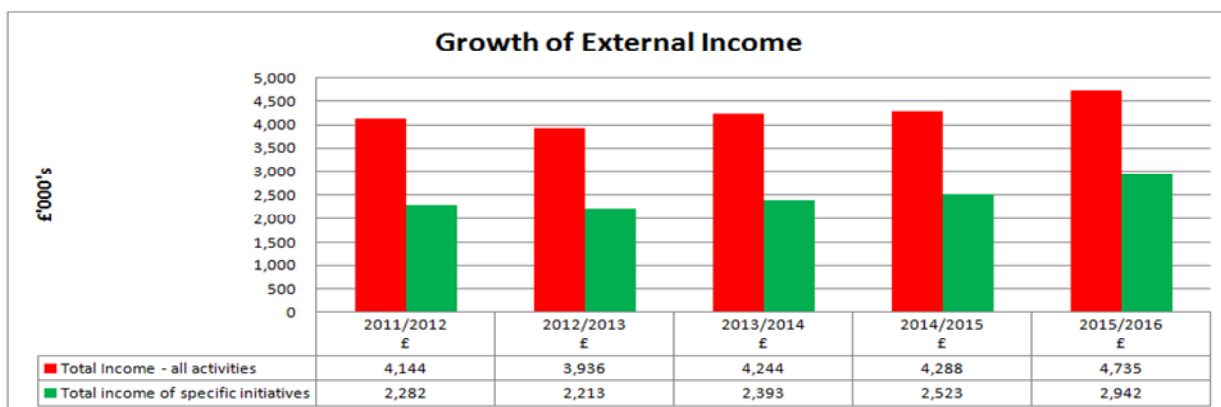
- 4.24 The challenge for budgets over the next 5 years will continue to be how to maintain our services as far as possible within the shrinking funding envelope. In line with steps taken over the last few years, there is therefore an increased impetus for growing the Council's income:

- a) growing business rates income in line with or ahead of government forecasts so the local economy can benefit from the funding we are able to retain under the changing regime;
- b) growing council tax income by supporting housing growth, including through the review of the local plan;
- c) increasing fees and charges where possible ahead of inflation. This ensures that users of services contribute more to support those services than council tax payers as a whole;
- d) continuing the Council's commercial income from a variety of sources such as ticket sales and events, rents, work undertaken for other organisations and private households, advertising and sponsorship. External income generation to supplement other funding is a cornerstone of our financial strategy. The success of the Income Generation Group has helped the Wyre Forest Forward Transformation programme and must be maintained in the future;
- e) Consideration of new innovative service delivery models such as Local Authority Trading Companies (LATCs) and capital investment to generate ongoing revenue income streams whilst maintaining service provision. Examples include the New Street bed and breakfast accommodation project and a new industrial unit scheme.

The significant savings from Wyre Forest House of circa £500kpa and income of around £215kpa from tenancies including a local accountancy firm and Worcestershire Regulatory Services (WRS) are helping to protect front-line services. Further tenancies continue to be secured and the marketing of our assets will continue to provide new income streams to support the costs of services.

4.25 Income Generation

The improvement in income generation over the past 5 years is shown in the following graphs :



The success of the income generation work can be further evidenced through the following table that analyses growth over key income streams:

	Actual	Actual	Actual	Actual	Original Budget	Revised Budget	
Section	Sum of 2012/13	Sum of 2013/14	Sum of 2014/15	Sum of 2015/16	Sum of 2016/17	Sum of 2016/17	Growth (2012/13 to revised budget)
	£	£	£	£	£	£	
Parking and Enforcement	1,272,277	1,312,088	1,293,199	1,347,659	1,407,170	1,388,820	9.16%
Waste Collection	547,073	586,564	701,361	791,408	741,120	804,920	47.13%
Property	604,164	617,258	543,655	676,209	549,330	547,670	-9.35%
Development Control	285,685	400,132	357,214	297,317	374,990	296,460	3.77%
Env Health and Licensing	230,423	230,292	235,643	236,099	231,700	230,770	0.15%
Parks and Green Spaces	148,810	164,484	142,564	192,399	160,560	217,700	46.29%
Revenues	152,552	171,497	169,408	208,078	155,000	180,000	17.99%
Land Charges	155,573	188,165	161,382	152,199	156,580	150,110	-3.51%
Building Control	141,313	153,409	155,304	118,911	133,100	121,700	-13.88%
Trading Accounts	100,287	147,781	104,020	117,584	148,070	114,400	14.07%
Town Hall	50,978	57,307	107,770	108,984	102,720	96,150	88.61%
Bewdley Museum	44,312	52,808	65,252	74,385	57,420	84,940	91.69%
Cemetery	35,983	46,247	49,123	77,061	52,000	70,000	94.54%
Admin Buildings	11,984	11,045	14,958	105,933	100,050	151,750	1166.27%
ICT Services	-	-	10,156	147,065	84,500	99,500	N/A
Grand Total	3,781,414	4,139,077	4,111,009	4,651,291	4,454,310	4,554,890	20.45%

This illustrates the excellent progress the Council continues to make in this key cornerstone of our strategy. However given the scale of the funding gap we face,

we will further develop our thinking on innovative ideas for external income generation. This will include potentially utilising our ability to raise capital under the prudential borrowing regime to invest, to create new ongoing revenue income streams subject to business case viability and due diligence.

- 4.26 Current examples of the Council's innovative approach include the Evergreen Fund initiative, agreement in principle for the creation of Local Authority Trading Companies and the more recent consideration of the conversion of a property in New Street Stourport on Severn for homelessness/bed and breakfast accommodation and investment in new industrial units. The Evergreen Fund will help the Council to realise the regenerative benefits of some of its vacant and underused assets by investing capital receipts in commercial projects and other developments to secure long term revenue returns. The fund currently holds £590k after the first allocation was agreed for £50k towards the New Street bed and breakfast accommodation proposal. This would reduce by £500k if the industrial unit proposal is progressed. Officers continue to actively consider how to utilise this to maximise the benefit for the district. Each business case will be given careful consideration. It is however evident that in order to realise the Council's ambitions to regenerate the district through property investment that we need to go further and consider use of our Prudential Borrowing powers and new models for service delivery and growing both the economy, housing and revenue income streams.
- 4.27 The gap between expenditure and the projected total funding resources available grows significantly in 2018-19 due to the impact of the reform of New Homes Bonus and new methodology for calculation of core funding and subsequent accelerated reduction in Revenue Support Grant. Therefore, the Council will continue on the trajectory towards becoming a much leaner organisation. This will require bold and far-reaching decisions by the Council in the coming period including changes that are likely to be challenging for the public and councillors alike. Given that these changes need to be implemented before April 2019, the council has two years in which to continue its programme of reform and implement it. In order to ensure that there can be confidence about the Council's financial viability from 2019-20 onwards, the Cabinet will take further relevant decisions no later than the end of 2017 on changes within its remit and for any that require full Council approval they will feature in the Financial Strategy prepared in the latter part of 2017.

5. KEY ISSUES - BASE POSITION, PRESSURES AND ASSUMPTIONS

- 5.1 Attached at Appendix 1 is the forecast base budget position for the period 2016-17 to 2019-20. The Capital Programme together with the details to support the related recommendations in this report is contained in Appendix 6.
- 5.2 The Base Budget shown at Appendix 1 includes the financial implications of all previously approved Cabinet Proposals which reduced costs in areas such as the Wyre Forest Forward Programme. New Cabinet Proposals are considered within this report at Section 7 and Appendix 3.
- 5.3 Inflation has been included in the Base Budget for 2017-20 onwards as follows:

Table 5.3 Inflation Assumptions

Inflation Assumptions	2017-18 %	2018-19 %	2019-20 %
Pay (current local agreement for 2017/18, negotiation in progress for future years)	0.50	1.0	1.0
Business rates (to be confirmed in due course)	0	1.8	1.8
Other contractual commitments	included at actual	included at actual	included at actual

5.4 No other inflation has been included in the estimates for the financial strategy.

5.5 The Base Budget takes account of the current position in relation to the forecast level of interest that the Council can expect to receive. The current assumptions that have been used within the Base Budget are as follows:

- Expected returns in 2017-18 based on investment returns of 0.25%;
- Expected returns in 2018-19 based on investment returns of 0.25%;
- Expected returns in 2019-20 based on investment returns of 0.50%.

5.6 Summary of other main assumptions

- Government funding – reductions as set out in Section 6.
- A freeze in Council tax for 2017-18 followed by anticipated increases of just under 2% for 2018-19 and beyond.
- Fees & charges 5% minimum increase a year as a general guideline but commercial judgement as appropriate will be used for proposals. Car Parking has been subject to separate review. An important exception to this is for hackney carriages for which no increase is recommended for the third year due to the statutory requirement that this service is breakeven in terms of cost recovery.
- Additional savings from the new Leisure Centre that opened on time and within budget and is proving to be immensely popular with the community. The Council has generated annual savings towards the Wyre Forest Forward savings target totalling £590,000 a year, well over the projection of £390,000 a year. This is due to favourable borrowing rates achieved so far of on average £20,000 per million loan taken so up to around £200,000 pa additional savings compared to the base business case.
- Savings from partnership working with Kidderminster Town Council of circa £220,000 pa from 2016-17 and beyond
- There is a Pensions Fund triennial revaluation in 2017. Current approved budgets include annual increases in pension deficit contributions. Treasurers across Worcestershire are working together with the actuary to contain costs within existing funding levels and are cautiously optimistic this will be achievable. To recognise the risk costs may increase, an additional £50,000 was included in the approved budget for 2017-18 and £100,000 in 2018-19 as part of last year's budget process. Also, a new general earmarked reserve was approved as part of the final accounts process of £500k; at that time it was estimated that up to £200k of this reserve could be needed to fund the

2017 revaluation. From dialogue so far with the actuary, it now looks unlikely that this earmarked reserve will be required for pension funding so this can fall into general balances. The base budget assumes an increase in future funding contributions from 14.1% to 15.3% from 2017-18 as recommended by the actuary. This increases the annual cost of the future funding element by circa £76k pa but the increase can be contained within overall budget provision for pensions.

- An increase of 307 Band D equivalent properties or just under 1% in the 2017-18 Council Tax Base. The increase is made up of new homes constructed and coming into occupation and also reductions in exemptions, discounts and benefit claimants that all contribute to a higher chargeable Council Tax Base for the district. The increase of just under 1% is considerably lower than achieved for the previous few years where the growth was closer to 3%. Although this reflects a much slower year for completion of new properties it is hoped that a minimum of 1% ongoing growth each year can continue to be achieved moving forward. This is lower than assumed in the government's figures for Settlement purposes but more realistic for this Council.
- A Collection Fund surplus of £90k pa has been assumed.

5.7 In terms of external Prudential Borrowing, the Council will enter into further external borrowing in 2016-17. This will continue over the medium and longer term and an average interest rate of 3% for 2016-17, increasing to 4% for 2017-18 and 2018-19 then 5% for 2019-20 has been assumed within the base budget to fund the cost of this.

5.8 Good progress continues to be made to meet the generic Wyre Forest Forward Savings Targets. The latest target savings from the revised budget are shown in the table below. The table that follows shows the breakdown and proposed use of reserves after Cabinet Proposals in the revised budget to illustrate the scale of the financial gap the Council needs to address:

Wyre Forest Forward Savings to be achieved in revised budget

Year	Amount	
2016-17	-	All savings fully achieved
2017-18	-	All savings fully achieved
2018-19	£566,560	
2019-20	£726,880	

Table 5.8 How the Strategy addresses the Financial Gap

	2016-17	2017-18	2018-19	2019-20
	£	£	£	£
Financial Gap				
Wyre Forest Forward Savings not yet achieved	£0	£0	£566,560	£726,880
Cabinet Savings from 2014-17 Financial Strategy not yet achieved	£56,920	£80,230	£69,590	£68,940
New Cabinet Proposal for further Savings	£0	£100,000	£150,000	£200,000
SUB- Total	£56,920	£180,230	£786,150	£995,820
Use of reserves from Proposed 2017- 20 Strategy	(£404,490)	£423,130	£656,300	£886,930
TOTAL	(£347,570)	£603,360	£1,442,450	£1,882,750

5.9 To create capacity to support the pace and scale of change the Corporate Leadership Team has made various allocations from the Innovation Fund (formerly known as the Transformation Fund) to meet the cost of additional

resource required to meet the ambitious innovation agenda. The Innovation Fund has been topped up by £100k from the General Risk Reserve as part of the revised budget process and currently stands at £313k taking into account all known commitments.

- 5.10 However there is confidence that the savings target that needs to be achieved for both Wyre Forest Forward and Cabinet Proposals over the next three years to close the funding gap and to avoid drawing on reserves is around £1.9m.
- 5.11 The introduction of the local council tax reduction scheme has generally been smooth. We charged a minimum of 8.5% in 2013, rising to 10% in 2014 and then 20% from April 2016 of council tax to people of working age. Collection rates have actually shown small improvements so far this year so no adverse impact has emerged to date. The demographics of the district, including rising pensioners who are protected and number of working age unemployed, albeit that this is on a downward trend, represent pressures on our Local Scheme.
- 5.12 This year the Council has looked jointly with other Worcestershire colleagues at ways to maximise council tax income including consideration of consistent council tax reduction schemes across all districts. Wyre Forest played an important part in this work producing the base business case to assist Worcestershire County Council who has led the review. Based on the results of this joint work stream the Leaders' Board concluded that the political diversity across the different councils did not support introduction of a standard scheme. However the discount policy of Wyre Forest in relation to long-term empty properties (being 100% discount for 1 month, 100% charge, i.e. no discount, thereafter) was identified as best practice and other Worcestershire Councils are actively considering implementing this change from 2017-18
- 5.13 Worcestershire County Council has committed to a transformation programme including moving to a commissioning authority and is running a raft of "Future Fit" projects. It has significant target savings to achieve against each of these projects. Examples of initiatives that have impacted on the district are as follows:
- **Worcestershire Regulatory Services (WRS)** – the withdrawal of the Trading Standards service by the County Council from April 2016 represents a risk to the ongoing sustainability of this Shared Service due to the reduced capacity for the recovery of fixed overheads. To mitigate this, the County have agreed to pay a contribution to the Shared Service in compensation. It is expected that this will cover the first two years giving an opportunity for review of the overall position in the meantime.
 - **Strategic Housing – Homelessness-** Worcestershire County Council allocated £300k to homeless services for 3 years from 2016-17. The majority of this funding is being used to fund the single homeless and childless couples housing related support service provided by County Community Projects (CCP) that is countywide. Districts have received a very small amount of this funding directly– around £30k in total although it is hoped the County's action will have a positive impact across Worcestershire.

The District Council cannot afford to bridge any funding gaps. The impact upon

our budget can only be determined once the County Council have made final budget decisions that impact on services this council provides.

The Development Plan

- 5.14 Significant progress continues to be made with **regeneration of the district**. To highlight only a few examples: Specsavers is investing in development at the redundant Romwire site, adjacent to Wyre Forest House and Chase Commercial is constructing new industrial units opposite Wyre Forest House; Aldi has secured permission for a supermarket at the entrance to the Silverwoods development, doubling its investment and contribution to jobs in Kidderminster and Oakleaf's new depot was opened in September 2015. Alongside Amtek's significant investment in its site on Stourport Road, the importance of this employment corridor to the district's economy has been underlined. The investments provide compelling recognition of the benefits of investing and expanding in Wyre Forest. We were the first district in Worcestershire to adopt an up-to-date Local Plan by several years, and are already well underway in reviewing it. The Local Development Order for South Kidderminster Enterprise Park was renewed in August 2015 for a further 3 years. Works to improve the public realm with the creation of Exchange Square and improvements to Vicar Street and High Street are complete following successful joint working with Worcestershire County Council. Phase 2 of the Hoobrook link road – Silverwoods Way, opened on schedule in September 2016.
- 5.15 If the Council does not plan for further significant growth in population in the medium to long-term, there is a significant risk of losing resources over time as Wyre Forest's population declines relative to the population of England. Significant growth could be delivered only through the next review of the local development framework which is planned for adoption in 2019, so it is not expected to contribute anything significant in the 2017-20 period.
- 5.16 Latest population mid-year estimates (2015 MYE) show that Wyre Forest has seen significant growth over the last 2 years with the population estimated to have increased by 1.1% between 2013 and 2015. This is the same growth as seen over the 10 years 2001-2011. Worcestershire as a whole has also seen a 1.1% growth 2013-15 compared with 4.4% 2001-11. Thus it can be shown that Wyre Forest has grown 5 times faster than between the 2 last censuses.

	2013 MYE	2014 MYE	2015 MYE	% change
England	53865817	54316618	54786327	1.7
West Midlands	5674712	5713284	5751000	1.3
Worcestershire	572168	575421	578593	1.1
Wyre Forest	98421	98960	99503	1.1

Latest projections (2014) show a projected increase in population to 104,840 by 2039. This equates to an increase in population of 5.9% over 25 years. This is much higher than the 3.2% growth predicted 2012-2031 based on the 2012 projections.

	2014	2039	% change
England	54316618	63281523	16.5
West Midlands	5713284	6486090	13.5
Worcestershire	575421	634939	10.3
Wyre Forest	98960	104840	5.9%

Compared with the growth projections from 2012, all have seen an increase with Wyre Forest rising from 3.2% to 5.9% growth. The population increase seen in Wyre Forest from 2013-15 is mirrored by the increase in house building during that time. The Local Plan will aim to cater for the expected levels of future house building to meet the growth needs of the district.

- 5.17 Significant growth can continue to help with our income and tax base in the long-term. The Council will have to provide some additional services (e.g. refuse collection) but many others are not elastic in response to population (e.g. museum, economic development, town centre, street cleaning). More people living locally would mean greater competition and demand for some services and provide greater opportunities for external income generation than might otherwise have been the case.

6. FUNDING: LOCAL AUTHORITY REVENUE FINANCE SETTLEMENT FOR 2017-18, BUSINESS RATES AND NEW HOMES BONUS

- 6.1 The Provisional Local Government Settlement was announced on the 15th December 2016. Figures for RSG remain unchanged; unfortunately the negative RSG in 2019-20 remains as previously forecast. The most significant change for this Council is a reduction in New Home Bonus Funding as explained below.

- New Homes Bonus grant in 2017/18 will be paid on the basis of 5 years award and from 2018-19 on the basis of 4 years award; there will be a baseline growth of 0.4% for the annual grant award for 2017/18 and from 2018/19 additional conditions will be applied which will be subject to further consultation in the new year;
- The impact of the introduction of a national baseline of 0.4% below which funding allocations will not be made means that for this Council for 2017-18 the first new 163 homes no longer qualify for the New Homes Bonus Funding. (40,979 council tax band D equivalent Properties multiplied by 0.4%). This is more severe and also a year sooner than modelled in the Consultation paper. We will be rigorously scrutinising the Government's calculations to check that they are fair and accurate. Unfortunately because housing growth slowed down significantly in 2016 we had growth of 176 properties so, after deducting the 163 baseline, this left just 13 properties eligible for the bonus giving new funding of just £27k (including affordable housing supplement) for 2017-18 compared to the previous estimate of £225k (all figures are Band D equivalents).
- An end to uniform Business Rates; introduction of 100% retention of Business Rates and phasing out of Revenue Support Grant as well as introduction of new responsibilities.

- 6.2 It is certain that Public sector funding reductions look to continue until 2020, with increasing reliance on locally raised income including Council Tax and the funding outlook for local government, districts in particular, is set to become significantly more challenging.

- 6.3 Table 6.3 below identifies the overall position in relation to the Government Grant, Business Rates, New Homes Bonus and Council Tax income. The RSG figures are based on the Provisional Settlement matching the Multi-Year Settlement

figures from last year's Finance Settlement, negative RSG remains. With the exception of Council Tax all figures are subject to final confirmation when the Final Settlement figures are issued in the New Year. There is a risk that we will not achieve the growth in business rates towards offsetting funding reductions. This would reduce balances significantly and will be kept under review. The table in 6.6 shows the value of the retained business rates separately for further information.

Table 6.3 Total Funding including RSG, New Homes Bonus, Business Rates and Council Tax

Year	Revenue Support Grant £	Business Rates £	New Homes Bonus £	Council Tax £	Total £
2015-16	2,019,010	2,547,610	1,692,990	6,533,320	12,792,930
2016-17	1,222,290	2,702,060	2,350,460	6,720,820	12,995,630
2017-18	553,300	2,773,230	1,885,760	6,783,860	11,996,150
2018-19	100,680	2,881,510	1,285,490	6,978,140	11,245,820
2019-20	-356,790	2,968,810	1,039,500	7,177,500	10,829,020
Total	3,538,490	13,873,220	8,254,200	34,193,640	59,859,550

6.4 Changes in funding following the announcement of the Provisional Finance Settlement are shown in Table 6.4 below:

Year	Business Rates Before Provisional Settlement £	Business Rates After Provisional Settlement £	Variance £	New Homes Bonus Before Provisional Settlement £	New Homes Bonus After Provisional Settlement £	Variance - Loss of Funding £	Extra Wyre Forest Forward Savings £	Extra Collection Fund Surplus £	Overall Variance = Reduction in Reserves £
2015-16	2,547,610	2,547,610	-	1,692,990	1,692,990	-	-	-	-
2016-17	2,687,060	2,702,060	15,000	2,350,460	2,350,460	-	-	-	15,000
2017-18	2,753,230	2,773,230	20,000	2,083,960	1,885,760	(198,200)	100,000	-	(78,200)
2018-19	2,851,510	2,881,510	30,000	1,500,000	1,285,490	(214,510)	150,000	40,000	5,490
2019-20	2,938,810	2,968,810	30,000	1,263,480	1,039,500	(223,980)	200,000	40,000	46,020
Total	13,778,220	13,873,220	95,000	8,890,890	8,254,200	(636,690)	450,000	80,000	(11,690)

6.5 The new arrangements for allocation of New Homes Bonus Funding pose a serious challenge to future financial sustainability for this and many other councils as the Council uses the bonus to fund its revenue activities, including important work on economic regeneration and development. This change is even more significant given the transition to the new funding model where business rates growth is of increased importance. The response to the consultation announced with the Provisional Settlement results in even deeper reductions in this key funding stream and there continues to be uncertainty going forward, as further consultation is to be issued in respect of 2018-19 onwards.

6.6 Business Rate projections based on the Worcestershire pooling agreement are shown in the table below. These take into account the Council's share of forecast growth from major redevelopments, appeals, reliefs, economic regeneration work;

forecast increases in the multiplier for inflation and other Business Rates market intelligence. Whilst the table shows modest growth a cautiously optimistic approach has been taken to retained growth based on latest local information. These estimates may require updating following completion of the statutory 2017-18 estimates for the DCLG in January 2017. The Table below shows the revised assumptions compared to the approved budget.

Table 6.6- Revised Value of Retained Business Rates –

Year	Value of Retained Business Rates - Approved Budget	Value of Retained Business Rates - Revised Assumptions	Variance- Increase, brackets show a decrease
	£	£	£
2015-16	2,546,550	2,547,610	1,060
2016-17	2,687,060	2,702,060	15,000
2017-18	2,803,230	2,773,230	(30,000)
2018-19	2,911,510	2,881,510	(30,000)
2019-20	2,998,810	2,968,810	(30,000)
Total	13,947,160	13,873,220	(73,940)

7. CABINET PROPOSALS

- 7.1 This report presents the Cabinet's proposed spending plans for the next three years.

Council tax

Inflation as measured by CPI is running below 1% at present (0.9% for October 2016). It is not expected to rise significantly by the time the Council sets council tax for 2017-18 at the end of February. In line with the continuing political commitment to keep increases below inflation over the medium term, it is proposed that the Wyre Forest element of council tax will be frozen for a second year for 2017-18 followed by an anticipated rise by 1.94% for both 2018-19 and 2019-20. The freeze in 2017-18 reflects current relatively low levels of inflation and supports all households in Wyre Forest. It also recognises the impact on household budgets of welfare initiatives, including the changes to Wyre Forest's council tax reduction scheme which took effect in April 2016.

Fees and Charges

The financial strategy continues with the approach previously approved by Council of increasing most fees and charges by an average of 5% a year. In 2017-18 the difference between the proposed Council Tax freeze by Wyre Forest District Council and the maximum £5 increase in Council Tax for which no referendum would be required is £165k. This contrasts with the estimated additional income from fees and charges of £110k in 2017-18 rising to £150k in a full year. However, not all of the increased income from fees and charges will be contributed by local residents as at least some will come from visitors and commuters to the area (for example in car park charges) and some will come from local businesses. Thus the increase in fees and charges alongside the Council Tax freeze means local residents overall will be better off than if the

Council had instead increased Council Tax by either 2% or £5 (being equal to 2.43%).

Spending proposals

7.2 The Cabinet Proposals build on previously approved proposals for transforming the Council and focus on regeneration that should promote business rates, council tax and property income growth, reducing the funding gap. They notably include two significant policy proposals that represent a very different approach compared to how this Council has previously operated. These new policies provide the opportunity for the Council to take a more proactive, business-like role in investment with focus on the safe-haven of property ownership. The seven proposals demonstrate ongoing commitment to affordable investment and growth as well also to localism and continuation of the Community Leadership Fund. They include five areas of investment to aid income generation, economic development and housing and funding for a Master Plan for Stourport Riverside as attached at Appendix 3. The Cabinet proposals are set out in more detail as follows:

- Introduction of a new Council Policy on Loans to Third Parties to help deliver our regeneration and economic development objectives in terms of both housing and commercial regeneration in accordance with our corporate plan priority “to support you to contribute to a successful local economy” whilst also potentially generating future income streams as set out in detail in Appendix 3/1. There is a recommendation that an initial allocation of £10m is made to the capital programme in 2017-18, to support progression of this policy, this being a maximum sum. Expenditure will be subject to specific approval by the Cabinet and due diligence of the business case for each proposal. This proposal is an important driver to support economic growth within the district and this is set out in full, including key risks in Appendix 3/1 of this report. Due to the fact that this will be funded primarily by prudential borrowing and that there may well be Minimum Revenue Provision (MRP) implications, this will also be reported to the Treasury Management Review Panel in February 2017.
- Approval of a policy for a £25m (maximum sum) Capital Portfolio Fund to support both regeneration and economic growth allied to our income generation/commercialism objectives. Expenditure would be considered based on individual business cases for each proposal with consideration by Overview and Scrutiny Committee and recommendation to Cabinet. PWLB borrowing costs would have to be met from ongoing revenue income returns and viability met by a positive net financial return to this Council. Like the proposal for a policy on Loans to Third Parties (above) this proposal is a further key driver to support economic growth. This is set out in full, including key risks in Appendix 3/2 of this report. Due to the fact that this will be funded primarily by prudential borrowing and that there may well be Minimum Revenue Provision (MRP) implications, this will also be reported to the Treasury Management Review Panel in February 2017.
- Approval of proposals for Phase 1 of major capital investment in the Green Street Depot site of up to a maximum of £1.1m now the decision has been taken to retain this key service delivery location. Proposals include essential updating and improvement work. Improvement of office accommodation is also proposed to allow for more efficient utilisation of this space and potential release for rental to

generate external income where possible. A second phase of improvement work may be proposed and would be subject to approval of the final business case.

- Agree to the top-up of the single Localism Fund back to £50k to continue the good work done so far with Parish and Town Councils also extending it to other organisations. There will continue to be flexibility around grant funding from this new fund to facilitate more clarity and easier access where appropriate, to pump prime the work of Parish Councils and Community Groups where it complements work and priorities of this Council and benefits local residents.
- Approval for the Community Leadership Fund for 2017-18 (£33k/year), to reflect the continuing effectiveness of this funding.
- Approval of £100k partnership funding in addition to £100k already available from Section 106 funding to support a Heritage Lottery Funding bid of up to £3m for improvements to Brinton Park.
- Approval of £25k funding for production of a Master Plan for Stourport Riverside development.
- Approval of increased targets for savings under the Wyre Forest Forward Programme of £100k in 2017-18, £150k in 2018-19 and £200k in 2019-20. Based on current progress with the achievement of these generic savings targets this is considered to be challenging but achievable.

7.3 Details of Cabinet Proposals are attached in Appendix 3. The following table demonstrates the forecast position for the Council when all of the Cabinet Proposals are incorporated into the Base Budget. The Council is forecast to hold a balance of £1.177m at the end of 2019-20 (see reserves table in 8.2):

Table 7.3 – Revised Forecast Financial Position including Cabinet Proposals (before any Paddling Pool adjustment)

	Revised 2016/17 £	2017/18 £	2018/19 £	2019/20 £
Net Expenditure on Services (per Appendix 1)	12,681,140	12,364,280	12,143,120	12,041,950
Total Net Expenditure on Services (per Appendix 1)	12,681,140	12,364,280	12,143,120	12,041,950
Less				
Cabinet Proposals identified in Appendix 3	0	145,000	(151,000)	(236,000)
Net Expenditure	12,681,140	12,509,280	11,992,120	11,805,950
Contribution (from)/to Reserves	404,490	(423,130)	(656,300)	(886,930)
Net Budget Requirement	13,085,630	12,086,150	11,335,820	10,919,020
Less				
Revenue Support Grant	1,179,060	510,220	100,680	(356,790)
Business Rates	2,602,060	2,653,230	2,731,510	2,818,810
Business Rates Growth	100,000	120,000	150,000	150,000
New Homes Bonus	2,350,460	1,885,760	1,285,490	1,039,500
Transition Grant	43,230	43,080	0	0
Collection Fund Surplus	90,000	90,000	90,000	90,000
Council Tax Income	6,720,820	6,783,860	6,978,140	7,177,500
WFDC Council Tax @ 1.94% increase 2018/19 onwards	205.36	205.36	209.34	213.40

7.4 The Cabinet proposals identified in Appendix 3 build on the savings identified within all previous Financial Strategies including five affordable growth/income

generation/regeneration items to help progress the Council towards financial self-sufficiency.

8. WORKING BALANCES, RESERVES AND PROVISIONS

8.1 The Council has adopted the general principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance on Local Authority Reserves and Balances.

8.2 The following Reserves are available to assist the Council in meeting General Fund Expenditure 2017-20 as part of the Financial Strategy.

Table 8.2 - New Reserves table after all Cabinet Proposals

Reserves Statement	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000
Reserves as at 1st April	2,739	3,143	2,720	2,064
Contribution (from)/to Reserves	404	(423)	(656)	(887)
Reserves as at 31st March	3,143	2,720	2,064	1,177

8.3 In addition the Council holds a working balance of £1m.

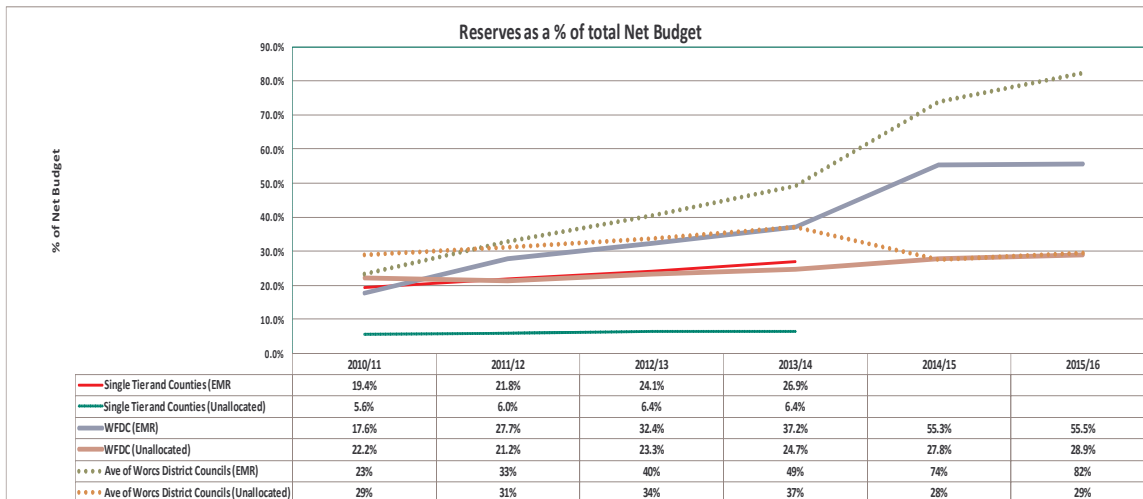
8.4 The Council also currently holds earmarked reserves of £6.755m (as at 30th November 2016). It should be noted that the Council has commitments against such earmarked reserves and it includes a Business Rates Deficit Reserve of £1.3m previously held as a provision.

8.5 The following graph shows that both our general unallocated reserves (including the working balance) and our levels of earmarked reserves are a relatively small percentage of our annual net revenue budget. It also shows that our reserve levels are falling below those held by other district councils.

The anomalies in accounting for the current Business Rates Retention System is causing a spike in the earmarked reserves for 2014-15 and 2015-16 due to increased reserves for appeals, which we have been obliged to allocate at the external auditor's request. We should be mindful that these EMRs are for specific purposes and will almost certainly be required. In the extremely unlikely event that they were all imprudently, released for revenue expenditure they would not cover even 6 months' expenditure.

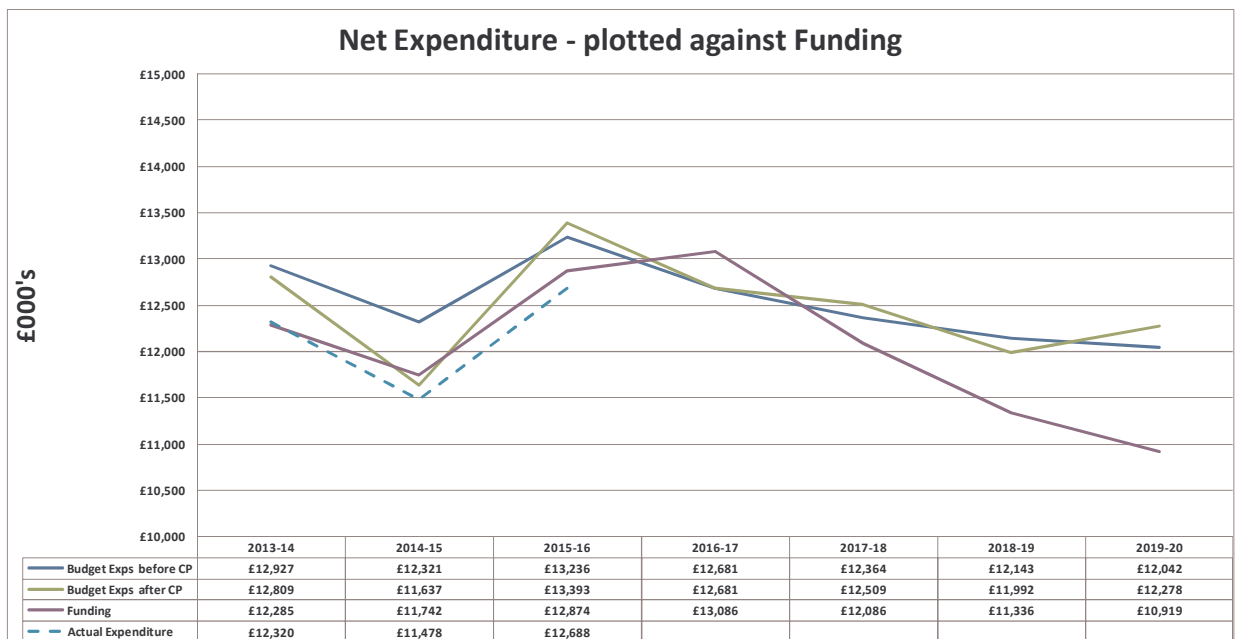
This analysis, together with the diminishing reserves shown in the table in 8.2, means this Council has extremely limited capacity to draw further on reserves to meet extra costs/further funding reductions. Indeed, with increased financial risk there is pressure to hold larger reserves to mitigate the impact of potential service reductions.

Figure 8.5 Graph to show Reserves as a Percentage of Net Budget Actuals



8.6 The following graph shows the net expenditure against available funding (excluding reserves) and illustrates the increasing funding gap as the years progress.

Figure 8.6 Revised Graph to show Net Expenditure compared to Funding 2013-14 to 2019-20



9. CAPITALISATION OF REVENUE EXPENDITURE

9.1 The Chief Financial Officer will apply any unallocated Capital Receipts to fund suitable expenditure at year end in consultation with the Chief Executive in accordance with delegated authority.

9.2 No applications have been made for capitalisation directions for 2016-17.

10. FINANCE STRATEGY

10.1 The Council needs a Medium Term Finance Strategy to maintain a sound financial structure for the future.

10.2 The Key Objectives are proposed as follows:

- To reduce expenditure to a sustainable level.
- A balanced budget within resources available identified into the medium term.
- To manage the Council's assets in order to achieve maximum efficiency.
- To manage the Council's investments efficiently and effectively to maximise interest generation, whilst protecting principal.
- To make realistic provisions for inflation, pensions, committed growth and legislative requirements whilst securing the Council's financial position.
- To set aside any available balances, initially to be used primarily for "one-offs" (e.g. investment, service or corporate growth) and/or depending on the amount of balances, used in a phased manner beyond one year to avoid fluctuations in the level of the Council Tax.
- To ensure the early recognition of emerging issues associated with assessment of risk and appropriate management of the budget process in relation to the assessment of the degree of risk.
- To direct available financial resources in line with approved service priorities and reallocate from low/nil priority areas in line with Council Policy to maximise achievement of approved Key Commitments.
- For the years in which increases in Council Tax are proposed, the Council should aim to keep to a maximum increase of just below 2% to avoid the risk of triggering a referendum.
- Maximise external income generation opportunities.
- To adopt new/innovative service delivery options to facilitate a more commercial approach and economic regeneration, utilising capital investment where this is shown to be viable in the relevant business case proposals. This includes the Cabinet Proposals for loans to third parties and a capital portfolio fund.

11. BUDGET CONSULTATION STRATEGY

11.1 Following the presentation of this year's Financial Strategy, to Cabinet in December 2016 there will be external and internal consultation through an online questionnaire on the Council's website and specific distribution to interested parties, including staff and unions, Parish and Town Councils and partners such as Community Housing Group and other housing associations.

12. POWERS TO LIMIT EXCESSIVE INCREASE IN COUNCIL TAX AND REFERENDUMS

12.1 The Localism Act abolished the ability for central government to cap the level of Council Tax increase that a local authority can charge. However, to replace these powers government have introduced a 'local tax lock'.

12.2 These powers allow local people a vote to stop council tax going up if their local authority increases Council Tax by more than an amount specified by

government. For this report it has been assumed that any council tax increases in 2018-19 above 2% would trigger a referendum. In 2016-17 the Government allowed all district councils to increase council tax by the greater of 2% or £5 (which represents 2.43% in Wyre Forest), and the Government has also confirmed the same criteria for 2017-18. If the local electorate votes against that increase, the local authority will have to revert to a council tax level that is compliant. The Government has not confirmed whether the option of increases up to £5 will be available in future years and the Strategy therefore assumes that the Council must keep our increases to just below 2%.

13. EQUALITY IMPACT NEEDS ASSESSMENT (EIA)

- 13.1 Where the Cabinet Proposals represent significant changes to service delivery, an EIA on the protected groups has been undertaken.

14. BUDGET RISK MANAGEMENT

- 14.1 Achieving ongoing financial sustainability is the most significant risk facing the Council. The work done by the Cabinet Financial Strategic Advisory Panel provided a range of recommendations for the Cabinet to consider in making its recommendations on the Medium Term Financial Strategy.
- 14.2 The Accounts and Audit Regulations 2015 require Local Authorities to fully consider and manage Risk as part of the Budget process. Attached at Appendix 5 is an analysis of the significant financial risks which are affecting the Council.
- 14.3 All local authorities are required to formalise their approach to risk management and evidence it more directly as part of the budgetary process. This requirement has arisen as a result of:-

- a. *Regulation 3 of the Accounts and Audit Regulations 2015 state that:*
“A relevant authority must ensure that it has a sound system of internal control which facilitates the effective exercise of its functions and the achievement of its aims and objectives; ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.”

In addition Regulation 4 of the Accounts and Audit Regulations 2015 also state that:

“The financial control systems determined must include measures to ensure that risk is appropriately managed”.

- b. *Prudential Framework:-*
The assessment of affordability of financial plans requires a judgement about risk. Prudential Indicators are the monitoring tool to assess performance and risk.
- c. *CIPFA Guidance on Reserves and Balances:-*
Highlights the need to consider risks facing the authority; the risks posed by the continuing austerity measures place pressure on the Council to hold higher levels of reserves to ensure ongoing sustainability.

14.4 The base budget makes no allowance for headroom for additional investment in priorities. In summary, other pressures not yet known and/or not taken into account at this stage are:

- Redundancy costs of further staffing reductions.
- Any additional reductions in other government grants or impact of significant changes to the Business Rates Retention system.
- Any further impact of the reform to New Homes Bonus
- Potential nationalisation of land charge searches by 2023. Might affect some of our current income stream of £35k pa.
- Future impact of welfare reforms including rising number of pensioners.
- Pressure to hold higher reserves because of higher risks/decreased funding.
- Any unknown implications of the decision to leave the European Union and the result of the US Presidential elections.

15. LOCAL GOVERNMENT ACT 2003

15.1 Local Government Act 2003 (Sections 25-29) places duties on Local Authorities on how they set and monitor budgets.

15.2 Sections 25-27 require the Section 151 Officer to report on the robustness of the estimates and the adequacy of its proposed financial reserves. This will be reported to Council on 22nd February 2017.

15.3 Section 28 places a statutory duty on an authority to review its budget from time to time during the year. If the Budget Monitoring Report shows that there has been deterioration in the Authority's financial position, the authority must take such action as it concludes necessary. The Council currently reviews the Budget on a quarterly basis, with CLT/Cabinet receiving monthly budget monitoring reports, and this practice will continue.

16. CONSULTEES

16.1 Corporate Leadership Team

16.2 Cabinet

17. BACKGROUND PAPERS

17.1 Accounts and Audit Regulations 2015

17.2 Cabinet Report on the Fees and Charges 2016-17 onwards

17.3 Agendas and Minutes of the Cabinet Financial Strategy Advisory Panel

WYRE FOREST DISTRICT COUNCIL
REVENUE BUDGET TOTAL REQUIREMENTS - DISTRICT COUNCIL PURPOSES

SERVICE	2016/17		2017/18		2018/19		2019/20		TOTAL		
	Original Estimate £	Revised Estimate £	At Nov.16 Prices £	Inflation £	TOTAL £	At Nov.16 Prices £	Inflation £	TOTAL £		At Nov.16 Prices £	Inflation £
CHIEF EXECUTIVE	5,781,210	5,944,620	5,907,240	38,510	5,945,750	5,465,600	100,660	5,566,260	5,345,000	164,300	5,509,300
COMMUNITY WELL-BEING AND ENVIRONMENT	5,238,130	5,009,580	4,668,060	63,650	4,731,710	4,728,860	143,720	4,872,580	4,737,910	226,630	4,964,540
ECONOMIC PROSPERITY AND PLACE	2,532,520	2,717,220	2,335,670	19,790	2,355,460	2,291,150	49,180	2,340,330	2,222,760	84,990	2,307,750
LESS: CAPITAL ACCOUNT	13,551,860	13,671,420	12,910,970	121,950	13,032,920	12,485,610	293,560	12,779,170	12,305,670	475,920	12,781,590
INTEREST RECEIVED	(578,970)	(896,800)	(516,390)	380	(516,010)	(337,620)	1,040	(336,580)	(250,900)	1,680	(249,220)
INCREASES IN FEES AND CHARGES	(113,660)	(93,480)	(42,430)	0	(42,430)	(38,420)	0	(38,420)	(78,420)	0	(78,420)
TOTAL NET EXPENDITURE ON SERVICES	12,859,230	12,681,140	12,241,950	122,330	12,364,280	11,848,520	294,600	12,143,120	11,564,350	477,600	12,041,950
LESS: REVENUE SUPPORT GRANT	(1,179,060)	(1,179,060)	(1,179,060)	(510,220)	(510,220)	(100,680)	(100,680)	(100,680)	(100,680)	(100,680)	(100,680)
BUSINESS RATES	(2,602,060)	(2,602,060)	(2,602,060)	(2,653,230)	(2,653,230)	(2,731,510)	(2,731,510)	(2,731,510)	(2,818,810)	(2,818,810)	(2,818,810)
BUSINESS RATES GROWTH	(85,000)	(100,000)	(100,000)	(120,000)	(120,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
COMMUNITY RIGHT TO BID/CHALLENGE	0	0	0	0	0	0	0	0	0	0	0
COLLECTION FUND SURPLUS	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
NEW HOMES BONUS	(2,350,460)	(2,350,460)	(2,350,460)	(1,885,760)	(1,885,760)	(1,285,490)	(1,285,490)	(1,285,490)	(1,039,500)	(1,039,500)	(1,039,500)
TRANSITION GRANT	(43,230)	(43,230)	(43,230)	(43,080)	(43,080)	0	0	0	0	0	0
GENERAL EXPENSES - COUNCIL TAX INCOME	(6,720,820)	(6,720,820)	(6,720,820)	(6,783,860)	(6,783,860)	(6,978,140)	(6,978,140)	(6,978,140)	(7,177,500)	(7,177,500)	(7,177,500)
(SURPLUS)/ DEFICIT FOR YEAR	(211,400)	(404,490)	278,130	807,300	807,300	1,122,930	1,122,930	1,122,930	1,122,930	1,122,930	1,122,930
COUNCIL TAX LEVY		205.36	205.36	205.36	205.36	209.34	209.34	209.34	213.40	213.40	213.40
COUNCIL TAX BASE		32,727	33,034	33,034	33,034	33,334	33,334	33,334	33,634	33,634	33,634

OVERALL SERVICE BUDGET VARIATIONS
ORIGINAL COMPARED TO REVISED BUDGET 2016/17
BEFORE FUNDING

TOTAL REVISED BUDGET 2016/17	£ 12,681,140
LESS: TOTAL ORIGINAL BUDGET 2016/17	12,859,230

REDUCED NET EXPENDITURE ON YEAR	(178,090)
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Description of Estimated Major Variances	Extra Costs/ Reduced Income £	Savings/ Additional Income £
<u>Chief Executive</u>		
Housing Benefits overpayments - improved recovery of overpayments (WFF Saving)		(84,680)
Council Tax Services - Recovery of Fees (WFF Saving)		(25,000)
Wyre Forest Hub - Reduction in Shared Services Income	8,000	
Analyse Local Business Rates consultancy - increased Business Rates shown in funding	20,000	
Property Services - Reduction in energy costs and increased rental at Wyre Forest House (WFF Saving)		(56,970)
ICT - Additional costs due to upgrade to communication line and software	20,470	
HUB - Reduction in one post and reduced hours		(29,950)
<u>Community Well Being and Environment</u>		
Car Parking - Increase in off-street fines		(8,000)
Street Furniture - reduction in expenditure		(10,000)
Cemetery - Extra Income		(18,000)
Bewdley Museum & TIC - additional Income		(10,000)
Community Safety - Reduction in grant funding	11,140	
New Leisure Centre - Management Fee		(90,290)
Old Leisure Centre - Trust Deficit Guarantee		(157,540)
New Leisure Centre -Contingency - Due to earlier opening of New Leisure Centre	11,260	
Vehicles - Increase in repairs and maintenance due to ageing fleet	47,000	
<u>Economic Prosperity and Place</u>		
Development Control Income reduction	80,000	
Industrial Estates - increase in rents		(15,980)
Industrial Estates - reduction in repairs and maintenance (WFF Saving)		(11,770)
Decommissioning of Leisure Centre - Asset Disposal costs funded by contingency	11,540	
Hoo Brook Enterprise Centre - under occupancy of units	23,000	
Local Plan - re-profiling of expenditure across the medium term	119,870	
<u>Capital Account</u>		
Reduced Interest on external borrowing due to Capital Programme rescheduling to later years and lower rates on PWLB loans		(150,850)
Reduction in Minimum Revenue Provision as above		(57,620)
Interest Receivable - reduction in Base Rate August 2016	22,500	
<u>Corporate Variations</u>		
Pay Variance		(9,450)
Bank Charges - Increase in transaction charges due to digital channel shift	16,600	
Achievement of Wyre Forest Forward Savings - specific savings shown above - removal of generic savings target to reflect this	245,780	
	637,160	(736,100)
Other minor variations		(79,150)
Reduced Net Expenditure on Year		(178,090)

OVERALL SERVICE BUDGET VARIATIONS
REVISED BUDGET 2016/17 COMPARED TO BASE BUDGET 2017/18
BEFORE FUNDING

	£
TOTAL BASE BUDGET 2017/18	12,241,950
ADD: Fees and Charges	110,200
	12,352,150
LESS: TOTAL REVISED BUDGET 2016/17	12,681,140
REDUCED NET EXPENDITURE ON YEAR	(328,990)

Note: This report is for validation, most of the identified movements are known approvals

<u>Description of Estimated Major Variances</u>	Extra Costs/ Reduced Income £	Savings/ Additional Income £
<u>Chief Executive</u>		
Analyse Local Business Rates consultancy		(10,000)
Localism Fund		(50,000)
<u>Community Well Being and Environment</u>		
Cemetery Income	8,000	
Leisure Centres - Management Fee		(120,840)
Old Leisure Centre - Trust Deficit Guarantee		(151,640)
New Leisure Centre - Contingency	26,120	
Community Leadership Fund - Cabinet proposal 2016-17 only		(33,000)
Vehicles - Reduction in repairs and maintenance due to opening of new Waste to Energy Plant		(47,300)
<u>Economic Prosperity and Place</u>		
Development Control Income		(40,000)
Eastern Gateway - Cabinet proposal for 2015/16 & 2016/17 only		(100,000)
Hoo Brook Enterprise Centre - full occupancy of units		(22,800)
Asset Disposal Costs		(17,130)
Local Development Plan - re-profiling of expenditure across the medium term		(212,750)
New Street Bed and Breakfast - impact of policy proposal		(42,300)
<u>Capital Account</u>		
MRP - Progression of Capital Programme	394,140	
Interest Payable		(17,280)
Interest Receivable - full year effect of Base Rate reduction	47,500	
<u>Corporate Variations</u>		
Pension Deficit based on triennial pension valuation - planned increase	244,500	
Vacancy Saving		(50,000)
Apprenticeship Levy - new for 2017/18	23,500	
Municipal Mutual Insurance - provision for payment under scheme of arrangement (2016/17)		(170,000)
Parish Support Grant		(15,710)
	743,760	(1,100,750)
Other minor variations		28,000
Reduced Net Expenditure on Year		(328,990)

WYRE FOREST DISTRICT COUNCIL
CABINET PROPOSALS 2017/18 ONWARDS

Cost Centre	ACTIVITY AND DESCRIPTION OF CABINET PROPOSAL	KEY	2017/18 £	2018/19 £	2019/20 £	After 2019/20 £
			£	£	£	£
SUCCESSFUL LOCAL ECONOMY						
R705	Economic Regeneration Activities Approval of £10m capital funding for loans to third parties to help deliver our regeneration and economic development objectives in terms of both housing and commercial regeneration in accordance with our corporate plan priority "to support you to contribute to a successful economy". Appendix 3/1 sets out more detail.	C R S	10,000,000 - -	- 25,000 CR -	- 35,000 CR -	- 45,000 CR -
R705	Capital Portfolio Fund Approval of £25m capital funding to grow our portfolio of capital assets, existing or new build. Each proposal would be subject to detailed business case approval and must support economic, regeneration and/or housing corporate priorities in addition to producing a net revenue income stream taking into account funding costs. Appendix 3/2 sets out more detail.	C R S	25,000,000 100,000 -	- 50,000 CR -	- 75,000 CR -	- 100,000 CR -
R225	Green Street Depot Investment Approval of the first phase of capital investment into the depot site to ensure ongoing service sustainability and improve the commercial offer from this key site. There may be a further proposal for a second phase of improvement but this would be subject to separate approval by Cabinet and Council. Appendix 3/3 sets out more detail.	C R S	1,100,000 33,350 -	- 66,700 -	- 66,700 -	- 66,700 -
CLEAN, GREEN AND SAFE COMMUNITIES						
R335	Localism Fund To top up the single Localism Fund to £50k to continue the good work done so far with Parish and Town Councils and other local organisations.	C R S	- 50,000 -	- - -	- - -	- - -
R160	Brinton Park HLF Bid To provide funding to support a bid of up to £3m Heritage Lottery Funding for improvement works to Brinton Park. This is in addition to the £100k Section 106 funding already allocated. Appendix 3/4 sets out more detail.	C R S	100,000 3,650 -	- 7,300 -	- 7,300 -	- 7,300 -
R160	Stourport Riverside Master Plan To provide funding for the production of a Master Plan for the potential development of Stourport Riverside.	C R S	- 25,000 -	- - -	- - -	- - -
R720	Community Leadership Fund In light of the acknowledged effectiveness of this fund to retain this funding stream of £1,000 per Member for 2017/18.	C R S	- 33,000 -	- - -	- - -	- - -
R726	Wyre Forest Forward Further target savings from the Wyre Forest Forward Efficiency Programme	C R S	100,000 CR - -	150,000 CR - -	200,000 CR - -	200,000 CR - -
	TOTALS	C R S	36,200,000 145,000 -	- 151,000 CR -	- 236,000 CR -	- 271,000 CR -

KEY - Changes in Resources

- C Capital
- R Revenue
- S Staffing - Stated in FTEs

WYRE FOREST DISTRICT COUNCIL**CABINET****20th December 2016****Policy on Loans to Third Parties**

(To be considered by the Treasury Management Review Panel 1 February 2017)

1. PURPOSE OF REPORT

- 1.1 To provide information for Cabinet on a proposal for a new Council Policy on Loans to Third Parties to help deliver our regeneration and economic development objectives in terms of both housing and commercial regeneration in accordance with our corporate plan priority “to support you to contribute to a successful local economy” whilst also potentially generating future income streams.

2. RECOMMENDATIONS

As part of the main budget report that the Cabinet is asked to RECOMMEND to Council:

- 2.1 **The new Council Policy on Loans to Third Parties to support our corporate priority of regeneration and economic development as set out in this report is approved.**
- 2.2 **That an initial allocation of £10m is made to the capital programme in 2017/18, to support progression of this policy, this being a maximum sum. Expenditure will be subject to specific approval by the Cabinet and due diligence of the business case for each proposal.**
- 2.3 **That the financing of such loans be delegated to the Chief Financial Officer and that requisite amendments are made to the revenue budget to reflect potential financing costs and income streams to support the initial capital allocation in 2.2 above.**
- 2.4 **That subject to this approval, delegation is given to the Chief Financial Officer to make the requisite updates to the Financial Regulations and Treasury Management Service Strategy (TMSS) in due course.**

3. BACKGROUND

- 3.1 In the current financial and economic climate attracting commercial regeneration and housing investment in the district is essential to help towards achieving Council priorities as well as contributing to our quest for future financial sustainability by the generation of future income streams.
- 3.2 These income streams include not only potential additional business rate income, council tax and new homes bonus but also the sharing of commercial income streams generated as a result of partnership working opportunities that could arise.

- 3.3 Consideration of loans to third parties has been identified as a funding tool that can help support key council priorities by a number of forward –looking authorities. Capita our retained Treasury Management Consultants are working with several districts on this initiative where the loans are allied to regeneration work.
- 3.4 Due diligence for any such proposals would be required for each specific loan to ensure risk is fully considered and managed/mitigated to an acceptable level. There could be Minimum Revenue Provision (MRP) implications as the Council would be lending for a capital purpose. State Aid implications would also have to be considered although our departure from the European Union may make this less relevant or even irrelevant.
- 3.5 A number of Councils have utilised their powers under the Localism Act to achieve individual service objectives (such as economic development and regeneration priorities) that have included the need to borrow from the Public Works Loans Board and provide loans and financial assistance to appropriate external organisations. The range of external partners includes commercial developers, housing associations and Local Authority Trading Companies to unlock opportunities in their locality for development purposes. Examples are numerous and include City of York Council, Hambleton District Council, Cambridgeshire County Council and Northampton Borough Council. Other Councils such as Wychavon District Council and Stratford-upon Avon have used their own internal balances to provide loans to third parties. Appendix A sets out further detail on examples of other Councils who have or who intend to offer loans to third parties.

4. KEY ISSUES

- 4.1 Whilst the Council does not currently have any specific proposals for loans to third parties, it is timely to secure agreement of this policy in principle to complement our regeneration and economic development priority and provide another “tool in the toolbox” to assist with future financial sustainability.
- 4.2 It is important to note that these loans would be made on a commercial basis as it is not the intention to subsidise businesses or be a lender of the last resort. The State Aid considerations will ensure that a commercial rate of any loans is set and will be an important part of the due diligence process.
- 4.3 Given the potential scale of these opportunities and the fundamental change in the Council’s fiscal policy required to enter into such arrangements, this report seeks Cabinet’s endorsement of this policy and recommendation to Council for approval. It does NOT seek approval to enter into such a loans, this would be the subject of further reports to Cabinet in due course following consideration by Cabinet of further investigation and due-diligence and subject to this having a positive outcome. Each case would be considered individually and at this stage no decisions or assumptions have been made on the exact detail of proposals including duration of loans as this will vary. It is initially envisaged that loan durations will be kept as short as possible taking into account the pay-back period of proposals and the associated cash flows of both parties.

- 4.4 The experience of other Councils that have made similar third party loans is that there is benefit in considering larger scale schemes involving physical property assets that can be used as collateral to mitigate any risk of repayment defaults. This can potentially reap better economic, housing and regeneration outcomes whilst being cost effective in terms of administration and due diligence costs.
- 4.5 Consideration of this policy complements the approval by Council in July 2016 for further work to develop the business case(s) for proposals that could meet need where the market is failing to address local issues and to establish a Local Authority Trading Company (LATC) where the business case means this is the most viable option. It could potentially be used as a funding source for a wholly owned LATC and therefore be useful to expedite such an opportunity if the business case supports this.
- 4.6 There are a number of benefits and risks associated in entering into such an arrangements and these will be set out in full in further reports for specific proposals. Appendix B is a Flow chart showing key issues to consider for due diligence of any loans to third parties, relevant issues that will be considered will include the following matters:
- a) Identification of objectives – links to corporate priorities/income generation – this will include determination of whether or not proposals meet regeneration and economic objectives; each proposal will be considered on a case by case basis;
 - b) Due Diligence – including check against statutory powers;
 - c) State Aid Considerations;
 - d) Setting of commercial rate for loans;
 - e) Accounting issues – including categorisation of expenditure;
 - f) Collateral/Security on loans granted;
 - g) Costs of Service recharge;
 - h) Financial Assistance – can the full sum to be loaned be borrowed?
 - i) Minimum Revenue Provision Policy (MRP);
 - j) Full Risk assessment including ongoing monitoring of covenants and credit quality of borrower;

4.7 Other sources of funding

- 4.7.1 There are also a number of other sources of loans that businesses can consider to help them achieve regeneration and economic development objectives. Generally, eligible local businesses can benefit from a variety of national, regional and locally based funding programmes ranging from the traditional equity investment by the sale of shares, overdrafts, private sources, financial institutions and non-traditional lenders including, recently, crowdfunding platform, through to Local Authority/Private sector sponsored loans and EU funded grants.
- 4.7.2 Central Government has a number of programmes to incentivise and support private sector equity finance raising programmes, which, with the exception of revenue forgone by the tax relief schemes, do not use public money. It also provides guarantees and security for bank lending and investments.

- 4.7.3 More locally Finance Birmingham offer support for debt, mezzanine and equity funding of up to £2million per business and a range of approved and planned EU grant programmes, through GBS and Worcestershire LEPs, can, and should in future, offer either revenue or grant funding between £10,000 and £200,000, depending on the specific programme. This is in addition to WFDC's own modest start up grants (up to £500) and "booster" grants (up to £2,500).
- 4.7.4 More specifically, "Impetus Marches" offer Worcestershire based businesses (and those in neighbouring County authorities) loan funding for local start ups (£1,000 to £25,000) and growing businesses (£1,000 to £150,000). In addition and on October 12th 2016, Worcestershire County Council and a private sector loan company will launch a business loan fund for SMEs unable to secure finance from traditional lenders. Loans will be offered between £10,000 and £50,000.
- 4.7.5 Consideration (and advice as appropriate) would be given to these alternative sources of funding when considering any proposal for a loan to a third party to maximise all sources of funding in the district. However whilst it is important to explore other funding sources, it is possible that for some proposals, this Council's ability to consider loans may be more attractive to third parties wishing to develop/invest in the area. This proposal would therefore provide another useful "tool" to assist in the delivery of regeneration, housing and economic development options.

5. FINANCIAL IMPLICATIONS

- 5.1 These proposal for loans to third parties would be outside the current Treasury Management Service Strategy (TMSS) although closely allied (particularly in terms of MRP Policy) to it and requires a report to council to approve a new policy. This Policy report will also be considered by the Treasury Management Panel at its February meeting as it is closely allied to the TMSS.
- 5.2 Local Authorities may provide loans to third parties and/or companies (including wholly owned subsidiaries) however where State Aid applies the rate applied to the loan will need to be compliant with EU requirements. This will involve a review of the collateral/security and application of a market rate or suitable margin over Council source of funding. Specialist external advice would be taken to report on these issues and ensure overall due diligence of each specific proposal is robust before presenting a business case to Cabinet.
- 5.3 A budget of £50k is available for this due diligence work from the Innovation Fund. This sum recognises the inherent legal and financial complexity of this new proposal and need to use external advisors to mitigate risk to the Council.
- 5.4 The driving force for this policy would be to support regeneration, housing and business investment in the district and to achieve this we would seek approval to invest our capital where appropriate in the form of lending to third parties.
- 5.5 Accounting regulations allow for loans to be used for capital purposes to be treated as capital expenditure in the Council's accounts. This would require approval of the scheme to be included in the Council's Capital Programme thus increasing the Capital Financing Requirement (overall borrowing requirement) creating the headroom to facilitate loans from the PWLB.

- 5.6 The Chief Financial Officer will need to make the requisite updates to the Financial Regulations and Treasury Management Service Strategy (TMSS) in due course if the proposal is approved. The prudential indicators included in the TMSS report for 2017/18 to be approved by Council in February 2017 would need to reflect the approval including a revision of the Authorised Limit being the statutory maximum limit for external borrowing and the Operational Boundary being the expected borrowing position of the Council.
- 5.7 In terms of accounting treatment, loans to owned companies will be shown as long term investments. Other loans will normally be treated as long term debtors.
- 5.8 It is highly likely that minimum revenue provision (MRP) will need to be charged and as thus factored into the business case for proposals although this will be linked to the approved policy in the Treasury Management Service Strategy and also be dependent on specific loans factors. Each case will be reviewed individually and there may be scope in some instances to defer MRP by earmarking the repayment of the loan.
- 5.9 It is recommended that an initial allocation of £10m is made to the capital programme in 2017/18, to support progression of this policy, this being a maximum sum. Expenditure will be subject to specific Cabinet approval and due diligence for each proposal as set out in Section 2 – recommendations of this report.
- 5.10 It is recommended that financing of any such loans be delegated to the Chief Financial Officer to allow flexibility for the use of internal balances that may be available together with PWLB or other borrowing depending on prevailing cash flow and market conditions.
- 5.11 For the purposes of this strategic policy proposal, the revenue implications can, initially, be assumed to be revenue neutral since financing costs will be more than covered by the charging of a market rate, including a margin over the council source of funding. If the proposal is approved the costs of financing the Capital allocation will be included in the revenue budget, offset by the loan repayment income. Appendix C shows early modelling of the gross cost to the council to fund this new policy.
- 5.12 The strategic objective of this proposal is not only to generate a margin on the funding costs themselves but primarily to generate additional business rates, potentially new commercial revenue income streams and/or council tax income. This will be assessed and confirmed as part of the detailed examination of each business case and due diligence process. The potential for net income streams will be developed further and subject to Council approval, modest future income streams included and reported as part of the overall budget process.

6. EQUALITY IMPACT NEEDS ASSESSMENT (EIA)

- 6.1 This is a financial report and an EIA is not required.

7. RISK MANAGEMENT

- 7.1 Achieving financial sustainability is the most significant risk facing the Council. Reducing government funding, continued financial austerity and the pressure for Councils to strive for financial independence all means we must look to new innovative ways to “grow” both housing, commercial and regeneration investment in our area. It also offers the potential to cover costs, make a financial return on any loans granted and even share in commercial income streams. This proposal seeks to do this, complementing the Local Authority Trading Company (LATC) Policy without incurring unacceptable risk.
- 7.2 This proposal is not without risks as set out in Section 4.3 of the Key Issues section; each proposal will be supported by a full report including a robust due diligence exercise. External due diligence using specialist advisors will mitigate this risk as part of the specific business case consideration and approval by Cabinet prior to the decision to enter into any such arrangement. This work will include:
- Review of financial management/board, value for money, regulatory, subsidiary company, Treasury management and other compliance issues.
 - Review viability of business plans/cash flows which will support any loan repayment.
 - Credit checks
 - Identify present and longer term risk areas.
 - Continuously monitor ability of borrower to service loan and their underlying credit quality, as well as quality and adequacy of the collateral provided.
- 7.3 There would be a risk to the Council of default. This risk would be mitigated by ensuring the business plan is viable and by seeking some security for the Council’s loan via a charge on the property or a guarantor. The financial impact of the risk of default will be mitigated by the detail and powers to take recovery action included in the loan legal documentation.

8. LEGAL AND POLICY IMPLICATIONS

- 8.1 There are a number of Acts that the Council can rely upon to legally provide loans to third parties. This includes the General Power of Competence under Part 1 of the Localism Act 2011.
- 8.2 The Solicitor to the Council is satisfied that sufficient legal powers exist and have been proven to be reliable given the number of Councils who have already made such third party loans and been subjected to external review. Individual projects would need to be given detailed consideration including testing of how they link in with approved priorities in the Council’s Corporate Plan.
- 8.3 For each proposal the Due Diligence report would include a review of the legal basis for such loans.

9. CONCLUSIONS

- 9.1 This proposal for a new Council Policy on Loans to Parties will help deliver our regeneration objectives in terms of both housing and commercial regeneration in accordance with our corporate plan priority “to support you to contribute to a successful local economy” whilst also potentially generating future income streams.
- 9.2 It will complement the approval by Council in July 2016 for further work to develop the business case(s) for proposals that could meet need where the market is failing to address local issues and to establish a Local Authority Trading Company (LATC) where the business case means this is the most viable option.

10. CONSULTEES

- 10.1 Corporate Leadership Team
10.2 Cabinet
10.3 Capita

11. BACKGROUND PAPERS

- 11.1 Cabinet report 14th June 2016 – Alternative Vehicles for the Delivery of Development Opportunities Including Establishing a Local Authority Trading Company (LATC)

12. Appendices

Appendix A – Details of other Councils offering similar schemes

Appendix B – Loans to Third Party Flowchart/Decision-making Tree

Appendix C – Simplistic Modelling to show the Gross Funding Costs of this Proposal

Loans to Third Parties

Examples of Other Councils who have/are Operating a Loans to Third Parties Policy

The detail of individual loans cannot be reported as these have been reported under exempt cover since they contain details that are commercially sensitive. They cover investment in new assets, build for sale, and build for rent or other operational powers. They may also have been made under a variety of service delivery arrangements including, partnership, Local Authority Trading Companies as well as direct third party loans for policy objectives.

Example 1 - Stratford-upon Avon DC

Loan to the local football club, this was to unlock the land for a regeneration project

Example 2 - Wychavon DC

Various exempt arrangements to work with developers usually involving development on Council land to be sold to as part of the scheme. Various sums have been loaned ranging from circa £50k to £2m for schemes including hydropower project, engineering company for training facility, football club for new stadium, regal cinema. They consider each proposal on a case by case basis.

Example 3 - East Cambridgeshire DC

This district council have allocated up to £5m as a loan to their LATC (Local Authority Trading Company) which has been established to build new houses in the area. This is referred to in their current Treasury Management Strategy in Section 2.1:

http://www.eastcambs.gov.uk/sites/default/files/agendas/fc280616_R43%20ApC.pdf. Capita are working with them on the associated due diligence to ensure the Council identifies risk and protects their financial interests.

Example 4 - Hambleton DC

Hambleton is quite similar in size to Wyre Forest District Council. In December 2014 Cabinet approved a loan to Broadacres Housing Association to assist the local area in increasing housing opportunities for the community. This arrangement supports the delivery of the Council's affordable homes target in the LDF and the interest receipt, increased council tax and New Home bonus receipt aims to increase the Councils financial resilience. The maximum amount of the loan is potentially £35,000,000 drawn down in tranches. Capita undertook the significant due diligence work for this scheme. They are also using loans to third parties to fund Business Improvement District (BID) development.

Example 5 - Cambridgeshire

Cambridgeshire are another Council that are making loans to third parties to further their economic development priorities. This extract from their Treasury Management Service Strategy sets out the generic policy although details of individual loans are reported in exempt.

11: Future developments

Local Authorities are having to consider innovative strategies towards improving service provision to their communities. This approach to innovation also applies to councils' treasury management activities. The Government is introducing new statutory powers and policy change which will have an impact on treasury management approaches in the future. Examples of such changes are:

a) Localism Act

A key element of the Act is the "General Power of Competence": "A local authority has power to do anything that individuals generally may do."

b) Loans to Third Parties

The Council may borrow to make grants or loans available to third parties for the purpose of capital expenditure, as allowable under paragraph 25 (1) (b) of the Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 (Statutory Instrument No. 3146). This will usually be to support economic development, and may be funded by external borrowing.

http://www.cambridgeshire.gov.uk/site/scripts/google_results.aspx?q=Loans+to+third+parties

Example 6 - Northampton Borough Council

This Council has 4 significant loans to third parties as follows:

- Cosworth Limited (a subsidiary of Cosworth Group Holdings Limited), £1.4 million
- Northampton Rugby Football Club Limited (a subsidiary of Northampton Saints plc), £5.5 million
- University of Northampton, £46 million
- Northampton Town Football Club (NTFC) - £10.25 million – however KPMG the Council's external auditors have raised some financial management concerns about this particular loan and it is currently the subject of an investigation following the liquidation of the company created specifically for the purpose of delivering the development scheme.

There has been press coverage of the NTFC loan in recent weeks. It also features heavily in the 2015/16 KPMG Audit Findings report found at:

<http://www.northamptonboroughcouncil.com/councillors/documents/s50632/NBC%20ISA260%20201516%20FINAL.pdf>

Example 7 - Reigate & Barnstead Borough Council –

The Executive Committee on the 16 June 2016 considered a report to authorise the creation of a Local Authority Property Investment and Development Company including loan facilities. The detail of these loans cannot be shared as it was reported under exempt cover but the following is an extract of the open report:

.....the Company will seek loans from the Council that comply with State Aid requirements. Loans would include draw down provisions that meet the business case. Where property acquisitions are made by the Company, loans from the Council would be secured against the property by way of a legal charge (or mortgage) in favour of the Council.

The loans will be sourced from the Councils' capital reserves – where the Council would loan some equity – and the remaining finance will be sourced from the banking sector or through PWLB.

Example 8 - Wealden District Council

Cabinet September 2016 considered proposals to set up a Housing and Regeneration Company with funding from the district council to the LATC.

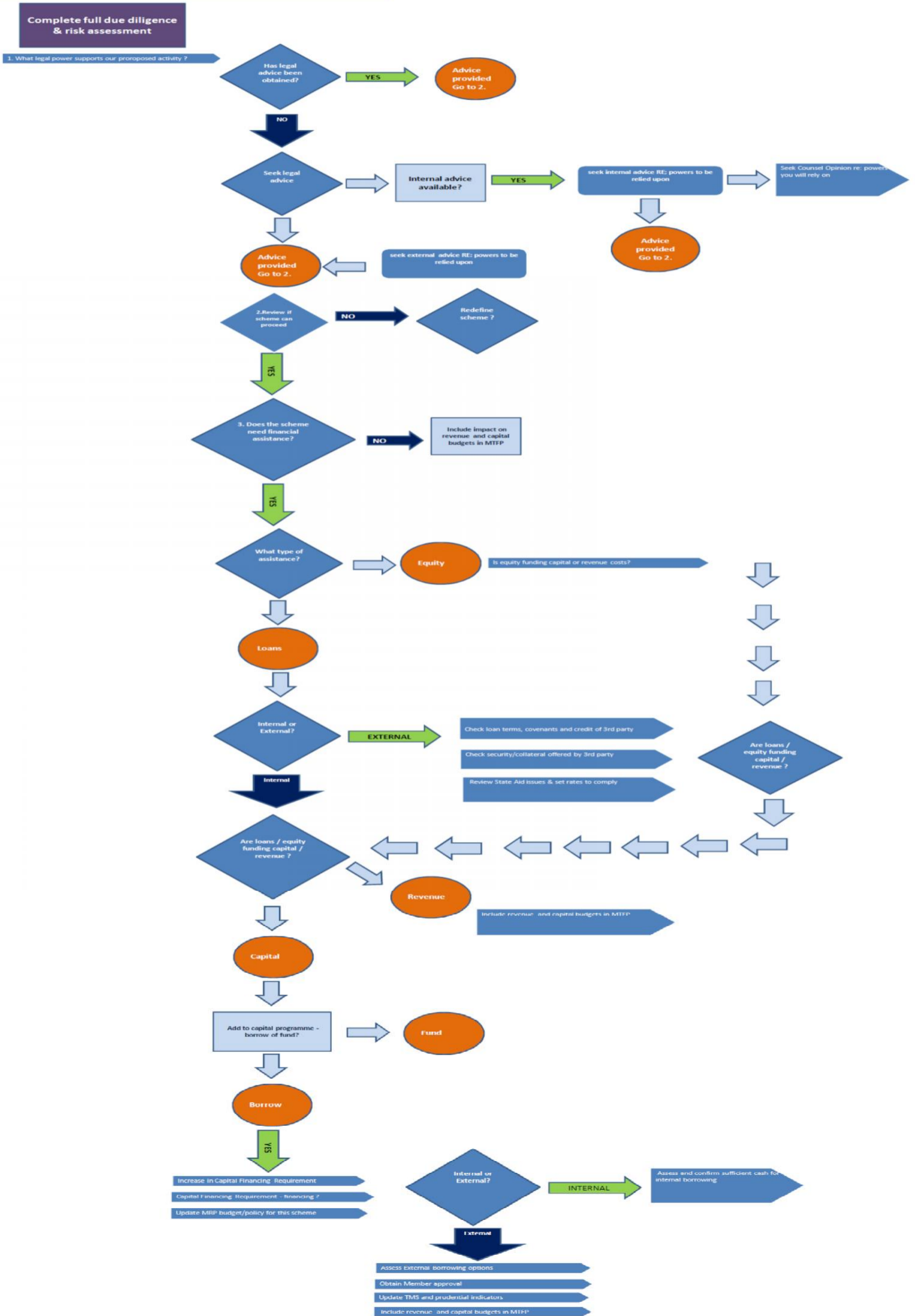
The company could offer the following:

- a. Housing for outright sale
- b. Starter homes
- c. Rent to buy
- d. Shared ownership
- e. Market rent
- f. Commercial regeneration opportunities

For full report see:

http://www.wealden.gov.uk/Wealden/Council/Website_Tools/Search_2016.aspx?q=Housing and Regeneration Company

Flow chart showing key issues to consider for due diligence of any loans provided to third parties



Simplistic Modelling of the Total Gross Funding Costs for Loans to Third Party Proposals (this will be continue to be developed and refined for specific loan applications). Assumes MRP is chargeable	Scenario A - 25 year asset life, 3.00% interest rate	Scenario B - 50 year asset life (new build full repairing lease) 3.00% interest rate	Scenario C - 25 year asset life, composite interest rate (based on average achieved over whole loan portfolio for 15/16)	Scenario D - 50 year asset life for MRP, composite interest rate (achieved over whole loan portfolio for 15/16)
	£10 Million	£10 Million	£10 Million	£10 Million
Capital Spend	£10,000,000	£10,000,000	£10,000,000	£10,000,000
Capital Receipts	£0	£0	£0	£0
Prudential Borrowing	£10,000,000	£10,000,000	£10,000,000	£10,000,000
PWLB rate 25 yr loan or composite rate	3.00%	3.00%	2.73%	2.73%
Asset Life in years* under query with Capita	25	50	25	50
Investment Rate	0.25%	0.25%	0.25%	0.25%
Minimum Return Required to Cover Funding Costs				
	Annual Funding Costs	Annual Funding Costs	Annual Funding Costs	Annual Funding Costs
Cost of PWLB Interest	£300,000	£300,000	£273,000	£273,000
Loss on investment interest	£0	£0	£0	£0
MRP	£400,000	£200,000	£400,000	£200,000
Total Funding annual costs before interest Margin	£700,000	£500,000	£673,000	£473,000
Minimum Annual Repayment before State Aid Margin on Interest (could be in the region of circa +2%) and also excluding due diligence/business case costs. This is based on a repayment loan agreement & includes principal element	7.000%	5.000%	6.730%	4.730%
IMPACT UPON PRUDENTIAL INDICATORS				
CAPITAL FINANCING REQUIREMENT				
Current highest projection (17/18)	£19,050,000	£19,050,000	£19,050,000	£19,050,000
Projected CFR	£29,050,000	£29,050,000	£29,050,000	£29,050,000
RATIO OF FINANCING COSTS TO NET REVENUE STREAM				
Financing Costs per latest budget (highest point est)	£1,300,000	£1,300,000	£1,300,000	£1,300,000
Add additional financing costs per above	£700,000	£500,000	£673,000	£473,000
	£2,000,000	£1,800,000	£1,973,000	£1,773,000
Net Revenue Stream (per budget)	£4,502,190	£4,502,190	£4,502,190	£4,502,190
Used 18/19 as NHB drops	£6,976,670	£6,976,670	£6,976,670	£6,976,670
	£11,478,860	£11,478,860	£11,478,860	£11,478,860
Prudential Indicator (Ratio)	17.42%	15.68%	17.19%	15.45%
Notes	<p>1. This is a simplistic model to show early indicative levels of the gross funding costs from the proposal for Loans to Third Parties. This will be continue to be developed and refined for specific project types taking specialist advice as appropriate.</p> <p>2. At this stage approval of the policy in principle is sought together with a Capital Programme allocation of the total £10m in 2017-18 with expenditure subject to scrutiny and Cabinet approval of each detailed business case for specific loan proposals. Each business case will include market information based on specialist advice as appropriate, together with sensitivity analysis (full risk analysis, capital and revenue budget and cash flow forecasts, accounting, treasury management, technical and legal considerations).</p>			

Cabinet Proposal for a Capital Portfolio Fund

1. Purpose

- 1.1 To set out the rationale for the Cabinet proposal to seek Council authorisation to borrowing of up to a maximum of £25m for investment in capital assets. These could be existing buildings or new buildings or land for development, to help deliver the Council's regeneration and economic development objectives in terms of housing and commercial regeneration in accordance with the corporate plan priority "to support you to contribute to a successful local economy" whilst also generating future net revenue income streams for the Council. These could be purchases or investments made jointly with other councils or private sector organizations.
- 1.2 The concept is not novel and has already been utilised in examining investment in industrial units but would not be limited to new build: purchase of existing capital assets or land for development would be within scope. Examples from other councils are shown in the addendum to this report although these are selective reports from only one media source and do not represent a comprehensive survey.
- 1.3 Investments could be considered within the footprint of the two local enterprise partnerships of which the Council is a member. In addition to any direct revenue return for the Council, such investments could also generate benefits for the Worcestershire business rates pool of which the Council is a member and/or demonstrate the role that the Council plays in supporting economic and housing growth in the two LEPs, encouraging a positive attitude by the two LEPs to future investment of LEP resources in Wyre Forest.

2. Background

- 2.1 Virtually all councils have portfolios of assets that support economic regeneration and development, such as the industrial units in Kidderminster owned by WFDC. Historically, some such investments may have been made without recourse to borrowing. As part of their response to grant reductions and the need to grow alternative sources of income, many councils are already undertaking a new wave of investment in capital assets which is often funded through borrowing. With the costs of borrowing being at historic lows, and even allowing for the costs of interest and repaying the borrowing, it is still possible to achieve returns from rentals etc. that produce a net revenue stream. Below are some examples cited in recent articles in the Financial Times. WFDC itself is already planning something similar with the proposed investment in industrial units which was supported by Cabinet at its meeting on 22 November: the adjustment to the capital plan to allow the project to proceed will be considered by Council at its meeting on 14 December.
- 2.2 As part of the medium term financial strategy, the Cabinet is also proposing a policy to support investment of up to £10m in loans to third parties for regeneration and housing projects. By asking Council to create the headroom as part of the capital programme, Cabinet does not have to go back to Council for agreement to include each proposed

loan in the capital programme. In other words, lending can proceed as soon as a viable business case has received approval.

2.3 There is no such mechanism in place for investments in new or existing capital assets. While there is some limited cash to deploy from the Evergreen Fund, the Council needs to be in a position to invest much more significant sums in order to generate a worthwhile return. This would have to come from borrowing. It will add bureaucracy and slow processes down if Cabinet has to obtain Council's agreement to include each investment in the capital programme.

2.4 The proposal is for a capital investment fund of up to a maximum of £25m that would allow Cabinet to go ahead with individual investments without the need to seek further Council approval. **Each investment proposal would depend, as with the industrial units approved on 22 November, on approval of a full business case by Cabinet following consideration by the Overview and Scrutiny Committee.** The business case would have to demonstrate how the investment would produce a net return for the Council, having allowed for costs of interest, minimum revenue provision and any other costs of acquisition and ownership (surveys, legal costs, due diligence, property management and maintenance, lost rental from property voids etc) to the extent that such tasks are not undertaken by the Council's staff. This will require a wide range of skills from identification of investment opportunities and property valuation and negotiation to financial analysis, legal support and so on. The Council does not have capacity to undertake all these roles internally for a portfolio of new investments. As part of this proposal the resourcing of the initiative will be considered including the scope for a new in-house post or posts to develop proposals and business cases for new investments but engaging external specialist advisors on an "as required" basis to provide the commercial skills and expertise essential to ensure the Council makes the right property investment decisions.

2.5 To illustrate how such an investment fund might assist the Council's revenue position, the table sets out the contribution that could be made assuming various different maximum investments and varying modest, net returns.

Net return after all costs	Investment £25m Full Year return
0.4%	£100,000
0.5%	£125,000
0.8%	£200,000

2.6 It would take some time to build up to such levels, and the Medium Term Financial Strategy assumes a conservative contribution over the first few years. Progress in achieving returns is likely to be swifter than in lending moneys to third parties as that depends on other organisations having schemes that require loan finance. Capital investments could potentially proceed more quickly as there are always existing capital assets on the market for purchase. Projects that involve new build can take more time to come to the point where they produce a return. Residential accommodation is expected to offer the "safest" returns in most cases because of uncertainty affecting other sectors such as retail, but all options would be considered. The proposal would allow investment in assets in Wyre Forest, which would provide a "virtuous circle" of assets that also contribute to business rates, council tax and other income, and these would generally be the preference subject to the level of returns that are achievable. However the fund would not be limited to projects in the district only, in order to provide access to a wider range of opportunities that could produce higher returns. The fund would therefore be limited to

investments in the areas of the two local enterprise partnerships of which WFDC is a member, thus allowing investment anywhere in the footprints of the Worcestershire and Greater Birmingham & Solihull LEPs.

2.7 Borrowing up to £25m would have significant financial implications for the Council. These are explored in the section on financial implications below alongside the measures for mitigating risk.

3. Statutory framework

3.1 It is first necessary to consider the statutory powers on which the Council would rely in order to proceed with the capital investment fund.

3.2 **The Council can borrow “for any purpose relevant to any of its functions under any enactment” under section 1 of the Local Government Act 2003, so long as it has sufficient revenue resources in order to meet the costs of borrowing including repaying the loan over time.** This is the prudential borrowing system. The Council decides what limit to set on its borrowing, having regard to affordability. The table in Appendix A sets out the impact on the affordable borrowing limit of borrowing £25m and more importantly the revenue implications of borrowing such a sum, based on a number of different potential interest rates and asset life durations

3.3 **The Council will rely on section 120 of the Local Government Act 1972 and section 1 of the Localism Act 2011 (general power of competence) in order to make purchases of assets for the capital portfolio fund. Section 120 of the 1972 Act gives a general power to councils to acquire by agreement any land, whether situated inside or outside their area, “for the purposes of...the benefit, improvement or development of their area”. Section 1 of the 2011 Act gives the Council the “power to do anything that individuals generally may do” and explicitly provides that the power extends to doing things elsewhere in the United Kingdom and “to do it for, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area”.**

3.4 The Council will be borrowing to purchase assets in order to do something for the benefit of the authority, its area or persons resident or present in its area. For example, this includes but is not limited to:

- (a) generating revenue income from property ownership that will benefit the Council's financial position in funding the range of services across the district;
- (b) generating revenue income that will allow the Council to keep down council tax which will benefit local residents;
- (c) securing higher business rates growth within the Worcestershire business rates pool of which the Council is a member, and which would benefit the Council;
- (d) encouraging a positive attitude by the two LEPs to future investment of LEP resources in Wyre Forest, which could represent a benefit to the area or persons resident or present in the area, as a result of the Council playing an active role in investing in economic and housing growth in the two LEPs' areas;
- (e) securing benefits for local residents (e.g. accessibility to jobs) by investments in assets in areas outside Wyre Forest.

3.5 **As far as officers have been able to establish, no other council has yet used the powers in the 1972 Act and 2011 Act to purchase assets outside their areas and used borrowing to do so. This does not mean that what is being proposed is illegal**

or an inappropriate use of the powers, which clearly and unequivocally envisage their use outside the area of the Council. However it means that there is an unquantifiable potential risk of greater challenge to the use of the powers in this way.

- 3.6 Unless there are good reasons to the contrary, it is intended that any individual investment would rely on the powers in section 120 of the 1972 Act and section 1 of the 2011 Act. Parliament has created a clear legal framework authorising councils to undertake expenditure funded by borrowing for a variety of purposes, including simply doing what “individuals generally may do”. There is nothing in legislation which precludes such expenditure simply for the purpose of achieving a financial return, which is plainly a “benefit” for the Council. The business case for each proposal will set out in full the specific legal powers the Council is using.
- 3.7 The Localism Act 2011 was drafted to encourage councils to develop new and innovative business models in ways that were previously disallowed. Under the General Power of Competence in section 1, as noted above, a local authority has powers to do anything that a private individual of full legal capacity may do giving authorities the power to take most reasonable actions which are “for the benefit of the authority, its area or persons resident or present in its area”. The power does not enable an authority to do anything which the authority was not able to do because it was not permitted by legislation in force before the Localism Act 2011. The General Power of Competence is not therefore a panacea but is subject to restriction. However, individuals do have the power to borrow and it is feasible that section 1 may be relied upon as enabling the authority to borrow to invest.
- 3.8 Commercial activity: section 1 may allow an authority to invest in property for a return but that activity is likely to be characterised as an activity for a commercial purpose and cannot therefore be undertaken directly by the authority (section 4, Localism Act 2011). It may be pursued through a company formed for that purpose and being within the meaning of section 1(1) of the Companies Act 2006. **There will be attendant corporation and income tax liabilities but also potential tax advantages such as capital allowances which will need to be addressed in a business case. The formation of a property company will be considered if appropriate. Utilisation of such a company would require the preparation of a thorough and detailed business case and these and other considerations such as the financing of the company and any state aid issues would need to be addressed in that document.**
- 3.9 However, if an investment is made for the purposes of facilitating another function or functions of the Council, for example the encouragement of economic development by facilitating new businesses to open up in or relocate to Wyre Forest (or our wider LEP membership areas) or with our function to achieve economic regeneration, this would not be perceived as being for a commercial purpose. The resulting income from monies so invested would not therefore need to be contained within a company structure.

4. Financial implications

- 4.1 The proposed capital investment fund will work only if the returns achieved from investments exceed the cost of borrowing by some margin, as other costs will also need to be covered in full as explained in paragraph 2.4 above.
- 4.2 Because WFDC would have to borrow most of the money in order to resource an investment fund, the net returns would be lower than some other councils might achieve

as they are able to use cash reserves. Nevertheless even if net returns were a modest 0.4% or 0.5%, the financial contribution to the Council could be worthwhile. The Medium Term Financial Strategy takes a cautious approach in estimating what returns might be achieved. These give an indicative but realistic assessment of the minimum benefit that might be secured

4.3 An increase in the council's borrowing would require significantly higher borrowing limits under the prudential borrowing regime, potentially trebling the current borrowing limit once the separate Cabinet proposal in respect of loans to third parties is taken into account. This is permissible – the Council sets its own borrowing limits having regard to the affordability of funding the borrowing. Since all the investments would be intended to be self-financing and to produce a return for the Council, there would be no overall impact on council tax. The Treasury Management Service Strategy including the prudential indicators will be updated if this proposal is approved, to reflect the significant increase to the borrowing limits.

4.4 As this proposal is only for approval of the policy in principle, in the absence of the detail of investment opportunities, a modest approach in respect of investment returns has been assumed and included in the Financial Strategy. Based on approval of £25m Capital Funding in 2017-18 net revenue implications as follows:

2017-18 Net cost £100,000 (to allow for additional capacity and external support to assess opportunities and deliver business cases)

2018-19 Net return after all costs of £50,000

2019-20 Net return after all costs of £75,000

4.5 While the proposal is envisaged to produce a net benefit for the Council, it is important to draw attention to the significant financial implications that the Council would face in borrowing up to £25m and the mitigation measures that would be adopted to reduce risk. The table in Appendix A sets out that, depending on the term of borrowing and interest rates, the Council could easily be exposed to annual revenue costs ranging from about £1.2m to £1.8m. In the worst case scenario (where the Council was committed to borrowing costs but was receiving no revenue at all from assets it had bought), the costs could not be covered solely by increasing council tax, even if that was supported politically. It is thus critical to adopt robust arrangements to analyse investment proposals and proceed only with those that are considered to provide a low risk to achievement of revenue to meet all costs and provide a financial return in addition.

5. Decision-making and Risk Management

5.1 The investment fund would place demands on the council for preparation of business cases and other activity to implement investments and – in some cases – their direct management. While the Council has some capacity for such work with its existing property portfolio, the expansion of the portfolio that might result from this proposal would require additional staffing and specialist resources as noted above and/or activation of a local authority trading company. Some of the costs would be ongoing (for example, property management and maintenance), while others would be one off (such as legal and other professional costs associated with a purchase). The costs of the additional work, however it is undertaken, would be taken into account in the business cases and overall management of the investment fund: ultimately, they depress the net return that would be achieved. Reasonable allowance would also need to be made where appropriate for issues that can affect revenue income – for example, the level of voids in rented property, business rates and maintenance/management costs not recharged to

tenants.

- 5.2 There would be risks attached to acting in this commercial way. Due diligence and a robust business case for each proposed investment would mitigate this risk. Consideration will also be given as to whether future ownership of these investments should be vested in a LATC to optimise the Council's financial and taxation position and further mitigate risk.
- 5.3 If this proposal is progressed, business cases for specific proposals would be presented to the Overview and Scrutiny Committee for its consideration prior to approval by the Cabinet. Each case would be considered individually and at this stage no decisions or assumptions have been made on the exact detail of proposals for investment. It is initially envisaged that only high-quality, low risk investment will be made following robust due diligence including consideration of a detailed business case in each instance.
- 5.4 There is a potential risk that the Government might seek to rein back on the prudential borrowing regime if councils' external debt continues to grow significantly as a result of initiatives identified in the Daily Telegraph articles. The Secretary of State has a specific power to limit councils' borrowing under section 4 of the 2003 Act – this can be exercised by regulations for all councils “for national economic reasons” or by direction to an individual council “for the purpose of ensuring that the authority does not borrow more than it can afford”. However, so long as councils can demonstrate that any additional borrowing is affordable (as WFDC would have to do), there seems no reason why the Government should remove or limit discretions that councils already enjoy.
- 5.5 Achieving financial sustainability is the most significant risk facing the Council. Reducing government funding continued financial austerity and the pressure for councils to strive for financial independence all mean that the Council must look to new innovative ways to “grow” both housing, commercial and regeneration investment in our area and also within the wider 2- LEP geographical footprint. Capital Investment opportunities would not proceed unless the business case showed that the council could cover costs, by making a financial return by commercial income streams exceeding all costs. The proposal seeks to do this, complementing the adopted policy on creating a Local Authority Trading Company, without incurring unacceptable risk.
- 5.6 Each proposal will be supported by a full report including a robust due diligence exercise. Due diligence using specialist advisors/in-house expertise will mitigate this risk as part of the specific business case consideration and approval by Cabinet prior to the decision to proceed with an investment. This work will include:
- Review of the quality of the proposed investment, commercial yield, financial management/board, value for money, regulatory, subsidiary company, Treasury management and other compliance issues.
 - Review viability of business plans/cash flows which will support any investment; property ownership comes at a price and all of the costs would be factored into each business case.
 - Credit checks
 - Identify present and longer term risk areas
 - Continuously monitor quality of investment and assess market and economic changes that could influence a decision to retain or dispose of the assets.
- 5.7 There would be a risk to the Council of not achieving sufficient commercial return to

cover the costs of borrowing for and holding the property investment. This risk would be mitigated by ensuring the business plan is viable and by managing the property on a commercial basis including specialist advice where relevant. The financial impact of the risk will be mitigated by the physical ownership of an asset although it is important to realize that, if poor investment decisions are made, it may be necessary to retain lower income yielding properties to avoid losses on disposal. The financial extent of this risk is set out clearly both in section 4.5 and Appendix A. Given the proposed £25m maximum capital approval and the revenue implications of consequent debt compared to total revenue balances held of circa £14m (as at end of 2015-16), there is therefore a risk that the level of borrowing may not be considered to be prudent even though it meets the tests in the 2003 Act. This risk would be increased if, despite a business case showing viability at the point of investment, external/unforeseen influences reduced future yields to levels where reserves were insufficient to use as a buffer to protect the Councils overall financial position. Due diligence work on each specific business case will seek to mitigate this risk to an acceptable level before approval is recommended.

6. Conclusion

- 6.1 The approval of the principle of a capital investment fund could be a major feature in helping to secure the future financial sustainability of this Council. Whilst the proposal is not without risk, each proposal for investment will be subject to robust due diligence and a full business case will be presented to members using commercial expertise as appropriate to protect the Council's financial interests and mitigate risk.
- 6.2 This detailed proposal sets out the proposed framework for the new approach to property ownership and funding in advance of specific proposals to aid transparency and reflect good governance in practice. Whilst this covers the generic framework, the business case for each proposal will provide more specific detail including legal powers (and how the proposal meets the reasonableness test in terms of linkages to corporate priorities as appropriate) and full risk analysis/management.

Addendum to Cabinet Proposal for a Capital Investment Fund

Summary of articles in Financial Times

“Local councils spend £1bn on business parks and shopping centres”,
18 October 2016

Councils have spent more than £1bn on real estate in 2016 in their biggest commercial property purchases for decades.

Councils spent more than £780m in the third quarter, more than in the preceding three years put together, on income-generating property assets.

Spelthorne borough council in Surrey spent more than £350m on the BP Business Park in Sunbury. It used a 50-year fixed-rate deal with the PWLB and increased its borrowing limit to buy the park.

Guildford borough council bought Wey House office block in Guildford for £22.7m in October. Eleven purchases in the third quarter were of shopping centres and retail parks.

The local council paid £80m for a 50 per cent stake in the Whitefriars shopping centre in Canterbury, Kent in July.. The Red Rose shopping centre in Sutton Coldfield was bought by Birmingham city council for more than £10m.

Local authorities can borrow from the PWLB at about 2.5 per cent, while yields on assets tend to be between 4.5 per cent and 7 per cent, and up to nearly 10 per cent on some warehouses.

“UK councils hope shopping centre rents will keep them afloat”,

October 3, 2016

Councils are using cheap government debt to buy shopping centres - the rental payments can help to keep their local services running.

Since 2010, at least eight councils have invested in shopping centres, either buying them outright or taking a large stake alongside a private sector operator. Five of these purchases were in 2016. Canterbury City Council borrowed £79m for a 50 per cent stake in the city’s Whitefriars shopping centre. Shopping centres can yield 8 per cent or more in annual rent payments

Councils’ record in investing money is not perfect. Many councils had a total of £1bn in Icelandic banks when that country’s financial system collapsed in 2008: most of the money was eventually returned.

There can be significant risks of property investment in retail premises. For example, many clothes shops are experiencing sharp declines in sales, which are blamed on unseasonable weather and the rise of internet shopping.

The failure of British Home Stores illustrates this. In March, landlords reduced rents at BHS’s stores by as much as 75 per cent — but experienced 100% drop in income when BHS closed. Basingstoke and Deane Borough Council used cash reserves to buy The Malls, Basingstoke’s main shopping centre, in 2010 and started a programme of investment.

The Council leader said “It is not a game to be played by amateurs... it is absolutely what local authorities should be doing.”

Simplistic Modelling of the Minimum Return Required from Capital Portfolio Fund Proposals to cover Funding Costs (this will be continue to be developed and refined with Hurdle rates agreed for specific project types	Scenario A - 25 year asset life, 3.00% interest rate	Scenario B - 50 year asset life (new build full repairing lease) 3.00% interest rate	Scenario C - 25 year asset life, composite interest rate (based on average achieved over whole loan portfolio for 15/16)	Scenario D - 50 year asset life for MRP, composite interest rate (achieved over whole loan portfolio for 15/16)
	£25 million	£25 million	£25 million	£25 million
Capital Spend	£25,000,000	£25,000,000	£25,000,000	£25,000,000
Capital Receipts	£0	£0	£0	£0
Prudential Borrowing	£25,000,000	£25,000,000	£25,000,000	£25,000,000
PWLB rate 25 yr loan or composite rate	3.00%	3.00%	2.73%	2.73%
Asset Life in years	25	50	25	50
Investment Rate	0.25%	0.25%	0.25%	0.25%
Minimum Return Required to Cover Funding Costs				
	Annual Funding Costs	Annual Funding Costs	Annual Funding Costs	Annual Funding Costs
Cost of PWLB Interest	£750,000	£750,000	£682,500	£682,500
Loss on investment interest	£0	£0	£0	£0
MRP	£1,000,000	£500,000	£1,000,000	£500,000
Total Funding annual costs	£1,750,000	£1,250,000	£1,682,500	£1,182,500
Minimum Annual Return before management costs and all costs of property ownership (eg Business Rates, insurance, repairs - eg assuming full repairing leases etc) and also excluding due diligence/business case costs	7.000%	5.000%	6.730%	4.730%
IMPACT UPON PRUDENTIAL INDICATORS				
CAPITAL FINANCING REQUIREMENT				
Current highest projection (17/18)	£19,050,000	£19,050,000	£19,050,000	£19,050,000
Projected CFR	£44,050,000	£44,050,000	£44,050,000	£44,050,000
RATIO OF FINANCING COSTS TO NET REVENUE STREAM				
Financing Costs per latest budget (highest point est)	£1,300,000	£1,300,000	£1,300,000	£1,300,000
Add additional financing costs per above	£1,750,000	£1,250,000	£1,682,500	£1,182,500
	£3,050,000	£2,550,000	£2,982,500	£2,482,500
Net Revenue Stream (per budget)	£4,502,190	£4,502,190	£4,502,190	£4,502,190
Used 18/19 as NHB drops	£6,976,670	£6,976,670	£6,976,670	£6,976,670
	£11,478,860	£11,478,860	£11,478,860	£11,478,860
Prudential Indicator (Ratio)	26.57%	22.21%	25.98%	21.63%
Notes				
1. This is a simplistic model to show early indicative levels of the minimum return required from the proposed Capital Investment Fund to cover basic funding costs. This will be continue to be developed and refined with Hurdle rates agreed for specific project types taking specialist advice as appropriate.				
2. At this stage approval of the policy in principle is sought together with a Capital Programme allocation of the total £25m in 2017-18 with expenditure subject to scrutiny and Cabinet approval of each detailed business case for specific proposals. Each business case will include market information based on specialist advice as appropriate, together with sensitivity analysis (re rental rates and occupancy levels), full risk analysis, capital and revenue budget and cash flow forecasts, accounting, treasury management, technical and legal considerations.				

GREEN STREET DEPOT 2020 MASTERPLAN – IMPROVE AND INVEST

“A useable asset making us money, not costing us money”

1. Purpose

In March 2015 WFDC Cabinet made the decision to remain at the Green Street depot site and to develop strategies to improve and invest in the asset to increase functionality and sustainability. A strategic masterplan detailing the vision and future for the site has been developed so that a high level business case can be included in the 2017 -20 medium term financial strategy (MTFS).

The initial master planning phase has been concluded by six property consulting ltd in consultation with the project team. High level costs are now available to inform the preparation of budgets for the medium term.

2. Masterplan Strategy - vision

WFDC has set in place high level aspirations for the depot to be transformed into a facility that is operationally efficient, healthy and safe for its users and commercially sustainable.

The vision for the depot is to develop an asset that is making us money, not costing us money.

The depot is a significant well placed asset on the periphery of Kidderminster town centre and in close proximity to primary traffic routes, business and public spaces.

The high level strategic assessment has identified that it has significant capacity and capability for improvement, modernisation and redevelopment and the detailed masterplan should identify strategies to **enable existing space to be managed in an efficient and considered manner, promoting flexibility and adaptability for the future.**

The initial study identifies that the current site layout could be exploited and re-defined to create an integrated environment and facility that could accommodate additional offices or workshops, commercial units for other partners, and in a way that strongly aligns with the Green Street Conservation Area Management Plan.

High level costs are given as a cost range and must be taken as broadly indicative at this stage as they are both conceptual and based on a number of assumptions.

The first phase of redevelopment is judged to cost up to £1.1m and this will include undertaking essential repairs and maintenance as outlined in the CIPFA conditions survey (£464K) which includes making the two locally listed buildings on site wind and waterproof and fit for further redevelopment.

In addition, other costs will be used on depot priorities including upgrading and developing new office accommodation, infrastructure improvements and upgrading. This is estimated to be in the region of £650k

It is proposed to carry out these works in 2017/18 as the first phase of redevelopment for the site in order to achieve step 1 of the masterplan.

Step 1. Make better use of the space for the Council's purpose of delivering operational services in a safe environment

- **It is recommended that early action is taken to address essential structural, wind and water tight repairs to stabilise the immediate condition of the depot's buildings, particularly blocks 1 (administration and stores locally listed building) , 2 (operational area) and 3 (Carpenters building).**
- **Over half of the floor space in Block 1 is used for storage, welfare and infrastructure this is non productive. Re-ordering and reorganising this space will unlock the remainder of the estate for commercial gain or community benefit**

A further business case outlining a second phase of upgrading will be prepared in due course by the project team.

3. Funding

The first phase of the master plan identifies a construction budget of £1.1m. This would be funded from Prudential borrowing from the PWLB and would have revenue implications of circa £67k per year including borrowing costs.

It is recommended that phase 1 of the Depot 2020 improve and invest plan should include the essential improvements to make the stores building and the carpenters locally listed buildings wind and watertight, suitable for current use in the short term and to support future adaptation and redevelopment and all other health and safety works are carried out at the site in line with the CIPFA conditions survey at an estimated cost of £464k

In addition refurbishment of block 1 (stores/admin) be undertaken to developers Cat B fit out at an estimated cost of £650k

Further development of a detailed business case to support future capital investment on the site will be finalised to support the 5 year strategic plan.

In line with the recommendation in the medium term financial strategy it is proposed that an amendment is made to the capital programme for capital investment into the Green Street Depot site of up to a maximum of £1.1m to update to an improved standard and to provide a more commercial financially viable depot service. This will be subject to approval of a full business case by Cabinet.

The first phase of the strategic plan, estimated to be in the region of £1.1m could be implemented in 2017/18 following a procurement exercise in line with Contract Procedure Rules.

4. Financial and non-financial benefits of Depot 2020

The project is expected to produce income opportunities and offer potential for cost reductions which will be explored in the detailed business case for phase 2. These are unlikely to cover the full cost of the capital investment if funded solely through borrowing. This is because of the level of basic upgrading and health and safety improvements required in the proposed first phase of works. Elements of these works have already been undertaken during this financial year using Earmarked Reserves specifically for this purpose.

There is the potential to offer rentals on the basis of fully serviced facilities – IT, reception etc. In WFH this equates to a minimum of £25 per square foot. Figures above the current rentals paid by tenants at Green Street may therefore be achievable.

In addition there are non-financial benefits including improved operational effectiveness providing better working environment for staff in line with corporate standards elsewhere and securing a sustainable future for locally listed buildings offering unique rental opportunities. These will also be set out in the detailed business case.

The detailed business plan for phase 2 will outline the potential income streams together with a profiled cash flow to reflect the timing of this work.

CABINET PROPOSAL BRIEFING PAPER
Subject Title: Brinton Park HLF Project
1. Introduction

- 2. This proposal seeks to identify capital funding as a contribution towards an ambitious Heritage Lottery Bid in 2017 for Brinton Park.**
- 3. The lottery bid seeks to improve and enhance the green space and bring back heritage features from the original plans by Meredith through a funding bid of £2-3 million.**

4. Background

The aim would be to attract at least £3million from the lottery which equates to £300k partnership funding. This would be made up of an existing Section 106 budget, the proposed capital allocation identified in this cabinet proposal and £100k partner/voluntary sector/ fundraising budget.

The master plan will be refined and elements of the plans will be subject to the level of overall partnership funding.

Key elements within the project are:

- Implement a small lake and bridge on the site of the former paddling pool
- Build a new Pavilion (which was in the original plans by Meredith) with cafe & toilets
- Improve the entrances and perimeter fencing
- Improve signage and interpretation
- Get people involved and learning about the Parks heritage
- Improve car park, footpaths, toilets
- Create an amphitheatre in front of the bandstand with landscaping
- Improve the floral and shrub displays on the bank up from the pool
- Create vistas out of the park and into the park
- Improve retaining banks
- Create WW1 Memorial – location of old tank
- Improve lighting

5. High level costs

Brinton Park HLF Project 2016				
ANTICIPATED PROJECT COSTS				
Development Phase		Estimated Cost		
If successful with Stage 1 can apply to utilise £150k for development costs to deliver stage 2 application (10% has to be partnership funding)		£150,000.00		
TOTAL DEVELOPMENT PHASE COSTS		£150,000.00		
Restoration Project Capital Works - Delivery Phase				
New pavillion sympathetic to original JT Meredith design to house café and toilets		£500,000.00		
Amphitheatre to Bandstand		£70,000.00		
Extension and improvement of Old Pals building to accommodate Scouts/Activity Centre/Training space		£300,000.00		
Car park design and entrance works		£230,000.00		
Moon Lake reinstatement and features		£290,000.00		
Restoration of original entrance gates and railings to original Meredith design		£270,000.00		
New paths, adjustments and removals to achieve desire lines		£200,000.00		
New sustainable planting schemes		£30,000.00		
Historical benches (40 @ approx £1.2k each)		£48,000.00		
Reinstatement of Four Winds Shelter		£80,000.00		
WWI Memorial (proposal to be sited where tank was previously)		£70,000.00		
TOTAL CAPITAL WORKS COSTS		£2,088,000.00		
Other costs associated with capital works and Delivery Phase				
Fees & Other costs - 12%		£250,560.00		
Contingency - 15%		£313,200.00		
Heritage Ranger - funded for 3 yrs by the project, after that income generated from the park covers the cost		£90,000.00		
Activity Ranger - funded for 3 yrs by the project, after that income generated from the park covers the cost		£90,000.00		
TOTAL DELIVERY PHASE COSTS		£743,760.00		
TOTAL PROJECT COSTS		£2,981,760.00		
ANTICIPATED PROJECT FUNDING				
Section 106		£100,000.00		
Fundraising minimum (Business and partners support, Scouts applications, other funding applications)		£100,000.00		
WFDC Potential Contribution		£100,000.00		
PARTNERSHIP FUNDING TOTAL (must be a minimum of 10% of the total project costs)		£300,000.00		
HLF Grant (£135,000 for development phase, £2,546,760 for capital project)		£2,681,760.00		
TOTAL PROJECT FUNDING		£2,981,760.00		
Assumptions and Information:				
1. No VAT has been factored in to project costs				
2. As the HLF Grant request is for more than £1million partnership funding must contribute at least 10% of the costs of the development and delivery phase				
3. Every additional £100k found in partnership funding opens up the option of an additional £1million from HLF				
4. The greater the partnership funding as a percentage of the overall project cost the more likely the application is to be viewed favourably.				
5. Costs are currently based on estimates				

6. Issues

In preparation for the February deadline the project team will be holding a consultation event on 30 November at the Town Hall and working hard to promote the bid process through the usual media channels and the development of a web site in partnership with the Brinton family.

The outcome of the February bid will be known in June 2017. If the bid is successful throughout each stage of the bidding process, work would commence, at the very earliest, in 2018/19.

Following research into other successful projects officers would anticipate a healthy contribution to the overall revenue of the development with a commercial approach to cafe facilities. This fits entirely with the income generation strategy and would afford

the Council a potential joint venture or in-house provision. One could expect the same level of growth to gross income as other service areas have recently achieved with the focus on commerciality, where growth of 14% – 30% over three years has been realised. There is strong public support for this type of facility and the income generation group is fully committed to supporting this commercial aspect of the bid.

This investment should create a business opportunity for the Council and generate a long term income stream. The payback (for the £100K) will be calculated once the business case for the cafe is developed further.

7. Financial implications

It is proposed that an allocation of £100k Capital funded by prudential borrowing together with the formal allocation of the S106 funding of £100k to the capital programme be considered as part of the MTFP, including adjustments to the revenue budget to reflect the costs of borrowing. Further financial implications will be considered once the detailed business case is developed but the initial allocation of capital funding will facilitate timely progression of the HLF £2 - 3m funding.

8. Recommendations

Cabinet is asked to note the high level costs for the project and the progress of work to date. It is recommended that £100k is allocated **in full** so that an ambitious £2- 3 million bid can be submitted in February. With this financial support identified at this stage the project team can progress with confidence that an application for £2m plus can be submitted by 28th February 2017.

Director	Linda Collis
Lead Officer (if different)	Lesley Fox

WYRE FOREST DISTRICT COUNCIL
FEES AND CHARGES 2017/2018 at 5%
SUMMARY

DIRECTORATE	KEY	CHANGES IN INCOME at 5%		
		2017/18 £	2018/19 £	2019/20 £
Fees and Charges - Noting Appendix 4 (Part 1)	C	-	-	-
	R	-	-	-
	S	-	-	-
Fees and Charges - Cabinet Appendix 4 (Part 2)	C	-	-	-
	R	107,600 CR	148,250 CR	148,350 CR
	S	-	-	-
Fees and Charges - Council Appendix 4 (Part 3)	C	-	-	-
	R	2,600 CR	2,600 CR	2,600 CR
	S	-	-	-
GRAND TOTAL	C	-	-	-
	R	110,200 CR	150,850 CR	150,950 CR
	S	-	-	-

Key - Changes in Resources

C - Capital
R - Revenue
S - Staffing - Stated in FTE's

**Compounded Effect of Fees and Charges
For Summary**

2017/18	2018/19	2019/20
£	£	£

110,200 CR	150,850 CR	150,950 CR
	110,200 CR	150,850 CR
		110,200 CR

110,200 CR	261,050 CR	412,000 CR
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WYRE FOREST DISTRICT COUNCIL**FEEES AND CHARGES 2017/2018****NOTING**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2017/18 £	2018/19 £	2019/20 £
R605	<u>ECONOMIC PROSPERITY AND PLACE</u> <u>Development Control</u> Planning application fees are set by statute. They were last increased on 22/11/2012.	C	-	-	-
		R	-	-	-
		S	-	-	-
R637	<u>Environmental Health - Pollution Control</u> To maintain LAPPC charges at statutory level (revised annually).	C	-	-	-
		R	-	-	-
		S	-	-	-
R638	<u>Licensing Activities - Gambling Act 2005</u> To charge permit fees and certain premises fees as determined by Government.	C	-	-	-
		R	-	-	-
		S	-	-	-
R638	<u>Licensing Activities - Licensing Act 2003</u> To maintain Liquor Licensing fees at statutory levels.	C	-	-	-
		R	-	-	-
		S	-	-	-
	TOTALS	C	-	-	-
		R	-	-	-
		S	-	-	-



Service	Planning Applications	Service Manager	Development Control Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	FROM 01/04/2017 £ Charges before VAT	FROM 01/04/2017 £ Charges inclusive of VAT (if applicable)
Planning Applications - Statutory Fees Set By Central Government			
OPERATIONS			
New Dwellings			
Outline planning permission			
Site does not exceed 2.5 hectare - rate per 0.1 hectare	385.00	385.00	No VAT currently charged
Site exceeds 2.5 hectares	9,527.00	9,527.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 2.5 hectares	115.00	115.00	No VAT currently charged
Maximum	125,000.00	125,000.00	No VAT currently charged
In other cases			
New Dwellings - dwellings less than 50 houses - rate per dwelling	385.00	385.00	No VAT currently charged
New Dwellings - dwellings exceeds 50 houses	19,409.00	19,409.00	No VAT currently charged
rate per additional dwelling over 50 houses	115.00	115.00	No VAT currently charged
Maximum	250,000.00	250,000.00	No VAT currently charged
Buildings other than dwellings, agricultural building, plant or glasshouses etc.)			
Outline planning permission			
Site does not exceed 2.5 hectares - rate per 0.1 hectare	385.00	385.00	No VAT currently charged
Site exceeds 2.5 hectares	9,527.00	9,527.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 2.5 hectares	115.00	115.00	No VAT currently charged
Maximum	125,000.00	125,000.00	No VAT currently charged
In other cases			
No additional floor space	195.00	195.00	No VAT currently charged
Gross area less than 40 sq metres	195.00	195.00	No VAT currently charged
Gross floor area between 40 and 75 sq metres	385.00	385.00	No VAT currently charged
Rate in excess of 75 sq metres, but less than 3,750 (per 75 sq metres)	385.00	385.00	No VAT currently charged
Gross floor area in excess of 3,750 sq metres	19,049.00	19,049.00	No VAT currently charged
Rate per additional 75 sq meter in excess of 3,750 sq meters	115.00	115.00	No VAT currently charged
Maximum	250,000.00	250,000.00	No VAT currently charged
Agricultural buildings on agricultural land (other than glasshouses)			
Outline planning permission			
Site does not exceed 2.5 hectares - rate per 0.1 hectare	385.00	385.00	No VAT currently charged
Site exceeds 2.5 hectares	9,527.00	9,527.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 2.5 hectares	115.00	115.00	No VAT currently charged
Maximum	125,000.00	125,000.00	No VAT currently charged
In other cases			
Gross area less than 465 sq metres	80.00	80.00	No VAT currently charged
Gross floor area between 465 and 540 sq metres	385.00	385.00	No VAT currently charged
Gross floor area between 540 and 4,215 sq meters	385.00	385.00	No VAT currently charged
Rate per additional 75 sq metres in excess of 540 sq meters	385.00	385.00	No VAT currently charged
Gross floor area in excess of 4,215 sq metres	19,049.00	19,049.00	No VAT currently charged
Rate per additional 75 sq metres in excess of 4,215 sq meters	115.00	115.00	No VAT currently charged
Maximum	250,000.00	250,000.00	No VAT currently charged
Glasshouses on agricultural land			
Gross area less than 465 sq meters	80.00	80.00	No VAT currently charged
Gross floor area in excess of 465 sq meters	2,150.00	2,150.00	No VAT currently charged
Erection, alteration or replacement of plant or machinery			
Gross area less than 5 hectares	385.00	385.00	No VAT currently charged
Gross area in excess of 5 hectares	19,049.00	19,049.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 5 hectares	115.00	115.00	No VAT currently charged
Maximum	250,000.00	250,000.00	No VAT currently charged



Service	Planning Applications	Service Manager	Development Control Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 01/04/2017	FROM 01/04/2017
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Planning Applications - Statutory Fees Set By Central Government			
Enlargement, improvement or alteration of dwellings for domestic purposes			
One dwelling	172.00	172.00	No VAT currently charged
2 or more dwellings	339.00	339.00	No VAT currently charged
Operations within residential curtilage for domestic purposes (including buildings, gates and fences etc.)	172.00	172.00	No VAT currently charged
Car parks, roads and access to serve a single undertaking where associated with existing use	195.00	195.00	No VAT currently charged
Operations not within above categories - rate per 0.1 hectare	195.00	195.00	No VAT currently charged
Maximum	1,690.00	1,690.00	No VAT currently charged
USES			
Change of use of a building to one or more dwellings			
From single dwelling to 50 or fewer dwellings	385.00	385.00	No VAT currently charged
From single dwelling to more than 50 dwellings	19,049.00	19,049.00	No VAT currently charged
Rate per additional dwelling in excess of 50 dwellings	115.00	115.00	No VAT currently charged
Maximum	250,000.00	250,000.00	No VAT currently charged
From other building to 50 or fewer dwellings	385.00	385.00	No VAT currently charged
From other building to more than 50 dwellings	19,049.00	19,049.00	No VAT currently charged
Rate per additional dwelling in excess of 50 dwellings	115.00	115.00	No VAT currently charged
Maximum	250,000.00	250,000.00	No VAT currently charged
Material changes of use on land or building(s) other than above	385.00	385.00	No VAT currently charged
ADVERTISEMENTS			
Advertisements on business premises or other land within the business curtilage relating to nature of business, goods sold, services provided, or name of persons undertaking business	110.00	110.00	No VAT currently charged
Sign relating to business in the locality but not visible from that site	110.00	110.00	No VAT currently charged
All other advertisements	385.00	385.00	No VAT currently charged
OTHER APPLICATIONS			
Certificate of existing use or development	As for a planning application	As for a planning application	
Certificate of proposed use or development	50% of planning application	50% of planning application	
Prior approval application under the General Permitted Development Order			
Application made under parts 6, 7 or 31	80.00	80.00	No VAT currently charged
Application made under part 24	385.00	385.00	No VAT currently charged
Renewal of permission			
Under the Town and Country Planning and Compulsory Purchase Act 2004 you can renew an application that was approved before 1st October 2009 and has not expired.			
Householder	57.00	57.00	No VAT currently charged
Major Development	575.00	575.00	No VAT currently charged
All other cases	195.00	195.00	No VAT currently charged



Service	Planning Applications	Service Manager	Development Control Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01/04/2017 £ Charges before VAT	Proposed Charge FROM 01/04/2017 £ Charges inclusive of VAT (if applicable)
Planning Applications - Statutory Fees Set By Central Government			
Variation or removal of a condition	195.00	195.00	No VAT currently charged
Requests for confirmation that a condition or conditions attached to a grant of planning permission has been complied with			
Householder developments (per request)	28.00	28.00	No VAT currently charged
All other cases (per request)	97.00	97.00	No VAT currently charged
Application for Non-Material Amendments following a grant of planning permission			
Householder developments (per request)	28.00	28.00	No VAT currently charged
All other cases	195.00	195.00	No VAT currently charged
Applications for Certificates of Alternative Development	195.00	195.00	No VAT currently charged
Please note that the following applications are County Matters which should be submitted to Worcestershire County Council:			
a) Operations connected with exploratory drilling for oil or gas			
b) Mineral operations			
c) Use for disposal of refuse or waste material			

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2017 £ Charges before VAT	FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Pollution Control			
LAPPC CHARGES			
Application Fee			
Standard process (includes solvent emission activities)	1,579.00	1,579.00	No VAT currently charged
Additional fee for operating without a permit	1,137.00	1,137.00	No VAT currently charged
PVRI, SWOBs and Dry Cleaners	148.00	148.00	No VAT currently charged
PVR I and II combined	246.00	246.00	No VAT currently charged
VRs and other Reduced Fee Activities	346.00	346.00	No VAT currently charged
Reduced fee activities: Additional fee for operating without a permit	68.00	68.00	No VAT currently charged
Mobile plant	1,579.00	1,579.00	No VAT currently charged
for the third to seventh applications	943.00	943.00	No VAT currently charged
for the eighth and subsequent applications	477.00	477.00	No VAT currently charged
Where an application for any of the above is for a combined Part B and waste application, add an extra £297 to the above amounts			
Annual Subsistence Charge			
Standard process - Low	739.00 (+99.00)*	739.00 (+99.00)*	No VAT currently charged
Standard process - Medium	1,111.00 (+149.00)*	1,111.00 (+149.00)*	No VAT currently charged
Standard process - High	1,672.00 (+198.00)*	1,672.00 (+198.00)*	No VAT currently charged
PVRI, SWOBs and Dry Cleaners - Low	76.00	76.00	No VAT currently charged
PVRI, SWOBs and Dry Cleaners - Medium	151.00	151.00	No VAT currently charged
PVRI, SWOBs and Dry Cleaners - High	227.00	227.00	No VAT currently charged
PVR I and II combined - Low	108.00	108.00	No VAT currently charged
PVR I and II combined - Medium	216.00	216.00	No VAT currently charged
PVR I and II combined - High	326.00	326.00	No VAT currently charged
VRs and other Reduced Fees - Low	218.00	218.00	No VAT currently charged
VRs and other Reduced Fees - Medium	349.00	349.00	No VAT currently charged
VRs and other Reduced Fees - High	524.00	524.00	No VAT currently charged
Mobile plant, for first and second permits - Low**	618.00	618.00	No VAT currently charged
Mobile plant, for first and second permits - Medium**	989.00	989.00	No VAT currently charged
Mobile plant, for first and second permits - High**	1,484.00	1,484.00	No VAT currently charged
for the third to seventh permits - Low	368.00	368.00	No VAT currently charged
for the third to seventh permits - Medium	590.00	590.00	No VAT currently charged
for the third to seventh permits - High	884.00	884.00	No VAT currently charged
eighth and subsequent permits - Low	189.00	189.00	No VAT currently charged
eighth and subsequent permits - Medium	302.00	302.00	No VAT currently charged
eighth and subsequent permits - High	453.00	453.00	No VAT currently charged
Late payment Fee	50.00	50.00	No VAT currently charged
Where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £99 to the above amounts			
Transfer and Surrender			
Standard process transfer	162.00	162.00	No VAT currently charged
Standard process partial transfer	476.00	476.00	No VAT currently charged
New operator at low risk reduced fee activity (extra one-off subsistence charge - see Art 15(2) of charging scheme)	75.00	75.00	No VAT currently charged
Surrender: all Part B activities	0.00	0.00	No VAT currently charged
Reduced fee activities: transfer	0.00	0.00	No VAT currently charged
Reduced fee activities: partial transfer	45.00	45.00	No VAT currently charged
Temporary transfer for mobiles			
First transfer	51.00	51.00	No VAT currently charged
Repeat following enforcement or warning	51.00	51.00	No VAT currently charged
Substantial Change			
Standard process	1,005.00	1,005.00	No VAT currently charged
Standard process where the substantial change results in a new PPC activity	1,579.00	1,579.00	No VAT currently charged
Reduced fee activities	98.00	98.00	No VAT currently charged
LAPPC Mobile Plant Charges (not using simplified permits)			
First and second permits - Application Fee	1,579.00	1,579.00	No VAT currently charged
First and Second permits - Subsistence Fee - Low	618.00	618.00	No VAT currently charged
First and second permits - Subsistence Fee - Medium	989.00	989.00	No VAT currently charged
First and second permits - Subsistence Fee - High	1,484.00	1,484.00	No VAT currently charged
For the third to seventh permits - Application Fee	943.00	943.00	No VAT currently charged



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2017 £ Charges before VAT	FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Pollution Control			
For the third to seventh permits - Subsistence Fee - Low	368.00	368.00	No VAT currently charged
For the third to seventh permits - Subsistence Fee - Medium	590.00	590.00	No VAT currently charged
For the third to seventh permits - Subsistence Fee - High	884.00	884.00	No VAT currently charged
Eighth and subsequent permits - Application Fee	477.00	477.00	No VAT currently charged
Eighth and subsequent permits - Subsistence Fee - Low	189.00	189.00	No VAT currently charged
Eighth and subsequent permits - Subsistence Fee - Medium	302.00	302.00	No VAT currently charged
Eighth and subsequent permits - Subsistence Fee - High	453.00	453.00	No VAT currently charged
LA-IPPC CHARGES			
Note: every subsistence charge below includes the additional £99 charge to cover LA extra costs in dealing with reporting under the E-PRTR Regulation.			
Application	3,218.00	3,218.00	No VAT currently charged
Additional Fee for operating without a permit	1,137.00	1,137.00	No VAT currently charged
Annual Subsistence - Low	1,384.00	1,384.00	No VAT currently charged
Annual Subsistence - Medium	1,541.00	1,541.00	No VAT currently charged
Annual Subsistence - High	2,233.00	2,233.00	No VAT currently charged
Late Payment Fee	50.00	50.00	No VAT currently charged
Substantial Variation	1,309.00	1,309.00	No VAT currently charged
Transfer	225.00	225.00	No VAT currently charged
Partial Transfer	668.00	668.00	No VAT currently charged
Surrender	668.00	668.00	No VAT currently charged

NOTES:

* The additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation
 ** Not using simplified permits

LA-IPPC Charges**KEY**

Subsistence charges can be paid in 4 equal quarterly instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the local authority will be increased by £36.

Reduced fee activities are listed in the Schedule to the Part B scheme.

Newspaper Advertisements

Newspaper adverts may be required under EPR at the discretion of the LA as part of the consultation process when considering an application (see Chapter 9 of the General Guidance Manual). This will be undertaken and paid for by the LA and the charging scheme contains a provision for the LA to recoup its costs.

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Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Gambling Permits - Statutory Fee Set By Central Government			
Club Gaming			
New Application	200.00	200.00	No VAT currently charged
Renewal Application	200.00	200.00	No VAT currently charged
Grant (Club Premises Cert Holder)	100.00	100.00	No VAT currently charged
Renewal (Club Premises Cert Holder)	100.00	100.00	No VAT currently charged
Annual Fee	50.00	50.00	No VAT currently charged
Change of Name	100.00	100.00	No VAT currently charged
Copy of Permit	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Club Gaming Machine			
New Application	200.00	200.00	No VAT currently charged
Renewal Application	200.00	200.00	No VAT currently charged
Grant (Club Premises Cert Holder)	100.00	100.00	No VAT currently charged
Renewal (Club Premises Cert Holder)	100.00	100.00	No VAT currently charged
Annual Fee	50.00	50.00	No VAT currently charged
Variation of Permit	100.00	100.00	No VAT currently charged
Change of Name	25.00	25.00	No VAT currently charged
Copy of Permit	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Transfer of Permit	25.00	25.00	No VAT currently charged
Prize Gaming			
New Application	300.00	300.00	No VAT currently charged
Renewal Application	300.00	300.00	No VAT currently charged
Transitional Application Fee	100.00	100.00	No VAT currently charged
Change of Name	25.00	25.00	No VAT currently charged
Copy of Permit	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Family Entertainment Gaming Machines			
New Application	300.00	300.00	No VAT currently charged
Renewal Application	300.00	300.00	No VAT currently charged
Change of Name	25.00	25.00	No VAT currently charged
Copy of Licence	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Licensed Premises less than 2 Gaming Machines			
New Application	50.00	50.00	No VAT currently charged
Licensed Premises more than 2 Gaming Machines			
New Application	150.00	150.00	No VAT currently charged
Annual Fee	50.00	50.00	No VAT currently charged
Change of Name	25.00	25.00	No VAT currently charged
Copy of Permit	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Transfer of Permit	25.00	25.00	No VAT currently charged
Variation of Permit	100.00	100.00	No VAT currently charged
Small Society Lottery			
Lottery Application (New)	40.00	40.00	No VAT currently charged
Lottery Application (Renewal)	20.00	20.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 1/04/2017	FROM 1/04/2017
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Gambling Premises License Fees - Statutory Fee Set By Central Government			
Notification of Change			
Adult Gaming Centre	50.00	50.00	No VAT currently charged
Betting Premises (excluding Tracks)	50.00	50.00	No VAT currently charged
Betting Premises (Tracks)	50.00	50.00	No VAT currently charged
Bingo Club	50.00	50.00	No VAT currently charged
Family Entertainment Centre	50.00	50.00	No VAT currently charged
Copy of Licence			
Adult Gaming Centre	25.00	25.00	No VAT currently charged
Betting Premises (excluding tracks)	25.00	25.00	No VAT currently charged
Betting Premises (tracks)	25.00	25.00	No VAT currently charged
Bingo Premise	25.00	25.00	No VAT currently charged
Family Entertainment Centre	25.00	25.00	No VAT currently charged
Copy of Notice			
Temporary Use Notices	25.00	25.00	No VAT currently charged

NOTES:

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Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2017 £ Charges before VAT	FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Licensing Act 2003 - Statutory Fee Set By Central Government			
Club Premise Certificate (New & Variation)			
Band A - (rateable value £0 to £4,300)	100.00	100.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	190.00	190.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	315.00	315.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	450.00	450.00	No VAT currently charged
Band E - (rateable value over £125,000)	635.00	635.00	No VAT currently charged
Club Premises Certificate Annual Fee			
Band A - (rateable value £0 to £4,300)	70.00	70.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	180.00	180.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	295.00	295.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	320.00	320.00	No VAT currently charged
Band E - (rateable value over £125,000)	350.00	350.00	No VAT currently charged
Copy of Certificate	10.50	10.50	No VAT currently charged
Notification of change of name or alteration of club rules	10.50	10.50	No VAT currently charged
Change of relevant registered address of club	10.50	10.50	No VAT currently charged
Personal Licence			
Application	37.00	37.00	No VAT currently charged
Copy	10.50	10.50	No VAT currently charged
Premises Licence Application and Variation			
Band A - (rateable value £0 to £4,300)	100.00	100.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	190.00	190.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	315.00	315.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	450.00	450.00	No VAT currently charged
Band E - (rateable value over £125,000)	635.00	635.00	No VAT currently charged
Dx2	900.00	900.00	No VAT currently charged
Ex3	1,905.00	1,905.00	No VAT currently charged
Application for making of a provisional statement	315.00	315.00	No VAT currently charged
Copy of Licence	10.50	11.00	No VAT currently charged
Vary a Designated Premises Supervisor	23.00	23.00	No VAT currently charged
Transfer a Premises Licence	23.00	23.00	No VAT currently charged
Notification of Interest in a Premises	21.00	21.00	No VAT currently charged
Notification of Change of name or address (holder of premises licence)	10.50	11.00	No VAT currently charged
Interim authority notice following death etc of Licence Holder	23.00	23.00	No VAT currently charged
Right of freeholder etc to be notified of licensing matters	21.00	21.00	No VAT currently charged
Premises Licence Annual Fee			
Band A - (rateable value £0 to £4,300)	70.00	70.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	180.00	180.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	295.00	295.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	320.00	320.00	No VAT currently charged
Band E - (rateable value over £125,000)	350.00	350.00	No VAT currently charged
Dx2	640.00	640.00	No VAT currently charged
Ex3	1,050.00	1,050.00	No VAT currently charged
Temporary Events Notice			
Temporary Events Notice	21.00	21.00	No VAT currently charged
Copy of Temporary Events Notice	10.50	11.00	No VAT currently charged
Premises Licence Annual Fee - Large Venues			
Number of Persons Present :-			
5,000 to 9,999	500.00	500.00	No VAT currently charged
10,000 to 14,999	1,000.00	1,000.00	No VAT currently charged
15,000 to 19,999	2,000.00	2,000.00	No VAT currently charged
20,000 to 29,999	4,000.00	4,000.00	No VAT currently charged
30,000 to 39,999	8,000.00	8,000.00	No VAT currently charged
40,000 to 49,999	12,000.00	12,000.00	No VAT currently charged
50,000 to 59,999	16,000.00	16,000.00	No VAT currently charged
60,000 to 69,999	20,000.00	20,000.00	No VAT currently charged
70,000 to 79,999	24,000.00	24,000.00	No VAT currently charged
80,000 to 89,999	28,000.00	28,000.00	No VAT currently charged
90,000 and over	32,000.00	32,000.00	No VAT currently charged



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2017 £ Charges before VAT	FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Licensing Act 2003 - Statutory Fee Set By Central Government			
Premises Licence Additional Fee - Large Venues			
Number of Persons Present :-			
5,000 to 9,999	1,000.00	1,000.00	No VAT currently charged
10,000 to 14,999	2,000.00	2,000.00	No VAT currently charged
15,000 to 19,999	4,000.00	4,000.00	No VAT currently charged
20,000 to 29,999	8,000.00	8,000.00	No VAT currently charged
30,000 to 39,999	16,000.00	16,000.00	No VAT currently charged
40,000 to 49,999	24,000.00	24,000.00	No VAT currently charged
50,000 to 59,999	32,000.00	32,000.00	No VAT currently charged
60,000 to 69,999	40,000.00	40,000.00	No VAT currently charged
70,000 to 79,999	48,000.00	48,000.00	No VAT currently charged
80,000 to 89,999	56,000.00	56,000.00	No VAT currently charged
90,000 and over	64,000.00	64,000.00	No VAT currently charged
Minor Variation	89.00	89.00	No VAT currently charged

NOTES:

* A multiplier of twice the fee and annual charge applies where use of the premises is exclusively or primarily for the carrying on, on the premises of the supply of alcohol for consumption on the premises.

** A multiplier of three times the fee and annual charge applies where use of the premises is exclusively or primarily for the carrying on, on the premises of the supply of alcohol for consumption on the premises.

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WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2017/2018****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2017/18 £	2018/19 £	2019/20 £
R251	CHIEF EXECUTIVE				
	Wyre Forest House - Room Hire	C	-	-	-
	Partnership rate only - increase charges by approximately 1% as per service director recommendation.	R S	110 CR -	110 CR -	110 CR -
R500	Elections - Sale of Registers	C			
	Increase charges by 5% in line with Council Policy.	R S	100 CR -	90 CR -	90 CR -
R505	Committee Administration - Sale of Agendas	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R S	10 CR -	10 CR -	10 CR -
R515	Legal Services - Road Closure Orders	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R S	110 CR -	110 CR -	110 CR -
R002	COMMUNITY WELL-BEING AND ENVIRONMENT				
	Driver Training	C	-	-	-
	No increase proposed following Officer review.	R S	- -	- -	- -
R002	Domestic Waste - Extra Capacity Bins	C	-	-	-
	New charges introduced for extra capacity bins.	R S	5,400 CR -	5,400 CR -	5,400 CR -
R003	Trade Waste	C	-	-	-
	Increase charges by an average of 5% in line with Council Policy.	R S	24,410 CR -	24,410 CR -	24,410 CR -
R005	Garden Waste	C	-	-	-
	Increase charges by an average of 5% in line with Council Policy.	R S	10,050 CR -	10,050 CR -	10,050 CR -
R040	Cemeteries	C	-	-	-
	Increase charges by 5% in line with Council Policy with the exception of child burials to be free of charge.	R S	3,500 CR -	3,500 CR -	3,500 CR -
R055	Summer Playschemes	C	-	-	-
	Fees and charges reviewed and commercial judgement used.	R S	- -	- -	- -
R065	Bewdley Museum	C	-	-	-
	Fees and charges reviewed and commercial judgement used. Increases are already reflected in the base budget.	R S	- -	- -	- -
R160	Parks and Green Spaces	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R S	3,250 CR -	3,250 CR -	3,250 CR -
R163	Rangers Services	C	-	-	-
	No increase proposed following Officer review to maintain income generated.	R S	- -	- -	- -
R187	Car Parks - Meter income	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R S	38,060 CR -	76,120 CR -	76,120 CR -

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2017/2018****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2017/18 £	2018/19 £	2019/20 £
R185	Car Parks - Season Tickets Increase charges by 5% in line with Council Policy.	C	-	-	-
		R	2,500 CR	5,000 CR	5,000 CR
		S	-	-	-
R185	Car Parks Management Fee only - increase charges by 5% in line with Council Policy.	C	-	-	-
		R	6,500 CR	6,500 CR	6,500 CR
		S	-	-	-
R200	Bulky waste - Domestic and Trade Increase charges by 5% in line with Council Policy.	C	-	-	-
		R	1,000 CR	1,000 CR	1,000 CR
		S	-	-	-
R200	Cleansing - Contract Work Increase charges by 5% in line with Council Policy.	C	-	-	-
		R	4,250 CR	4,250 CR	4,250 CR
		S	-	-	-
R216	Kidderminster Town Hall Increase charges by 5% in line with Council Policy.	C	-	-	-
		R	1,490 CR	1,590 CR	1,690 CR
		S	-	-	-
R229	Garage Increase charges by 5% in line with Council Policy.	C	-	-	-
		R	1,050 CR	1,050 CR	1,050 CR
		S	-	-	-
R236	Grounds Maintenance Increase charges by 5% in line with Council Policy.	C	-	-	-
		R	5,250 CR	5,250 CR	5,250 CR
		S	-	-	-
R510	ECONOMIC PROSPERITY AND PLACE Land Charges No increase proposed to the Wyre Forest element of the fee. HMRC have now ruled that VAT be chargeable on the CON29 element of the charge from 01/01/2017. County Council and County Commons and Village Greens have increased their element of the charge.	C	-	-	-
		R	-	-	-
		S	-	-	-
R625	Building Control To Implement charges as set by Worcestershire Regulatory Services.	C	-	-	-
		R	-	-	-
		S	-	-	-
R631	Street Naming and Numbering Increase charges by 5% in line with Council Policy.	C	-	-	-
		R	430 CR	430 CR	430 CR
		S	-	-	-
R675	Private Sector Housing Licence fees and penalty charges for houses in multiple occupation introduced in October 2015. Increase charges by 5% in line with Council Policy.	C	-	-	-
		R	130 CR	130 CR	130 CR
		S	-	-	-
R679	Housing Strategy & Enabling Charge made to individuals or groups for registering on the Council's self-build register. New charge implemented in 2017/18. It is estimated that this new income stream will generate approx. £800 per annum.	C	-	-	-
		R	-	-	-
		S	-	-	-

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2017/2018****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2017/18 £	2018/19 £	2019/20 £
R704	<u>Regeneration and Economic Development</u>				
	Town centre promotional charges - most fees remain the same due to lengthy public works in Kidderminster Town centre and the need to rebuild the business.	C	-	-	-
		R	-	-	-
		S	-	-	-
	TOTALS	C	-	-	-
		R	107,600 CR	148,250 CR	148,350 CR
		S	-	-	-



Service	Facility Hire	Service Manager	Facilities Manager
Directorate	Chief Executive	Cabinet Member	Resources

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 1/04/2017	FROM 1/04/2017
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Facilities Fees and Charges			
WYRE FOREST HOUSE			
Partnership rate			
Council Chamber - half hourly	20.00	17.08	20.50
Council Chamber - Max room charge	194.00	163.33	196.00
SoS & Bewdley rooms combined - half hourly	13.00	11.25	13.50
SoS & Bewdley rooms combined - Max room charge	130.00	109.58	131.50
SoS & Bewdley rooms separately - half hourly	10.00	8.75	10.50
SoS & Bewdley rooms separately - Max room charge	97.00	81.67	98.00
Kidderminster & Rock - half hourly	8.00	7.08	8.50
Kidderminster & Rock - Max room charge	78.00	65.83	79.00
Kidderminster & Rock rooms combined - half hourly	10.00	8.75	10.50
Kidderminster & Rock rooms combined - Max room charge	97.00	81.67	98.00
Wolverley room - half hourly	7.00	6.25	7.50
Wolverley room - Max room charge	65.00	55.00	66.00
Chaddesley Corbett room - half hourly	7.00	6.25	7.50
Chaddesley Corbett room - Max room charge	65.00	55.00	66.00
Commercial Rate			
Council Chamber - half hourly	30.00	25.00	30.00
Council Chamber - Max room charge	291.00	242.50	291.00
SoS & Bewdley rooms combined - half hourly	20.00	16.67	20.00
SoS & Bewdley rooms combined - Max room charge	194.00	161.67	194.00
SoS & Bewdley rooms separately - half hourly	13.00	10.83	13.00
SoS & Bewdley rooms separately - Max room charge	130.00	108.33	130.00
Kidderminster & Rock - half hourly	12.00	10.00	12.00
Kidderminster, Rock - Max room charge	119.00	99.17	119.00
Kidderminster & Rock rooms combined - half hourly	17.00	14.17	17.00
Kidderminster & Rock rooms combined - Max room charge	162.00	135.00	162.00
Wolverley room - half hourly	10.00	8.33	10.00
Wolverley room - Max room charge	97.00	80.83	97.00
Chaddesley Corbett room - half hourly	10.00	8.33	10.00
Chaddesley Corbett room - Max room charge	97.00	80.83	97.00
For All Venues			
Commercial Organisations and bookings for any Bank Holidays			
Per hour	Commercial Judgement	Commercial Judgement	Commercial Judgement
Legal Services Administration Account			
Fees relating to surveys prior to lettings	Commercial Judgement	Commercial Judgement	Commercial Judgement
NOTE			
Commercial judgement is delegated to the Service Manager			

NOTES:

Wyre forest House conference room hire is subject to commercial judgement and is delegated to the Facilities and Asset Manager
Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Committee Administration	Service Manager	Head of Transformation and Communication
Directorate	Chief Executive	Cabinet Member	Resources

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Committee Administration			
SUPPLY OF MINUTES / AGENDAS TO OUTSIDE BODIES / COMPANIES			
Cabinet and Full Council Agendas (per annum)	96.00	101.00	No VAT currently charged
Scrutiny Committees Agendas (per annum)	90.00	95.00	No VAT currently charged
Development Control Agendas (per annum)	110.00	116.00	No VAT currently charged
Other Committee Agendas - individual (per annum)	19.00	20.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Road Closures	Service Manager	Solicitor to the Council
Directorate	Chief Executive	Cabinet Member	Resources

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 1/04/2017	FROM 1/04/2017
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Road Closure Orders			
Charitable / community events (if the application received less than 6 weeks in advance of the event)	127.00	133.00	No VAT currently charged
Charitable / community events (if the application received more than 6 weeks in advance of the event)	96.00	101.00	No VAT currently charged
Remembrance Day Parades	Free	Free	No VAT currently charged
National Royal Celebrations	Free	Free	No VAT currently charged
All other events / reasons for road closure, including commercial events (if application received less than 6 weeks in advance of the event)	160.00	168.00	No VAT currently charged
All other events / reasons for road closure, including commercial events (if application received more than 6 weeks in advance of the event)	127.00	133.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Operational Services	Service Manager	Fleet and Waste Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
LGV Courses			
All courses start and finish at Green Street, Kidderminster, DY10 1HA			
Practical driving test on a 1 to 1 basis (2 to 1 price on application) Course includes: 1 hour assessment, 5 day course, based on 8 hours drive time / and classroom based. Test included in price (£115.00) and use of vehicle for test.	1,200.00	1,200.00	No VAT currently charged
As above on a 2:1 basis (each)	Not Applicable	850.00	No VAT currently charged
Theory / hazard perception course 1 day course includes loan of materials (books, DVD): 4 hour practice classroom based and the booking of an official test in Worcester.	80.00	85.00	No VAT currently charged
2 day course CPC theory / CPC practical course Course includes: loan of materials (books and DVD) and the use of a vehicle for the practical test.	200.00	200.00	No VAT currently charged
CPC Course per 7 hour module	50.00 + upload fee 8.75	52.00 + upload fee 9.00	No VAT currently charged
Information Only			
DVD			
Theory test / hazard perception	34.99	36.00	No VAT currently charged
BOOKS			
Theory Test	17.99	18.00	No VAT currently charged
CPC	9.99	10.00	No VAT currently charged
Highway Code / Signs	6.99	7.00	No VAT currently charged

NOTES:

Commercial judgement is delegated to the Director of Service
Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Operational Services	Service Manager	Operational Services Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge FROM 25/07/16 TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Trade Waste and Commercial Waste Collections -Recycling			
COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax			
240 litre (one lift per week)	249.00	249.00	No VAT currently charged
660 litre (one lift per week)	448.00	388.00	No VAT currently charged
1100 litre (one lift per week)	586.00	484.00	No VAT currently charged
1280 litre (one lift per week)	586.00	484.00	
COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax			
240 litre (one lift per week)	184.00	228.00	No VAT currently charged
660 litre (one lift per week)	285.00	374.00	No VAT currently charged
1100 litre (one lift per week)	345.00	464.00	No VAT currently charged
1100 litre Schools (40 weeks)	328.00	393.00	No VAT currently charged
ALTERNATE WEEKLY COLLECTION			
COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax			
240 litre (one lift every other week)	136.00	154.00	No VAT currently charged
660 litre (one lift every other week)	270.00	267.00	No VAT currently charged
1100 litre (one lift every other week)	375.00	329.00	No VAT currently charged
1280 litre (one lift every other week)	375.00	329.00	
COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax			
240 litre (one lift every other week)	104.00	128.00	No VAT currently charged
660 litre (one lift every other week)	189.00	247.00	No VAT currently charged
1100 litre (one lift every other week)	236.00	312.00	No VAT currently charged
1280 litre (one lift every other week)	236.00	312.00	
1100 litre Schools (40 weeks every other week)	210.00	279.00	No VAT currently charged
PLASTIC SACKS	Not Applicable	3.15	No VAT currently charged
Additional One-Off Collections - Single Lift Fee			
240 litre	Not Applicable	20.00	No VAT currently charged
600 litre - 1100 litre	Not Applicable	28.00	No VAT currently charged
Multiple Collections as above	Not Applicable	Commercial Judgement	No VAT currently charged
Trade Waste Bulky Collections	Not Applicable	Commercial Judgement	No VAT currently charged

NOTES:

Free 240 litre bin collections are provided to institutions eligible for maximum National Non Domestic Rate relief (e.g. Village Halls), a second bin will attract an annual charge based upon the Commercial Trade Price list.

Charges are expressed in the new format to allow customers to better understand the charges and to draw comparison with the commercial sector.

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Operational Services	Service Manager	Operational Services Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Trade Waste and Commercial Waste Collections - Refuse			
WEEKLY COLLECTION			
COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax			
120 litre (one lift per week) - phasing out	242.00	250.00	No VAT currently charged
240 litre (one lift per week)	293.00	303.00	No VAT currently charged
360 litre (one lift per week)	360.00	378.50	No VAT currently charged
660 litre (one lift per week)	559.00	578.50	No VAT currently charged
1100 litre (one lift per week)	782.00	809.00	No VAT currently charged
COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax			
120 litre (one lift per week) - phasing out	204.00	214.00	No VAT currently charged
240 litre (one lift per week)	217.00	228.00	No VAT currently charged
360 litre (one lift per week)	247.00	259.00	No VAT currently charged
660 litre (one lift per week)	356.00	374.00	No VAT currently charged
1100 litre (one lift per week)	442.00	464.00	No VAT currently charged
1100 litre Schools (40 weeks)	374.00	393.00	No VAT currently charged
ALTERNATE WEEKLY COLLECTION			
COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax			
120 litre (one lift every other week) - phasing out	132.00	136.00	No VAT currently charged
240 litre (one lift every other week)	160.00	165.50	No VAT currently charged
360 litre (one lift every other week)	201.00	208.00	No VAT currently charged
660 litre (one lift every other week)	337.00	348.50	No VAT currently charged
1100 litre (one lift every other week)	468.00	484.50	No VAT currently charged
COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax			
120 litre (one lift every other week) - phasing out	112.00	118.00	No VAT currently charged
240 litre (one lift every other week)	122.00	128.00	No VAT currently charged
360 litre (one lift every other week)	145.00	152.50	No VAT currently charged
660 litre (one lift every other week)	235.00	247.00	No VAT currently charged
1100 litre (one lift every other week)	297.00	312.00	No VAT currently charged
1100 litre Schools (40 weeks every other week)	265.00	279.00	No VAT currently charged
PLASTIC SACKS	3.00	3.15	No VAT currently charged
Additional One-Off Collections - Single Lift Fee			
240 litre	Not Applicable	20.00	No VAT currently charged
600 litre - 1100 litre	Not Applicable	28.00	No VAT currently charged
Multiple Collections as above	Not Applicable	Commercial Judgement	No VAT currently charged
Trade Waste Bulky Collections	Not Applicable	Commercial Judgement	No VAT currently charged

NOTES:

Free 240 litre bin collections are provided to institutions eligible for maximum National Non Domestic Rate relief (e.g. Village Halls), a second bin will attract an annual charge based upon the Commercial Trade Price list.

Charges are expressed in the new format to allow customers to better understand the charges and to draw comparison with the commercial sector.

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Operational Services	Service Manager	Operational Services Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Domestic Waste Collections Trade and Domestic Bulky Collections			
BULKY CHARGES – DOMESTIC * PROPOSED			
1-2 items	19.00	20.00	No VAT currently charged
3-4 items	38.00	40.00	No VAT currently charged
5-6 items	57.00	60.00	No VAT currently charged
7-8 items	76.00	80.00	No VAT currently charged
9-10 items	95.00	100.00	No VAT currently charged
11+ items	Price on application	Price on application	No VAT currently charged
Charges for the Supply of a Replacement Wheelie Bin	25.00	26.00	No VAT currently charged
Extra capacity bin (covers a 3 year period)	Not Applicable	45.00	No VAT currently charged
Developers / RSL's bin charge for delivery			
240 litre	25.00	26.00	30.00
1100 litre	350.00	365.00	420.00
Unscheduled waste collection fee	20.00	21.00	No VAT currently charged
Garden Waste Contracts			
Annual collection contract	45.00	46.50	No VAT currently charged
Initial charge for bin (delivery and hire)	Not Applicable	Not Applicable	No VAT currently charged
Administration / set-up fee	20.00	20.00	No VAT currently charged

NOTES:

* New system of costs based on pickup at urban and rural and number of items

Additional capacity bins will only be provided in circumstances where:-

A family consists of 6 or more members, or

A family member produces medical waste.

There is an over riding proviso that all households actively participate in the Recycling Scheme

Replacement bins are only provided where proven damage has occurred, and only after the first instance. Subsequent bins are replaced at the rates stipulated above.

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Parks and Open Spaces	Service Manager	Parks and Open Spaces Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Cemetery Fees			
CHARGES ONLY APPLY TO KIDDERMINSTER CEMETERY			
INTERMENTS - RESIDENTS ONLY			
Child up to 5 years *	148.00	Free	No VAT currently charged
Child aged 5 to 16 years *	148.00	155.00	No VAT currently charged
Persons over 16 years *	471.00	495.00	No VAT currently charged
Burial of cremated remains *	172.00	180.00	No VAT currently charged
INTERMENTS - NON-RESIDENTS OF WYRE FOREST			
Child aged 1 month to 16 years *	298.00	312.00	No VAT currently charged
Persons over 16 years *	945.00	992.00	No VAT currently charged
Burial of cremated remains *	345.00	362.00	No VAT currently charged
PURCHASED GRAVES - RESIDENTS ONLY			
Purchase of burial rights - Child up to 5 years	536.00	Free	No VAT currently charged
Purchase of burial rights - 5 years upwards	536.00	565.00	No VAT currently charged
Purchase of burial rights for cremated remains - Child up to 5 years	281.00	Free	No VAT currently charged
Purchase of burial rights for cremated remains - 5 years upwards	281.00	295.00	No VAT currently charged
These fees are also charged if the deceased lived in the District for the majority of their life and took up a place in full time care outside the District within 2 years of their death. The family is to provide the relevant information for demonstrating this to the burial authority.			
PURCHASED GRAVES - NON-RESIDENTS OF WYRE FOREST			
Purchase of burial rights	1,072.00	1,125.00	No VAT currently charged
Purchase of burial rights for cremated remains	561.00	590.00	No VAT currently charged
MISCELLANEOUS CHARGES			
Maintenance of grave. Planting with Spring and Summer bedding per annum (specified areas of the Cemetery only)	102.00	107.00	128.40
CHARGES OF USE OF STAFF/FACILITIES			
For attendance of Registrar other than between 9:00am and 10:00am (weekdays other than Bank/Public Holidays)	50.00	52.00	62.40
Use of Cemetery building per hour (or part of)	96.00	100.00	120.00
Premium to be applied to cost of burials taking place wholly or partially outside normal working hours	10%	10%	
Assessing suitability of grave for additional burials	27.00	30.00	36.00
MONUMENTS / GRAVE STONES ETC			
The right to place or erect a memorial including first inscription	198.00	207.00	248.40
The right to place or erect a commemorative plaque or kerb stone	101.00	106.00	127.20
Each additional inscription	34.00	36.00	43.20
Vase	34.00	36.00	43.20
Certified copy of entry in Register of Burials / Burial Grant	20.00	21.00	24.00
Transfer of exclusive Right of Burial	60.00	63.00	72.00
Surrender of exclusive Right of Burial	40.00	42.00	48.00

NOTES:

* Subject to attendance charge for Registrar
Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Cultural Services	Service Manager	Cultural Services Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Community Development and Museums			
COMMUNITY DEVELOPMENT			
RANGER SERVICES			
Minimum Charge	Free	Free	No VAT currently charged
Maximum Charge	50.00	50.00	No VAT currently charged
Young Rangers (per term)	28.00	28.00	No VAT currently charged
SPORTS, ARTS AND PLAY DEVELOPMENT ACTIVITIES			
Per session Minimum Charge	Free	Free	No VAT currently charged
Per session Maximum Charge	25.00	25.00	No VAT currently charged
SUMMER PLAYSCHEMES (dependent on schedule of events which can vary each year)	Commercial Judgement	Commercial Judgement	No VAT currently charged
NATURE RESERVES			
Small charitable or community events (less than 20 people) up to 3 hrs	10.00	11.00	No VAT currently charged
over 3 hrs	16.00	17.00	No VAT currently charged
Medium charitable or community events (more than 20 people less than 100) up to 3 hrs	23.00	24.00	No VAT currently charged
over 3 hrs	42.00	44.00	No VAT currently charged
Large charitable or community events (more than 100 people) up to 3 hrs	51.00	54.00	No VAT currently charged
over 3 hrs	65.00	68.00	No VAT currently charged
Commercial and fund raising events	Commercial Judgement	Commercial Judgement	No VAT currently charged
MUSEUMS			
Bewdley Museum			
Adults	Free	Free	No VAT currently charged
Senior Citizen	Free	Free	No VAT currently charged
Accompanied Children	Free	Free	No VAT currently charged
Unaccompanied Children	Free	Free	No VAT currently charged
Residents' Season Ticket	Free	Free	No VAT currently charged
School Parties Admission Charge*	Donation	Donation	No VAT currently charged
General Enquiries (per hour)	12.50	12.50	15.00
Weddings and Special Occasions	Commercial Judgement	Commercial Judgement	No VAT currently charged
Hire of Education Room			
Minimum Charge	Free	Free	No VAT currently charged
Maximum Charge (per half day)	Commercial Judgement	Commercial Judgement	No VAT currently charged
Commercial Bookings	Commercial Judgement	Commercial Judgement	No VAT currently charged
Hire of Wyre Forest Gallery			
Minimum charge for local organisations & emerging community artists (per week)	Free	Free	No VAT currently charged
Commercial Bookings	50.00	50.00	No VAT currently charged
Hire of Sawyard Gallery			
Minimum charge for local organisations & emerging community artists (per week)	Free	Free	No VAT currently charged
Commercial Bookings	12.00	12.00	No VAT currently charged
Hire of Guild Hall			
Minimum Charge	Free	Free	No VAT currently charged
Maximum Charge	Commercial Judgement	Commercial Judgement	No VAT currently charged

NOTES:

* Minimum suggested donation of £1 per child, maximum dependent on programme.
Commercial judgement is delegated to the Director of Service.
Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Parks and Open Spaces	Service Manager	Parks and Open Spaces Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Parks Events			
GREEN SPACES - Parks and Green Spaces (not Nature Reserves)			
Fund Raising and Charity Events - Ground Hire - Per Day	Free	Free - Commercial Judgement	No VAT currently charged
Refundable Deposit (Based on Acceptable Ground Recovery) / excluding community groups / Friends of Parks	Not Applicable	100.00 to 500.00	No VAT currently charged
Commercial Events (refundable deposit applies)	Commercial Judgement	Commercial Judgement	No VAT currently charged
Grounds maintenance - external contracts			
Based upon an hourly rate	Commercial Judgement	Commercial Judgement	VAT charged at current rate
Arborists	Commercial Judgement	Commercial Judgement	VAT charged at current rate
Plus Vehicle and Materials at cost	Commercial Judgement	Commercial Judgement	VAT charged at current rate

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Operational Services	Service Manager	Operational Services Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Parking Restrictions and Event Support			
Parking Restrictions			
Charge per application - for up to 3 days	45.00	15.00	No VAT currently charged
Charge per application - for 4 to 7 days	70.00	25.00	No VAT currently charged
<u>EVENTS SUPPORT</u>			
Trailer cabin unit - charge per unit	Commercial Judgement	Commercial Judgement	VAT charged at current rate
The provision of above, but on a more permanent basis	Commercial judgement based upon full actual cost	Commercial judgement based upon full actual cost	VAT charged at current rate
Facilitating access or removing bollards - charge per hour	Commercial Judgement	Commercial Judgement	VAT charged at current rate
Car Boot events	Commercial Judgement	Commercial Judgement	No VAT currently charged
Private Cleansing work	Commercial Judgement	Commercial Judgement	VAT charged at current rate

NOTES:

Commercial Judgement is delegated to the Director of Service
 Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Operational Services	Service Manager	Operational Services
Directorate	Community Well-Being and Environment	Cabinet Member	Community Well-Being and Environment

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION		FROM 1/10/2016	Proposed Charge	Proposed Charge
		£	FROM 1/10/2017	FROM 1/10/2017
Car Parks Fees and Charges - by existing categories		Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
CENTRAL RATE	Up to 30 minutes	100 p	na	na
Kidderminster	Up to 1 hour	160 p	108 p	130 p
Market Street Surface Vehicle Park	Up to 2 hours	na	158 p	190 p
Bewdley				
Load Street Surface Vehicle Park				
Stourport-on-Severn				
Raven Street Surface Vehicle Park				
Bridge Street Surface Vehicle Park				
(All days between 08:00 and 18:30)				
SEASONAL CAR PARK	Up to 1Hour	na	108 p	130 p
Bewdley	Up to 2 hours	210 p	158 p	190 p
Dog Lane Surface Vehicle Park	Up to 3 hours	na	225 p	270 p
Stourport-on-Severn	3 to 6 hours	na	367 p	440 p
Riverside Meadows Surface Vehicle Park	2 to 24 hours	520 p	na	na
Seyn Meadows No. 2 Surface Vehicle Park	6 to 24 hours	na	550 p	660 p
Seyn Meadows No. 3 Surface Vehicle Park	24 to 48 hours	1040 p	733 p	880 p
(All days between 08:00 and 18:30)				
INNER RATE	Up to 1 hour	120 p	108 p	130 p
Kidderminster	Up to 2 hours	160 p	158 p	190 p
Aldi Store Surface Vehicle Park	Up to 3 hours	260 p	225 p	270 p
Batemans Yard	3 to 6 hours	na	367 p	440 p
Pike Mills Surface Vehicle Park	6 to 24 hours	na	550 p	660 p
Worcester Street Surface Vehicle Park	3 to 24 hours	500 p	na	na
Stourport-on-Severn	24 to 48 hours	1000 p	733 p	880 p
Seyn Meadows No. 1 Surface Vehicle Park				
Bridge Street Surface Vehicle Park				
(All days between 08:00 and 18:30)				
OUTER RATE	First Free Hour (Mon to Sat)	Free	na *	na *
Kidderminster	Up to 1.5 hours (Sun)	Free	na	na
Castle Road Surface Vehicle Park	Up to 2 hours	150 p	158 p	190 p
Comberton Place Surface Vehicle Park	Up to 3 hours	240 p	225 p	270 p
Bromsgrove Street Surface Vehicle Park	3 to 6 hours	na	367 p	440 p
St. Mary's Church Surface Vehicle Park	6 to 24 hours	na	550 p	660 p
Bewdley	3 to 24 hours	400 p	na	na
Gardners Meadow Surface Vehicle Park	24 to 48 hours	800 p	733 p	880 p
Stourport-on-Severn				
Vale Road Surface Car Park				
(All days between 08:00 and 18:30)				
RURAL RATE	First Free Hour (Mon to Sat)	Free	na *	na *
Blakedown	Up to 2 hours	90 p	158 p	190 p
The Avenue Surface Car Park	Up to 3 hours	na	225 p	270 p
	2 to 24 hours	310 p	na	na
	3 to 6 hours	na	367 p	440 p
	6 to 24 hours	na	550 p	660 p
	3 to 24 hours	na	na	na
	24 to 48 hours	630 p	733 p	880 p
(All days between 08:00 and 18:30)				

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>
 * No charge for up to 1 hour parking only



Service	Operational Services	Service Manager	Operational Services Manager
Directorate	Community Well-Being and	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION		Current Charge	Proposed Charge	Proposed Charge
		TO 30/09/2017 £ Charges inclusive of VAT (if applicable)	FROM 1/10/2017 £ Charges before VAT	FROM 1/10/2017 £ Charges inclusive of VAT (if applicable)
Car Parks Fees and Charges by new proposed categories				
Short Term - up to 2 hours	Up to 30 mins	100 p	na	na
Kidderminster	Up to 1 hour	160 p	108 p	130 p
Market Street Surface Vehicle Park	Up to 2 hours	na	158 p	190 p
Bewdley				
Load Street Surface Vehicle Park				
Stourport-on-Severn				
Raven Street Surface Vehicle Park				
Bridge Street Surface Vehicle Park				
(All days between 08:00 and 18:30)				
Long Term - up to 48 hours				
Kidderminster	Up to 1 hour	120 p	108 p	130 p
Aldi Store Surface Vehicle Park	Up to 2 hours	160p/210p	158 p	190 p
Batemans Yard	Up to 3 hours	260 p	225 p	270 p
Pike Mills Surface Vehicle Park	2 to 24 hours	520 p	na	na
Worcester Street Surface Vehicle Park	3 to 6 hours	na	367 p	440 p
Bewdley	6 to 24 hours	500 p	550 p	660 p
Dog Lane Surface Vehicle Park	24 to 48 hours	1000p/1040p	733 p	880 p
Stourport-on-Severn				
Riverside Meadows Surface Vehicle Park				
Severn Meadows No. 1 Surface Vehicle Park				
Severn Meadows No. 2 Surface Vehicle Park				
Severn Meadows No. 3 Surface Vehicle Park				
(All days between 08:00 and 18:30)				
Long Term - up to 48 hours with free options				
Kidderminster	Up to 1 hour	Free	Free	Free
Castle Road Surface Vehicle Park	Up to 2 hours	90p/150p	158 p	190 p
Comberton Place Surface Vehicle Park	Up to 3 hours	240 p	225 p	270 p
Bromsgrove Street Surface Vehicle Park	2 to 24 hours	310 p	na	na
St. Mary's Church Surface Vehicle Park	3 to 6 hours	na	367 p	440 p
Bewdley	6 to 24 hours	400 p	550 p	660 p
Gardners Meadow Surface Vehicle Park	24 to 48 hours	630p/800p	733 p	880 p
Stourport-on-Severn				
Vale Road Surface Car Park				
Blakedown				
The Avenue Surface Car Park				
(All days between 08:00 and 18:30)				

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Operational Services	Service Manager	Operational Services Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION		Current Charge	Proposed Charge	Proposed Charge
		FROM 1/10/2016 £ Charges inclusive of VAT (if applicable)	FROM 1/10/2017 £ Charges before VAT	FROM 1/10/2017 £ Charges inclusive of VAT (if applicable)
Car Parking Season Tickets				
FULL SEASON TICKET	1 month	74.00	65.00	78.00
Kidderminster	6 months	352.00	308.33	370.00
Aldi Store Surface Vehicle Park	12 months:	640.00	560.00	672.00
Batemans Yard Surface Vehicle Park	Payable as 10 monthly DD			
Bromsgrove Street Surface Vehicle Park				
Market Street Surface Vehicle Park				
Pike Mills Surface Vehicle Park				
Riverside Meadow Surface Vehicle Park				
Bewdley				
Load Street Surface Vehicle Park				
Stourport-on-Severn				
Raven Street Surface Vehicle Park				
Severn Meadows Nos. 1, 2 & 3 Surface Vehicle Parks				
RESTRICTED SEASON TICKET	1 month	37.00	32.50	39.00
Kidderminster	6 months	176.00	154.17	185.00
Castle Road Surface Vehicle Park	12 months:	320.00	280.00	336.00
Comberton Place Surface Vehicle Park	Payable as 10 monthly DD			
Stadium Close Surface Vehicle Park				
St. Mary's Church Surface Vehicle Park				
Bewdley				
Dog Lane Surface Vehicle Park				
Gardners Meadow Surface Vehicle Park				
Stourport-on-Severn				
Stourport Sports Centre Nos. 1 & 2 Surface Vehicle Parks				
Stourport Sports Centre Surface Vehicle Park				
Vale Road Surface Car Park				
Blakedown				
The Avenue Surface Car Park				
SENIOR CITIZEN SEASON TICKET	6 months	88.00	77.50	93.00
All vehicle parks	12 months:	160.00	140.00	168.00
	Payable as 10 monthly DD			

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Cultural Services	Service Manager	Cultural Services Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Town Hall Fees and Charges			
KIDDERMINSTER TOWN HALL			
All costs per hour			
MUSIC ROOM			
General Bookings, Meetings, Rehearsals and set ups - Off Peak	24.00	20.83	25.00
General Bookings, Meetings, Rehearsals and set ups - Mid Peak	35.00	30.83	37.00
General Bookings, Meetings, Rehearsals and set ups - Peak Rate	48.00	42.50	51.00
Dances, Concerts, Parties without Technical Support - Off Peak *	32.00	28.33	34.00
Dances, Concerts, Parties without Technical Support - Mid Peak *	37.00	33.33	40.00
Dances, Concerts, Parties without Technical Support - Peak Rate *	55.00	48.33	58.00
Performances with Technical Support - Off Peak **	62.00	54.17	65.00
Performances with Technical Support - Mid Peak **	67.00	58.33	70.00
Performances with Technical Support - Peak Rate **	85.00	74.17	89.00
CORN EXCHANGE ONLY			
General Bookings, Meetings, Rehearsals and set ups - Off Peak	18.00	15.83	19.00
General Bookings, Meetings, Rehearsals and set ups - Mid Peak	27.00	23.33	28.00
General Bookings, Meetings, Rehearsals and set ups - Peak Rate	38.00	33.33	40.00
Dances, Concerts, Parties without Technical Support - Off Peak *	23.00	20.00	24.00
Dances, Concerts, Parties without Technical Support - Mid Peak *	34.00	30.83	37.00
Dances, Concerts, Parties without Technical Support - Peak Rate *	44.00	38.33	46.00
Performances with Technical Support - Off Peak **	53.00	48.33	58.00
Performances with Technical Support - Mid Peak **	64.00	55.83	67.00
Performances with Technical Support - Peak Rate **	74.00	65.00	78.00
MUSIC ROOM & CORN EXCHANGE			
General Bookings, Meetings, Rehearsals and set ups - Off Peak	35.00	30.83	37.00
General Bookings, Meetings, Rehearsals and set ups - Mid Peak	50.00	44.17	53.00
General Bookings, Meetings, Rehearsals and set ups - Peak Rate	62.00	54.17	65.00
Dances, Concerts, Parties without Technical Support - Off Peak *	47.00	40.83	49.00
Dances, Concerts, Parties without Technical Support - Mid Peak *	58.00	50.83	61.00
Dances, Concerts, Parties without Technical Support - Peak Rate *	82.00	71.67	86.00
Performances with Technical Support - Off Peak **	77.00	67.50	81.00
Performances with Technical Support - Mid Peak **	88.00	76.67	92.00
Performances with Technical Support - Peak Rate **	112.00	98.33	118.00
KING CHARLES ROOM, COURT ROOM OR COUNCIL CHAMBER			
General Bookings, Meetings, Rehearsals and set ups - Off Peak	20.00	17.50	21.00
General Bookings, Meetings, Rehearsals and set ups - Mid Peak	33.00	29.17	35.00
General Bookings, Meetings, Rehearsals and set ups - Peak Rate	47.00	40.83	49.00
Dances, Concerts, Parties without Technical Support - Off Peak *	21.00	18.33	22.00
Dances, Concerts, Parties without Technical Support - Mid Peak *	34.00	30.00	36.00
Dances, Concerts, Parties without Technical Support - Peak Rate *	48.00	41.67	50.00
WEDDING CEREMONIES			
KING CHARLES ROOM			
Monday - Thursday - Half Hour Ceremonies	100.00	104.17	125.00
Monday - Sunday including Bank Holidays - One Hour Ceremonies	200.00	166.67	200.00
MUSIC ROOM			
Monday - Thursday - Half Hour Ceremonies	Not Applicable	208.33	250.00
Monday - Sunday including Bank Holidays - One Hour Ceremonies	200.00	250.00	300.00
COURT, CORN EXCHANGE and COUNCIL CHAMBER			
Monday - Thursday - Half Hour Ceremonies	Not Applicable	104.17	125.00
Monday - Sunday including Bank Holidays - One Hour Ceremonies	Not Applicable	166.67	200.00
Wedding Package	Not Applicable	Available on request	Available on request
Concert Package - Includes Technical Support, House Sound and Lighting, Health and Safety Check, Bar Charge and Hire of Music Room and Corn Exchange 14.00 to 23.00.	600.00	525.00	630.00
Bar Charge - charge will apply to the Hirer when booking the services of a bar.	24.00	20.83	25.00



Service	Cultural Services	Service Manager	Cultural Services Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Town Hall Fees and Charges			
Health and Safety Check - charge may apply to the Hirer. NB Functions that require Technical support are inclusive of the health and safety check.	48.00	41.67	50.00
Hire of Steinway Grand Piano - including tuning per event - on stage	120.00 Not Applicable	105.00 208.33	126.00 250.00
Refreshments: Tea / coffee with biscuit per serving	1.50	1.33	1.60
Booking Fee / Credit Card Charges for Tickets			
Booking fee for ticket sales (included in ticket price)	1.00	0.83	1.00
Credit card charge	1.75% of ticket price	1.75% of ticket price	1.75% of ticket price

NOTES:

OFF PEAK - Monday to Friday - 8.00am until 4.00pm.
MID PEAK - Monday to Thursday - 4.00pm until 12.00am.
PEAK - Friday to Sunday - 4.00pm Friday until 12.00am. All day Saturday & Sunday.
Hire charges for commercial organisations are available upon request.
All facilities - Hourly rate will be doubled after midnight and on all bank holidays.
For certain events, an additional charge for Council employed casual labour could be added to room costs - this would be agreed before the date of hire.
Booking times must include preparation and clearing up.
Additional hours outside normal operating times will be charged for accordingly.
Performing Rights Society fees are in addition to the above charges.
Wi-Fi is available to Hirers free of charge.
* Please note no technical support is provided.
** Includes technical support.
Technical support consists of the following: Health and Safety Check, enhanced Lighting and a Technician present during the booking to assist with sound and lighting requirements.
Delegated authority is given to the Cultural Services Manager in consultation with the relevant Cabinet Member to amend fees and charges for Kidderminster Town Hall.
Only one hour wedding ceremonies are available on Friday - Sunday including bank holidays.
Town Hall charges are subject to VAT from 01/04/16.
Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Operational Services	Service Manager	Fleet and Waste Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Operational Services

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2017 £ Charges before VAT	FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Fleet Management			
External contracts based upon	Commercial Judgement	Commercial Judgement	VAT charged at current rate
Staff and Members Servicing			
Fixed service charges Std A	Not Applicable	100.00	120.00
Fixed service charges Full B	Not Applicable	160.00	192.00
All servicing excludes parts - which will be charged at cost plus 15%			
Car Inspection	48.00	45.00	54.00
Staff / Members Cars			
Labour charges per hour based upon	48.00	51.00	61.20
PLUS additional material at cost			
Work undertaken is dependant upon workload capacity and the need to maintain the operational fleet			
MOT			
Class 4	38.00	38.00	No VAT currently charged
Class 5	56.00	58.00	No VAT currently charged
Class 7	56.00	58.00	No VAT currently charged
Taxi Fess' & Charges			
Taxi Inspection - Single Recovery Charges to WRS	Not Applicable	65.00	No VAT currently charged
Taxi Reinspection - Direct Charge	Not Applicable	38.00	No VAT currently charged
Taxi Missed Inspection (Less than 24hrs) - Direct Charge	Not Applicable	38.00	No VAT currently charged
Taxi MOT (as part of above scheduled inspection) - Direct Charge	Not Applicable	20.00	No VAT currently charged
Taxi MOT Independently Booked - Direct Charge	Not Applicable	38.00	No VAT currently charged

NOTES:

Commercial judgement is delegated to the Director of Service
 Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Land Charges	Service Manager	Land Charges Officer
Directorate	Economic Prosperity and Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/12/2016 £ No VAT applicable	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)	
Land Charges					
LAND CHARGES - RESIDENTIAL					
Basic Land Charges Search Fee	LLC1	24.00	24.00	24.00	No VAT currently charged
	Con 29 Part 1	70.50	84.60	70.50	84.60
Highway Information Payable to Worcs County Council	Con 29 Highway	28.00	33.60	30.00	36.00
	Total	122.50	142.20	124.50	144.60
Each additional residential property/parcel of land	LLC1	24.00	24.00	24.00	No VAT currently charged
	Con 29 Part 1	17.00	20.40	17.00	20.40
	Total	41.00	44.40	41.00	44.40
LAND CHARGES - COMMERCIAL					
Basic Land Charges Search Fee	LLC1	30.00	30.00	30.00	No VAT currently charged
	Con 29 Part 1	93.00	111.60	93.00	111.60
Highway Information Payable to Worcs County Council	Con 29 Highway	28.00	33.60	30.00	36.00
	Total	151.00	175.20	153.00	177.60
Each additional commercial property/parcel of land	LLC1	30.00	30.00	30.00	No VAT currently charged
	Con 29 Part 1	17.00	20.40	17.00	20.40
	Total	47.00	50.40	47.00	50.40
Each Optional Enquiry - Residential and Commercial					
Questions answered by WFDC		18.00	21.60	18.00	21.60
Question 4		9.50	11.40	9.00	10.80
£8.50 payable to Worcs County Council Highways		8.50	10.20	9.00	10.80
Total		18.00	21.60	18.00	21.60
Question 22		1.00	1.20	0.00	0.00
£17 payable to Worcs County Council Commons		17.00	20.40	20.00	24.00
Total		18.00	21.60	20.00	24.00

NOTES:

HMRC ruling that VAT will become chargeable on Con 29 Products with effect from 1st January 2017
 Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Building Control	Service Manager	Building Control Manager - North Worcestershire
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Building Control - Fees Set By North Worcestershire Building Control Shared Service			
STANDARD CHARGES FOR THE CREATION OR CONVERSION TO NEW HOUSING			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Additional Charge *	Price on application	Price on application	VAT Charged at Current Rate
DOMESTIC EXTENSIONS TO A SINGLE BUILDING			
Conversion of attached garage into habitable room:			
Application Charge	310.00	258.33	310.00
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Additional Charge *	230.00	191.67	230.00
Extension where floor area is less than 10m ² :			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Additional Charge *	230.00	191.67	230.00
All Other Extensions:			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Additional Charge *	Within Provided Quote	Within Provided Quote	
Loft Conversions:			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Additional Charge *	Within Provided Quote	Within Provided Quote	
Detached Garage over 30m ²			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Additional Charge *	Within Provided Quote	Within Provided Quote	
Electrical Works by Non-Qualified Electrician:			
Application Charge	305.00	254.17	305.00
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Renovation of Thermal Element:			
Application Charge	170.00	141.67	170.00
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Installing Steel Beams(s) within an Existing House:			
Application Charge	145.00	120.83	145.00
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Window Replacement:			
Application Charge	170.00	141.67	170.00
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
Installing New Boiler or Wood Burner, etc:			
Application Charge	240.00	200.00	240.00
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate
ALL OTHER WORK - ALTERATIONS			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	VAT Charged at Current Rate



Service	Building Control	Service Manager	Building Control Manager - North Worcestershire
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 1/04/2017	FROM 1/04/2017
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Building Control - Fees Set By North Worcestershire Building Control Shared Service			
Supplementary Charges			
Archived plans			
Re-open archived file and issue completion certificate	49.00	40.83	49.00
Site Visit relating to archived case - per site visit	64.00	53.33	64.00
Withdrawn Applications			
Process request - Admin Charge	49.00	40.83	49.00
Building Notice - No inspection having taken place	refund fee less admin charge	refund fee less admin charge	
Building Notice - Inspections having taken place	refund fee less admin charge less £64 per visit	refund fee less admin charge less £64 per visit	
Full Plans - not checked, no inspections	refund fee less admin charge	refund fee less admin charge	
Full Plans - checked, no inspections	refund inspection fee less admin charge	refund inspection fee less admin charge	
Full Plans - checked, with site inspections	refund inspection fee less admin charge, less £64 per site inspection	refund inspection fee less admin charge, less £64 per site inspection	
Redirected Inspection fees/issue copy documents			
Re invoice to new address	49.00	40.83	49.00
Optional Consultancy Services	Price on application	Price on application	VAT Charged at Current Rate

NOTES:

For Quotations by Telephone Please Ring North Worcestershire Building Control on 01527 881402

* The additional charge is payable on deposit if the electrician is not specified on the application form, or the person / company specified is not a Part P registered electrician

These charges have been set on the following basis:

1. That the building work does not consist of, or include innovative or high risk construction techniques and / or the duration of the building work from commencement to completion does not exceed 12 months.

2. That the design and building work is undertaken by a person or company that is competent to carry out the relevant design and building work. If they are not, the building control service may impose supplementary charges.

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Planning	Service Manager	Planning Policy Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 1/04/2017	FROM 1/04/2017
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Street Naming and Numbering			
Existing Properties			
Renaming an existing street	256.00	269.00	No VAT currently charged
Additional charge per premise	64.00	67.00	No VAT currently charged
Renaming (where the premise is NOT also numbered) or renumbering a premise	127.00	133.00	No VAT currently charged
Additional charge per premise	25.00	26.00	No VAT currently charged
Adding a name to or renaming a premise (where the premise is also numbered)	25.00	26.00	No VAT currently charged
Additional charge where this includes naming of a building (e.g. a block of flats)	64.00	67.00	No VAT currently charged
New Developments			
Naming a New Street	256.00	269.00	No VAT currently charged
Naming and Numbering a new Premises	127.00	133.00	No VAT currently charged
Additional charge for each adjoining premise	25.00	26.00	No VAT currently charged
Additional Charge where this includes naming of a building (e.g. a block of flats)	64.00	67.00	No VAT currently charged
Confirmation of address to solicitors/conveyancers/occupiers or owners	25.00	26.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Housing	Service Manager	Strategic Housing Services Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Private Sector Housing			
HMO Licence	500.00	525.00	No VAT currently charged
HMO Licence if application submitted and complete within 21 days	300.00	315.00	No VAT currently charged
Residential Caravan Site New Application	500.00	525.00	No VAT currently charged
Residential Caravan Site New Application if submitted and complete within 21 days	300.00	315.00	No VAT currently charged
Residential Caravan Site Annual Licence	180.00	189.00	No VAT currently charged
Penalty Charges as per Published Statement of Principles*			
Penalty fee where no previous action has been taken	500.00	525.00	No VAT currently charged
Penalty fee for landlords who have had previous single action taken against them under Housing Act 2004 or other housing legislation	1,500.00	1,575.00	No VAT currently charged
Penalty fee for landlords who have had previous multiple actions taken against them under Housing Act 2004 or other housing legislation	3,000.00	3,150.00	No VAT currently charged
Officer time spent to enforce the regulations	Charged at Cost	Charged at Cost	No VAT currently charged
Purchase and Equip Property with Alarms	Charged at Cost	Charged at Cost	No VAT currently charged
Recovery Costs**	500.00	525.00	No VAT currently charged
Administration Costs	250.00	263.00	No VAT currently charged

NOTES:

* The amount of Penalty Charge shall be a maximum of £5,000.

** The penalty charge shall be reduced by the £500 cost recovery element if paid within 14 days of the issue of the penalty charge notice. Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Housing	Service Manager	Strategic Housing Services Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 1/04/2017	FROM 1/04/2017
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Housing Strategy and Enabling			
Custom and self build register charges	0.00	20.00	No VAT currently charged

NOTES:

This is a charge made to individuals or groups for registering on the Council's self-build register.
Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Regeneration	Service Manager	Head of Economic Development and Regeneration for North Worcestershire
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 1/04/2017	FROM 1/04/2017
	£	£	£
Regeneration and Economic Development	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Town Centre Promotions			
National brand - Bus, van or marquee per day	100.00	100.00	No VAT currently charged
National brand - Bus, van or marquee per week	500.00	500.00	No VAT currently charged
Established local business - Bus, van or marquee per day	100.00	100.00	No VAT currently charged
Established local business - Bus, van or marquee per week	500.00	500.00	No VAT currently charged
New local business or start-up - first occasion	Free	Free	
New local business or start-up - second occasion	55.00	55.00	No VAT currently charged
New local business or start-up - thereafter - per day	80.00	80.00	No VAT currently charged
New local business or start-up - thereafter - per week	400.00	400.00	No VAT currently charged
Leafleting only (without stall or table) per day	26.00	30.00	No VAT currently charged
Registered charities (local) - first occasion	Free	Free	
Registered charities (local) - second occasion	26.00	30.00	No VAT currently charged
Registered charities (local) - thereafter	55.00	60.00	No VAT currently charged
Registered charities (national) per day	75.00	75.00	No VAT currently charged
Registered charities (national) per week	375.00	375.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2017/2018****COUNCIL**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2017/18 £	2018/19 £	2019/20 £
R310	CHIEF EXECUTIVE				
	Council Tax and NDR	C	-	-	-
	Summons Costs £50	R	-	-	-
	Liability Order Costs £30 £80	S	-	-	-
	Bi-annual review of summons costs and liability orders to reflect inflation and additional Magistrates Court costs.				
R500	Elections and Electoral Registration	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R	-	-	-
		S	-	-	-
R605	ECONOMIC PROSPERITY AND PLACE				
	Development Control - Planning Advice	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R	20 CR	20 CR	20 CR
		S	-	-	-
R605	Development Control - Pre-application advice	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R	370 CR	370 CR	370 CR
		S	-	-	-
R625	Building Control - Decision Notices				
	To increase charges by 5% for copies of decision notices held by the Council prior to the formation of the North Worcestershire Building Control Shared Service.	C	-	-	-
		R	-	-	-
		S	-	-	-
R605	Development Control - Sale of Documents	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R	150 CR	150 CR	150 CR
		S	-	-	-
R637	Environmental Health - Water Sampling				
	Water sampling and analysis charges are set by Worcs Regulatory Services. No increase is being proposed.	C	-	-	-
		R	-	-	-
		S	-	-	-
R637	Environmental Health - Control of Dogs				
	The charges levied for the control of stray dogs are set by Worcs Regulatory Services on a cost recovery basis. Charges are consistent across all authorities within the Shared Service. Increases to some charges are being proposed in 2017/18.	C	-	-	-
		R	300 CR	300 CR	300 CR
		S	-	-	-
R638	Licensing Activities - Hackney Carriages				
	To propose no increase to Hackney Carriage licences.	C	-	-	-
		R	-	-	-
		S	-	-	-
R638	Licensing Activities - General Licensing				
	To increase charges by 5% in line with Council Policy where appropriate (some exceptions detailed on backing sheets).	C	-	-	-
		R	1,330 CR	1,330 CR	1,330 CR
		S	-	-	-

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2017/2018****COUNCIL**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2017/18 £	2018/19 £	2019/20 £
R638	Licensing Activities - Gambling Act 2005 (Premises) Increase charges by either 5% in line with Council Policy or up to prescribed maximum level (if this is lower).	C	-	-	-
		R	430 CR	430 CR	430 CR
		S	-	-	-
R638	Licensing Activities - Scrap Metal Dealers Licence Scrap metal dealers licence is a 3 year licence which was introduced in 2014. Level of charges are recommended by Worc's Regulatory Services. The level of charge will be unchanged for the next 3 years.	C	-	-	-
		R	-	-	-
		S	-	-	-
	TOTALS	C	-	-	-
		R	2,600 CR	2,600 CR	2,600 CR
		S	-	-	-



Service	Revenues	Service Manager	Revenues, Benefits and Customer Services Manager
Directorate	Chief Executive	Cabinet Member	Transformation and Change

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Council Tax and NNDR			
Council Tax and NNDR			
Summons costs	50.00	50.00	No VAT currently charged
Liability Orders	30.00	30.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Elections and Electoral Registration	Service Manager	Head of Transformation and Communication
Directorate	Chief Executive	Cabinet Member	Resources

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Elections and Electoral Registration			
SALE OF EDITED AND FULL ELECTORAL REGISTERS Charges for Market Registers only (per legislation)			
Edited and Full Register			
Data	22.00 plus 1.60 per 1,000 entries	23.00 plus 1.60 per 1,000 entries	No VAT currently charged
Printed	12.00 plus 5.25 per 1,000 entries	13.00 plus 5.25 per 1,000 entries	No VAT currently charged
Overseas Electors			
Data	22.00 plus 1.60 per 1,000 entries	23.00 plus 1.60 per 1,000 entries	No VAT currently charged
Printed	12.00 plus 5.25 per 1,000 entries	13.00 plus 5.25 per 1,000 entries	No VAT currently charged
Marked Registers			
Data	12.00 plus 1.05 per 1,000 or part	13.00 plus 1.05 per 1,000 or part	No VAT currently charged
Printed	12.00 plus 2.10 per 1,000 or part	13.00 plus 2.10 per 1,000 or part	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Planning & Building Control	Service Manager	Development Control Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Planning Advice Building Control Decision Notices (Pre 01/01/2012) Sale of Copy Documents			
Reply to general individual queries, Planning or Building Control for up to 6 questions (after that the full Local Land Charge Search fee will be charged)	24.00 per Question	25.00 per Question	No VAT currently charged
If any query requires a site visit to be made (e.g. compliance with conditions)	65.00	68.00	No VAT currently charged
Charges for Copy Documents See Note 2 below			
Monthly Decision List	Free	Free	Free
Weekly Planning Application List	Free	Free	Free
Decision Notices	19.00	16.67	20.00
Decision Notices Additional Copies	1.10	1.00	1.20
A4 - For each copy	1.10	1.00	1.20
A3 - For each copy	1.10	1.00	1.20
A2 - For each copy	3.20	2.83	3.40
A1 - For each copy	4.20	3.75	4.50
A0 - For each copy	5.30	4.67	5.60

NOTES:

Note 1 - Copies, where appropriate, are available free up to a cumulative single transaction value of £10 for individuals (the discretion of Director of Service to be applied in cases of multiple separate transactions) and charged at full cost to representatives of professional and/or commercial companies.

Note 2 - Copies of all planning application plans and decision notices made from 2006 onwards are available online at zero cost at <http://www.wyreforestdc.gov.uk/planning-and-buildings.aspx>

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Planning	Service Manager	Development Control Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 1/04/2017	FROM 1/04/2017
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Permitted Developments and Pre-application Advice			
Permitted Development enquiries			
Proposed development type			
Householder	Free	Free	Free
Other	Free	Free	Free
Pre-Application advice			
Householder			
Cost of each additional meeting	Free	Free	Free
1 - 4 dwellings	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
Residential Development (see note 1)			
5 - 9 dwellings (site <1ha) (gross floor area <1,000m2)	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
10 - 49 dwellings (site 1-1.25ha) (gross floor area 1,000 - 2,499m2)	1,303.00	1,140.00	1,368.00
Cost of each additional meeting	652.00	570.83	685.00
Cost of Highway Advice	457.00	400.00	480.00
Cost of each additional meeting with Highway Authority	228.00	199.17	239.00
50 - 199 dwellings (site 1.26-2ha) (gross floor area 2,500 - 9,999m2)	2,607.00	2,280.83	2,737.00
Cost of each additional meeting	965.00	844.17	1,013.00
Cost of Highway Advice	912.00	798.33	958.00
Cost of each additional meeting with Highway Authority	338.00	295.83	355.00
200+ dwellings (site 2+ha) (gross floor area +10,000m2)	3,910.00	3,421.67	4,106.00
Cost of each additional meeting	1,303.00	1,140.00	1,368.00
Cost of Highway Advice	1,368.00	1,196.67	1,436.00
Cost of each additional meeting with Highway Authority	457.00	400.00	480.00
Non Residential/Commercial Development (see note 1)			
Gross floor area up to 500m2 (site up to 0.5ha)	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
Gross floor area 501m2 - 999m2 (site 0.5 -1ha)	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
Gross floor area 1,000 - 2,499m2 (site 1-1.25ha)	1,303.00	1,140.00	1,368.00
Cost of each additional meeting	652.00	570.83	685.00
Cost of Highway Advice	457.00	400.00	480.00
Cost of each additional meeting with Highway Authority	228.00	199.17	239.00
Gross floor area 2,500 - 9,999m2 (site 1.26-2ha)	2,607.00	2,280.83	2,737.00
Cost of each additional meeting	965.00	844.17	1,013.00
Cost of Highway Advice	912.00	798.33	958.00
Cost of each additional meeting with Highway Authority	338.00	295.83	355.00
Gross floor area +10,000m2 (site +2ha)	3,910.00	3,421.67	4,106.00
Cost of each additional meeting	1,303.00	1,140.00	1,368.00
Cost of Highway Advice	1,368.00	1,196.67	1,436.00
Cost of each additional meeting with Highway Authority	457.00	400.00	480.00



Service	Planning	Service Manager	Development Control Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Permitted Developments and Pre-application Advice			
Other Categories			
Advertisements	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Change of Use	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Telecommunications	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Glasshouses/Poly Tunnels	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Others (see note 2)	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Historic Environmental and Tree related enquiries			
Separate Listed Building and Conservation Area Advice (Up to 3 Separate Matters)	41.00	35.83	43.00
(More than 3 Separate Matters)	80.00	70.00	84.00
Cost of each additional meeting	20.00	17.50	21.00
Separate Tree related Advice - number of trees not exceeding 10	41.00	35.83	43.00
Cost of each additional meeting	20.00	17.50	21.00
Separate Tree related Advice - number of trees over 10 but not exceeding 30	80.00	70.00	84.00
Cost of each additional meeting	20.00	17.50	21.00
Exemptions			
As set out in Guidance Note (e.g. Parish Councils, etc)			

NOTES:

Note 1 - If only principle to be discussed.

Note 2 - Includes other development proposals such as variation or removal of conditions-proposed changes of use, car parks and certificates of lawfulness. Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Water Sampling and Analysis Charges - Set By Worcestershire Regulatory Services			
POLLUTION CONTROL			
Water Sampling Charges			
The Regulations allow local authorities to charge a fee, subject to prescribed maximum levels to enable reasonable costs of services (lab fees etc) to be recovered.			
Proposed Fees and Charges			
Risk Assessment	50.00 per hour (up to £625 Max)	34.17 per hour (min. 1 hour - up to £444 Max)	41.00 per hour (min. 1 hour - up to £533 Max)
Sampling (each visit)	126.00 Max	34.17 per hour (up to £83.33 Max)	41.00 per hour (min. 1 hour - up to £100 Max)
Investigation	50.00 per hour (up to £150 Max)	34.17 per hour (min. 1 hour - up to £444 Max)	41.00 per hour (min. 1 hour - up to £533 Max)
Granting an Authorisation	126.00 Max	34.17 per hour (up to £83.33 Max)	41.00 per hour (min. 1 hour - up to £100 Max)
Analysing a sample			
- taken under regulation 10 (small supplies)	32.00 Max	21.67 Max	26.00 Max
- taken during check monitoring	126.00 Max	83.33 Max	100.00 Max
- taken during audit monitoring	630.00 Max	444.17 Max	533.00 Max

NOTES:

Where the request is made by the Owner/Occupier and the Authority is not the only service provider - VAT will be added.
Where the authority instigates the testing under regulations i.e. Periodic tests, assessments - VAT is not applicable in this instance.
Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Hackney Carriage/Private Hire Fees			
Hackney Carriage Vehicle (includes renewal plates and twice yearly vehicle inspections)	416.00	416.00	No VAT currently charged
Private Hire Vehicle (includes renewal plates and twice yearly vehicle inspections)	416.00	416.00	No VAT currently charged
Change of Business (Sell Car and Transfer Plate)	105.00	105.00	No VAT currently charged
Initial or Replacement Licences/Plates (if lost or damaged)			
External Car Plate	49.00	49.00	No VAT currently charged
Internal (Executive Vehicles) Car Plate	21.00	21.00	No VAT currently charged
Vehicle Decals - Replacements	19.00	19.00	No VAT currently charged
Exemption Notice (Executive Vehicles)	29.00	29.00	No VAT currently charged
Vehicle Testing			
Vehicle Retest Fee (if re-tested within 48 hours of failure)	31.00	25.83	31.00
Vehicle Retest Fee (if re-tested after 48 hours of failure)	59.00	49.17	59.00
Hackney Carriage/Private Hire Drivers Licence (valid for 3 years)	415.00	415.00	No VAT currently charged
Disclosure Scotland check	62.00	62.00	No VAT currently charged
Drivers Badge	25.00	25.00	No VAT currently charged
Drivers' Knowledge Test	54.00	54.00	No VAT currently charged
Private Hire Operators (valid for 1 year)	463.00	463.00	No VAT currently charged
Private Hire Operators (valid for 5 years)	1,760.00	1,760.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION		Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Licensing and Registration				
Animal Boarding Establishments	Initial	354.00	372.00	No VAT currently charged
	Renewal	234.00	246.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Dangerous Wild Animals	Initial	354.00	372.00	No VAT currently charged
	Renewal	234.00	246.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Dog Breeding Establishments	Initial	354.00	372.00	No VAT currently charged
	Renewal	234.00	246.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Pet Shops	Initial	354.00	372.00	No VAT currently charged
	Renewal	234.00	246.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Riding Establishments	Initial	354.00	372.00	No VAT currently charged
	Renewal	234.00	246.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Zoo Licences	Initial	1,707.00 (plus Inspector's expenses)	1,792.00 (plus Inspector's expenses)	No VAT currently charged
	Renewal	1,534.00 (plus Inspector's expenses)	1,611.00 (plus Inspector's expenses)	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Acupuncture, Tattooing, Electrolysis, Ear Piercing, Skin Piercing & Semi-Permanent Skin Colouring -				
Certificate of Registration: (a) Person		172.00	181.00	No VAT currently charged
(b) Premise		249.00	261.00	No VAT currently charged
(c) Persons & Premises		419.00	440.00	No VAT currently charged
Sex Establishments	Initial	4,977.00	4,977.00	No VAT currently charged
	Renewal	1,911.00	1,911.00	No VAT currently charged
	Transfer	345.00	362.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Gambling Premises License Fees			
Gambling Premises Licence - New Application			
Adult Gaming Centre	1,452.00	1,525.00	No VAT currently charged
Betting Premises (excluding Tracks)	2,179.00	2,288.00	No VAT currently charged
Betting Premises (Tracks)	1,814.00	1,905.00	No VAT currently charged
Bingo Club	2,538.00	2,665.00	No VAT currently charged
Family Entertainment Centre	1,452.00	1,525.00	No VAT currently charged
Temporary Use Notices	370.00	389.00	No VAT currently charged
Gambling Premises Licence - Annual Fee			
Adult Gaming Centre	727.00	763.00	No VAT currently charged
Betting Premises (excluding Tracks)	436.00	458.00	No VAT currently charged
Betting Premises (Tracks)	727.00	763.00	No VAT currently charged
Bingo Club	727.00	763.00	No VAT currently charged
Family Entertainment Centre	543.00	570.00	No VAT currently charged
Provisional Statement Application			
Adult Gaming Centre	1,452.00	1,525.00	No VAT currently charged
Betting Premises (excluding Tracks)	2,179.00	2,288.00	No VAT currently charged
Betting Premises (Tracks)	1,814.00	1,905.00	No VAT currently charged
Bingo Club	2,538.00	2,665.00	No VAT currently charged
Family Entertainment Centre	1,452.00	1,525.00	No VAT currently charged
Licence Application (Provisional Statement Holders)			
Adult Gaming Centre	689.00	723.00	No VAT currently charged
Betting Premises (excluding Tracks)	872.00	916.00	No VAT currently charged
Betting Premises (Tracks)	689.00	723.00	No VAT currently charged
Bingo Club	872.00	916.00	No VAT currently charged
Family Entertainment Centre	689.00	723.00	No VAT currently charged
Application to Transfer			
Adult Gaming Centre	689.00	723.00	No VAT currently charged
Betting Premises (excluding Tracks)	872.00	916.00	No VAT currently charged
Betting Premises (Tracks)	689.00	723.00	No VAT currently charged
Bingo Club	872.00	916.00	No VAT currently charged
Family Entertainment Centre	689.00	723.00	No VAT currently charged
Application to Vary			
Adult Gaming Centre	727.00	763.00	No VAT currently charged
Betting Premises (excluding Tracks)	1,088.00	1,142.00	No VAT currently charged
Betting Premises (Tracks)	906.00	951.00	No VAT currently charged
Bingo Club	1,271.00	1,335.00	No VAT currently charged
Family Entertainment Centre	727.00	763.00	No VAT currently charged
Reinstatement of Licence			
Adult Gaming Centre	689.00	723.00	No VAT currently charged
Betting Premises (excluding Tracks)	872.00	916.00	No VAT currently charged
Betting Premises (Tracks)	689.00	723.00	No VAT currently charged
Bingo Club	872.00	916.00	No VAT currently charged
Family Entertainment Centre	689.00	723.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Street Trading			
Single Unit up to 12 x 12 (max 5m length) Food - Initial	2,115.00	2,221.00	No VAT currently charged
- Renewal	2,011.00	2,112.00	No VAT currently charged
Single Unit up to 12 x 12 (max 5m length) Non-Food - Initial	1,768.00	1,856.00	No VAT currently charged
- Renewal	1,590.00	1,670.00	No VAT currently charged
For every additional 12 x 12 or part thereof or length more than 5m	872.00	916.00	No VAT currently charged
Mobile Traders - Initial	830.00	872.00	No VAT currently charged
Mobile Traders - Renewal	830.00	872.00	No VAT currently charged
Street Amenities (Control of Street Furniture)	334.00	351.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31/03/2017 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2017 £ Charges before VAT	Proposed Charge FROM 1/04/2017 £ Charges inclusive of VAT (if applicable)
Scrap Metal Dealers Act 2013 - Fees Recommended by Worcestershire Regulatory Services			
Site Licence - Initial (3 year licence)	290.00	290.00	No VAT currently charged
Site Licence - Renewal (3 year licence)	240.00	240.00	No VAT currently charged
Collectors Licence - Initial (3 year licence)	145.00	145.00	No VAT currently charged
Collectors Licence - Renewal (3 year licence)	95.00	95.00	No VAT currently charged
Variation of Licence	65.00	65.00	No VAT currently charged
Copy of licence (if lost or stolen)	25.00	25.00	No VAT currently charged

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Health, Well-Being and Housing

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2017	FROM 1/04/2017	FROM 1/04/2017
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Control of Dogs - Fees Recommended by Worcestershire Regulatory Services			
Administration Fee per stray dog seized	10.00	15.00	No VAT currently charged
Kennelling charge per dog per day	12.00	13.50	No VAT currently charged
Statutory Fine per dog seized	25.00	25.00	No VAT currently charged
Repeat stray charge	25.00	25.00	No VAT currently charged
Out of Hours Charge	30.00	35.00	No VAT currently charged
Vet fees/treatment charges (if applicable)	Charged at Cost	Charged at Cost	

NOTES:

Customers may be able to order and pay for some services online – please refer to <http://www.wyreforestdc.gov.uk>

BUDGET RISK MATRIX 2017/2020

HIGH	<p>QUADRANT 3 - REVIEW RISK - CONTINGENCY PLANS - LOW RISK, HIGH IMPACT</p> <ol style="list-style-type: none"> 1. Finance Strategy/Accountability 2. Car Parking Income 3. Council Tax - increases in base to increase funding 4. Wyre Forest House - final sign off of all retentions 5. Industrial Estates & Other Property 6. Eastern Gateway- Future Development 7. Land Charges Ringfencing/Charging/HIPs 8. ICT Investment -review of functionality and rolling programme of replacement/channel shift 9. Shared Services/Joint Working 10. Budgetary Control/Austerity Measures post Brexit 11. Prudential Code for Capital Accounting - Borrowing rates 12. Diminishing Reserves/Cashflow 13. Pension Costs - 2017 triennial revaluations 14. Recovery of Icelandic investments 15. MMI Clawback Scheme - further claims 16. Retention of Depot site - further investment 17. Information governance - ensure the Council is safeguarded 	<p>QUADRANT 4 - IMMEDIATE ACTION HIGH RISK, HIGH IMPACT</p> <ol style="list-style-type: none"> 1. Government Grant - Funding reductions, New Homes Bonus and further Spending Reviews/funding reform. 2. Business Rates Retention Scheme - Appeals, Pooling and reform 3. Devolution debate and Combined Authorities 4. Transformational Programme/pace of change 5. Local Council Tax Discount Scheme - impact of revisions 6. Council Tax/Business Rates collection levels 7. Business Rates growth - achievement to secure funding position 8. Capital Receipts - Realisation of, to fund expenditure 9. Environment and Economic Regeneration 10. Changes to Benefit Scheme - Universal Credit- continued uncertainty and impact on poorer residents 11. Wyre Forest Forward Efficiency/Cabinet Proposal Savings 12. Homelessness 13. Potential local government reorganisation 14. "Realignment of area" /Alignment of political area: Worcestershire v. Greater Birmingham <p><i>Note: High Impact is risk assessed to be in excess of £100,000 in line with the Risk Management Implementation Strategy</i></p>
MEDIUM	<p>QUADRANT 1 - KEEP UNDER PERIODIC REVIEW LOW RISK, LOW IMPACT</p> <ol style="list-style-type: none"> 1. External Funding, Partnerships 2. Impact of investment returns 3. Underlying Borrowing Requirement (GFR) 	<p>QUADRANT 2 - CONSIDER ACTION HIGH RISK, LOW IMPACT</p> <ol style="list-style-type: none"> 1. Exit from the European Union - impact on local government
LOW	MEDIUM	HIGH

RISK

IMPACT

Budget Risk Matrix

ISSUE	BUDGETARY RESPONSE
<p>Quadrant 1 - Low Risk, Low Impact</p> <p>1. External Funding, Partnerships</p> <p>2. Impact of Investment Returns</p> <p>3. Underlying Borrowing Requirement (CFR)</p>	<p>Keep under periodic review</p> <p>Continue to evaluate sustainability of each scheme as part of project appraisal.</p> <p>Continue to monitor and report as appropriate. The Governor of the bank of England has indicated that the rate may reduce further from the current 0.25%. Balances available for investment are reducing over the MTFP and this together with the lower returns has been taken into account in the base budget. We continue to work with Capita in this area.</p> <p>The rising CFR over the term of the Budget Strategy will be carefully monitored in close liaison with Capita to gauge both the timing and type of external borrowing.</p>
<p>Quadrant 2 - High Risk, Low Impact</p> <p>1. Exit from the European Union</p>	<p>Consider Action</p> <p>To-date the impact has not been significant but this will be closely monitored.</p>
<p>Quadrant 3 - Low Risk, High Impact</p> <p>1. Finance Strategy/Accountability</p> <p>2. Car Parking Income</p> <p>3. Council Tax – increase in base</p> <p>4. Wyre Forest House final sign off of all retentions</p> <p>5. Industrial Estates and Other Property</p> <p>6. Eastern Gateway - Future Development</p> <p>7. Land Charges Ring fencing /Charging/HIPs</p> <p>8. ICT Investment/channel shift</p> <p>9. Shared Services Joint working</p> <p>10. Budgetary Control/Austerity Measures</p> <p>11. Prudential Code for Capital Accounting – Borrowing rates</p> <p>12. Diminishing Reserves/Cash flow</p> <p>13. Pension Costs</p> <p>14. Recovery of Icelandic Investments</p>	<p>Review Risk - Contingency Plans</p> <p>Council are required to adopt a three year Balanced Budget Strategy. Usages/Income level closely monitored, proposal for new simplified policy is factored into the MTFP</p> <p>Assumption of increase of 300 pa should hopefully be realised. Managed closely by Chief Executive and CLT/Cabinet</p> <p>Managed through Property Disposal Strategy</p> <p>Development opportunities continue to be explored.</p> <p>Reduced income allowed for within Base Budget reduces the scale of any challenge. Settlement of claim with lawyers New Burdens Grant will mitigate the impact.</p> <p>ICT Strategy Group formed to oversee/enhance the governance, planning and delivery arrangements of the strategy between ICT and council service areas.</p> <p>Shared Services partnerships continue to contribute to collaborative efficiencies but will be monitored to ensure risk is managed and mitigated.</p> <p>Continue to discourage non-essential expenditure, monthly budget monitoring reports provide more management information. Focus on income generation and innovative alternative service delivery models.</p> <p>External borrowing is £15m, rates remain low but the economy is still volatile and future rates difficult to predict; Capita continue to provide technical advice</p> <p>Cash flow management will be tighter given reduction in capital and revenue reserves and use of the Capita Cash flow model is being used to improve management information to help mitigate any risk in this area</p> <p>Higher payments made as a result of the 2013 year's triennial revaluation have improved our position and it is hoped that the impact of the current revaluation can be contained within existing budgets.</p> <p>Under £1m in outstanding and work will continue to achieve maximum recovery.</p>

<p>Quadrant 3 Continued 15. MMI Claw Scheme</p> <p>16. Retention of Depot Site</p> <p>17. Information Governance</p>	<p>Further claim received and settled, ear marked reserve held.</p> <p>Currently on schedule and on budget; this will be carefully managed Investment is required to provide a sustainable depot site now the decision has been taken to retain this key asset.</p> <p>Internal working group chaired by the Chief Executive is reviewing this area to ensure the Council continues to be safeguarded.</p>
<p>Quadrant 4 - High Risk, High Impact 1. Government Grant –Funding Changes, further Spending Reviews and New Homes Bonus</p> <p>2. Business Rates Retention Scheme, appeals, Pooling and revision of funding arrangements</p> <p>3. Devolution debate and Combined Authorities</p> <p>4. Impact of Transformational Programme</p> <p>5. Local Council Tax Discount Scheme</p> <p>6. Council Tax Collection levels</p> <p>7. Business Rates Growth</p> <p>8. Capital Receipts - Realisation of to fund expenditure</p> <p>9. Environment and Economic Regeneration</p> <p>10. Changes to Housing Benefit Scheme – universal credit/localisation of support for Council Tax</p> <p>11. Wyre Forest Forward Efficiency savings</p> <p>12. Homelessness</p> <p>13. Local Government Reorganisation</p> <p>14. Realignment of area/political area</p>	<p>Immediate Action</p> <p>Significant issue given the scale of the Spending deficit. The Cabinet Financial Strategy Advisory Panel process will assist Wyre Forest Forward coordinating Councils future Plans.</p> <p>Proposed changes to funding arrangements introduce uncertainty and risk, the new Worcestershire Pool may mitigate this. Annual review of pooling arrangements but future of pooling uncertain. Our robust regeneration programme is a mitigation factor.</p> <p>Monitored closely by CLT/Cabinet</p> <p>Managed by CLT/Cabinet with reports to Group Leaders.</p> <p>The impact of the revised Local Scheme will be kept under review by the Chief Executive/Chief Financial Officer</p> <p>Assumptions in relation to decreased collection rates have been made in the Council Tax Base calculations as a result of the Local Council Tax Discount Scheme and these will be carefully managed and reported on.</p> <p>Given proposed funding reform independent business rates growth is of key importance to funding streams. Our regeneration policy, innovative service delivery options and proposed loans to third parties policy all help mitigate risk.</p> <p>Capital Programme funding reflects realistic timescale for the realisation of asset disposal receipts. Temporary borrowing will be used when necessary.</p> <p>The Council continues to be proactive in this area and this is closely monitored by Cabinet/CLT</p> <p>The continued overhaul of the benefits systems will be carefully managed and monitored.</p> <p>Progress continues to be monitored and reported regularly to members.</p> <p>The Welfare Reform, Universal Credit and Council Tax Benefit Reform could all increase the number of Homelessness cases within the district. This will be carefully monitored and managed by the Housing Team.</p> <p>Macroeconomic area strategically assessed and managed by the Leadership team.</p> <p>Kept under strategic review by the Leadership team in liaison with two LEPS. The three LEP footprint proposals are also within our radar.</p>

Capital Programme 2016/17 Onwards

1. PURPOSE

- 1.1 To consider the Capital Programme 2016/17 onwards and set out the detail to support the recommendations within the main Budget report.

2. BACKGROUND

- 2.1 The Council's Capital Programme is under-pinned by the borrowing strategy contained in the approved Treasury Management Service Strategy and also the Property Disposal Strategy. The Capital Programme is prepared in accordance with this Strategy taking into account all the relevant factors, such as Corporate Priorities.

3. KEY ISSUES

- 3.1 The Cabinet recommends approval of the Base Capital Programme and the Vehicle, Equipment and Systems Renewal Schedule, as part of the budget setting process for the Authority.
- 3.2 The Council entered into further external borrowing as predicted in last year's report; as at the end of November 2016 the total was £15m, all with the PWLB. The Council will continue to enter into further borrowing arrangements in accordance with the Medium Term Financial Strategy as capital schemes progress. External borrowing has been planned for a few years and is inevitable as the Council's cash balances are much reduced and can no longer support further capital expenditure without external borrowing.
- 3.3 Projections of right to buy receipts, that are being shared with Community Housing Group in accordance with the latest agreement from 2016/17 to 2018/19, have been steady in the first half of 2016/17 with the Council share currently forecast to be approximately £185k at year end. The continuing support of the Government for Right to Buy, including the "pay to stay" initiative whereby tenants earning over £30,000 will have to pay market rents, should help the level of sale receipts achieved to increase in future years.
- 3.4 As part of the February 2015 Budget Report, Council approved that the first £224,000 of the Right to Buy Receipts (RTB) in 2016/17 and subsequent years be allocated to Disabled Facilities Grants (DFGs) to a maximum Capital budget of £800,000 per annum. Any additional RTB receipts were to be allocated to general capital reserves and the allocation of future year's receipts were to be considered as part of the annual budget process. However, as the capital allocation from the Better Care Fund is currently anticipated to be in excess of £1m per annum there is no longer a requirement for the RTB receipts to be allocated to support DFGs. Therefore any RTB capital receipts will fall into general capital receipts.
- 3.5 The property disposal programme continues. Disposals are being allocated to the Future Investment Evergreen Fund, in accordance with Council approvals (see paragraphs 4.2.6 and 4.2.8 also).

- 3.6 Any final adjustments to the Capital Programme 2016/19 and associated Prudential Indicators will be updated in the February 2017 Reports to Council. It should be noted that there are significant Capital Cabinet Proposals included within the Budget Strategy this year that will impact on both the Capital Programme and also the Treasury Management Service Strategy Prudential Indicators. The proposals on loans to third parties and capital portfolio fund are for policy approvals at this stage and prior to any expenditure being made robust due diligence will be undertaken and reported to members as part of a comprehensive business case in each instance.

4. FINANCIAL IMPLICATIONS

Base Capital Programme

- 4.1 Revised Capital Programme of approved schemes, including details of actual expenditure, prior to 1 April 2016 and technical officers' estimates of projected costs, is set out in Appendix A.
- 4.2 Capital Schemes
- 4.2.1 The Capital Programme at Appendix A includes the remainder of the programmed expenditure and funding for the Wyre Forest Leisure Centre project that was completed on time and within budget, opening for public use in July 2016. The revenue savings allied to this major development are also included within the base budget. The additional management fee paid to the Council will not only fund the extra borrowing requirement but also exceed the business case revenue affordability criteria. Funding for this major capital scheme is by prudential borrowing, supplemented by £2m in Sport England grant and the sale proceeds of the two former leisure centres. Savings of up to £20k per million have been achieved so far, compared to the affordability business case due to favourable market rates achieved on prudential borrowing. Disposal of the Stourport Leisure Centre has been achieved and the demolition of the Wyre Forest Glades Leisure Centre (WFGLC) is currently being progressed. Council on the 14th December is being asked to approve a further sum for the demolition costs in order to generate a higher capital receipt for the cleared site that will form part of the major Lion Fields redevelopment regeneration scheme. The Council continues to hold capital and revenue contingencies in respect of this project.
- 4.2.2 As is well documented, the original construction tender for Wyre Forest House reduced the capital budget down from £10.5m to £10m, and the consolidation of buildings and staff has generated significant revenue savings reflected in the base budget. Expenditure to date on Wyre Forest House is £9.58m. A significant proportion of the building is now let to external tenants and minor building alteration work to secure these external income streams has been and will continue to be undertaken within budget as appropriate. Work at Wyre Forest House to install gas boilers to supplement the output from the ground source heat pump has been completed and is fully operational. Wyre Forest House remains within its allocated project budget of £10m. The final account remains outstanding and is the subject of ongoing legal consideration.

- 4.2.3 In July 2016 Council approved a further £167,250 increase in the Bewdley Medical Centre Capital Scheme. This included works to extend Dog Lane car park that were not explicitly envisaged by the original September 2012 report. As a result of the land swap the demolition of the current library is also now included within the capital budget.
- 4.2.4 In April 2012 Cabinet agreed to allocate £300,000 of the State of the Area monies for public realm improvement to Kidderminster Town Centre. The District Council added a further £200,000 from the State of the Area Monies in April 2014 and this was matched by £1.5m of funding from Worcestershire County Council. A further £93,000 was added in March 2015 from the State of the Area Funding to complete the District Council contribution of £593,000 to the public realm project. The Council appointed IBI Taylor Young as its designers and project managers for the implementation of the public realm project and subsequently appointed Caseys as the contractor to implement the works. A further sum is being considered for approval by Council on 14th December for enhanced works. The enhanced scheme is nearing completion.
- 4.2.5 Council on the 25th May 2016 approved a recommendation from Cabinet that Subject to the deliverability test being met on the installation of a biomass CHP at Green Street depot, the 2016/17 capital budget is amended to include £450,000 for the costs of this scheme. Regrettably further work to provide detailed validation of the business case showed that this proposal was not viable due to an extended capital payback period and uncertainty and therefore unacceptably high risk of deliverability of this complex project to the extremely tight timescale required to access government funding incentives. It has not therefore been possible to progress this scheme, however detailed work is in progress to consider capital investment into the Green Street Depot site now it has been decided that we are retaining this key asset and this is the subject of a Cabinet Proposal included within the main Budget Report.
- 4.2.6 Council on the 14th December is being asked to approve two new spend to save Capital Schemes. Firstly £267,060 from existing sources of funding to deliver alternative temporary accommodation provision for households who are in housing need or homeless within a Council owned empty property in New Street Stourport-On-Severn. Secondly, funding to purchase land and the subsequent construction of industrial units, subject to the production of a satisfactory full business case. Both of these approvals draw funding from the Evergreen Fund (see paragraph 3.5).
- 4.2.7 The base Capital Programme includes expenditure fully supported by Government Grant for Disabled Facilities Grants (DFGs) for 2016/17 onwards via the 'Better Care Fund' (BCF). The Worcestershire Better Care Fund Plan for 2016/17 has been agreed with Central Government including full passporting of the BCF ring-fenced element to district councils. This Council's assumed ongoing allocation for this Strategy is £1m per annum but is subject to annual confirmation. However, there may be further negotiation around the allocation of funding for future years. It should be noted that the delivery of DFGs is a mandatory service and the Council must have resources available to meet this demand even if it is beyond the government allocation.

4.2.8 Any future capital receipts from asset disposals will be allocated to the Future Investment Evergreen Fund. The approval of the Future Investment Evergreen Fund initiative by Council in September 2014 was to provide a sustainable source of capital funding for future projects. This fund will help the Council to realise the regenerative benefits of some of its vacant and underused assets as well as securing some longer term returns from working in partner with developers. The aim is to help the district grow in housing, business or general economic terms. Total Funding held in this Fund was circa £643k before the allocations of £550k to the new spend to generate income stream projects of New Street bed and Breakfast and the Industrial Units development as set out in paragraph 4.2.6 above. The balance of the fund including expected further capital receipts is projected to be replenished to circa £450k within the next 6 months. Officers continue to actively consider how to utilise this to maximise the benefit for the district. Each business case will be considered and approved.

4.3 It should also be noted that the future funding of the Capital Programme includes an estimated underlying Capital Financing Requirement of £20.342million (as at 31/03/2020 – the end of the Finance Strategy, excluding cabinet proposals).

4.4 Prudential Borrowing

4.4.1 In accordance with the Prudential Borrowing Code, the Council is able to borrow for capital projects, subject to demonstrating that spending plans are affordable, prudent and sustainable. Prudential Borrowing has been assumed for the Vehicle, Equipment and System Renewals Schedule, the State of the Area Debate capital works, the Leisure Future project and other relevant approvals. These assumptions result in a Capital Financing Requirement (CFR) (taking into account MRP repayments) summarised in the Table in paragraph 4.4.4.

4.4.2 The Council currently has £15m external borrowing, as detailed in paragraph 3.2. It is certain that the Council will enter into further external borrowing in the near future. The assumptions included in the budget for the utilisation of External Borrowing are shown in 4.4.4 below.

4.4.3 The use of temporary borrowing is also necessary for bridging finance for the Leisure Centre project, pending the receipt of sales proceeds from the existing assets as identified in the approved business case. These interim costs are included in the base budget.

4.4.4 Table of Forecast Capital Financing Requirement (CFR)

The CFR is calculated from the Council's balance sheet, and is the underlying need to borrow for capital purposes – in effect the debt liability. It represents the cost of the Council's assets, less any capital receipts and allowable adjustments.

Once calculated, the Chief Financial Officer then decides how the debt liability is to be funded. It can be funded either from internal resources on a temporary basis (internal borrowing), or from the market (external borrowing). Whether to use internal or external borrowing is purely an operational decision based on

current market conditions and cash balances available. When it is cheaper to borrow from the market than using temporary balances for investment purposes, then it is preferable to enter into external borrowing. When borrowing costs are higher it is preferable to use internal resources. However, internal borrowing is no longer sustainable on a temporary basis; in line with our expenditure approvals, our cash balances have now diminished to levels whereby the Chief Financial Officer predicts we will continue to enter into external borrowing with the Public Works Loans Board (PWLB)/other local authorities as the capital programme progresses. Borrowing rates are currently very low and this authority has also signed up to the PWLB Certainty Rate Government Scheme giving us a reduction of 20bps on borrowing interest rates. The timing of external borrowing will be carefully considered in liaison with Capita Asset Services; Treasury Management Solutions, our Treasury Management advisors.

Description	2016/17 (and prior to 1/4/2016)	2017/18	2018/19	Closing CFR (at 31/3/2020)
	£'000	£'000	£'000	£'000
Current estimated Capital Financing Requirement at 31st March	18,475	20,276	20,490	20,342

4.4.5 Forecast Future Prudential Borrowing

Based upon current estimates of cashflow there is a potential requirement for the Council to externally borrow up to a further £5million within the period of the current Finance Strategy, based upon the latest estimate of the Capital Financing Requirement detailed above.

4.4.6 The Chief Financial Officer will continue to use delegated powers to enter into borrowing arrangements as appropriate, taking into account prevailing economic market conditions together with funding requirements. This delegation enables the Chief Financial Officer to respond quickly to changes in market conditions to ensure borrowing costs are kept to a minimum.

4.5 Vehicle, Equipment and Systems Renewal Schedule

A revised Schedule has been prepared and set out as Appendix B. Under capital rules vehicles, equipment and systems may be purchased out of Loan, Leasing, Capital Receipts or Revenue. As an alternative to outright replacement the Council introduced a programme of refurbishment for refuse vehicles from 2014/15 as this is a more cost effective option. The Chief Financial Officer currently recommends that the Council use Prudential Borrowing where Capital Receipts or Direct Revenue Funding are not available.

5. LEGAL AND POLICY IMPLICATIONS

5.1 The Local Government Act 2003 introduced a legislative framework under which Local Authorities prepare and manage capital expenditure known as the Prudential System of Capital Finance.

- 5.2 The Prudential System of Capital Finance has been fully incorporated by the Authority in the preparation of the Capital Strategy, the Vehicle, Equipment and System Renewal Schedule and the Base Capital Programme.

6. RISK MANAGEMENT

- 6.1 The main risk associated to this Capital Programme is that, asset disposals are not fully realised in terms of timing and valuation assumptions. The secondary risk is that borrowing costs will increase as the economy continues to show early signs of recovery and financing costs for the Capital Financing Requirement will then rise.
- 6.2 A further risk is that the construction contract for the New Headquarters exceeds the approved budget. This has been mitigated by tight management including the retained services of quantity surveying/project management services from RLB Consultants, and by the inclusion of financial penalties within the contract. The resolution of the heating of the building was a positive move towards closure of this scheme.
- 6.3 The Cabinet proposals on loans to third parties and capital investment fund are policy approvals at this stage and prior to any expenditure being made robust due diligence will be undertaken and reported to members as part of a comprehensive business case in each instance.
- 6.4 These risks, together with all other risks associated with the Capital Programme 2016/17 onwards, are robustly managed as detailed in the Budget and Policy framework 2016/19 and allied Budget Risk Matrix Appendix, as considered by Cabinet in the main report on this agenda.

7. EQUALITY IMPACT NEEDS ASSESSMENT

- 7.1 An Equality Impact Assessment has been undertaken and it is considered that there are no discernible impacts on the six equality strands.

8. CONCLUSION

- 8.1 The Leisure Future project has been successfully delivered within budget and on timetable.
- 8.2 The Council continues to have an underlying borrowing requirement, which was previously deferred whilst the Council maintained a high level of Capital Receipts. This will continue to be converted into external borrowing as the receipts are utilised for capital projects.
- 8.3 At this stage all Capital Receipts have been allocated across the period of the Finance Strategy. The projected Capital Financing Requirement, for several capital schemes, along with the vehicles and other systems replacements, will also generate a total underlying requirement for Prudential Borrowing of £20.342million at end of 2020. A table of potential future Prudential Borrowing Requirement is given in paragraph 4.4.4 (excluding Cabinet Proposals).

- 8.4 If the Council wish to approve additional Capital Schemes these would need to be financed from either Prudential Borrowing, virement from new Capital Receipts or Direct Revenue Funding and be subject to affordability.

9. CONSULTEES

- 9.1 CLT
9.2 Cabinet
9.3 Capita

10. BACKGROUND PAPERS

- 10.1 Local Government Act 2003
10.2 CIPFA Prudential Code for Capital Finance in Local Authorities
10.3 Property Disposal Strategy

CAPITAL PROGRAMME 2017 TO 2020

Detail	2016/2017		2017/2018 Estimate £	2018/2019 Estimate £	2019/2020 Estimate £	Prior to 01/04/2016 £	Total £
	Original £	Revised £					
1. COMMITTED EXPENDITURE							
1. CHIEF EXECUTIVE							
New Headquarters - Office Accommodation Boundary Wall at 49 Worcester Street ICT Strategy	400,000 10,000 200,000	11,640 10,000 250,000	400,000 - 86,310	- - -	- - -	9,588,360 - 2,170,900	10,000,000 10,000 2,507,210
SUB TOTAL	610,000	271,640	486,310	0	0	11,759,260	12,517,210
2. COMMUNITY WELL-BEING AND ENVIRONMENT							
Future Leisure Provision (including demolition costs) Northwood Lane Improvements Franchise Street S106 - Brinton Park Franchise Street S106 - Arts Development Public Conveniences Refurbishment Parking Facilities: Improvement to Car Parks	4,860,820 - - - - -	4,395,290 11,250 37,430 9,330 30,990 80,010	194,440 - - - - -	- - - - - -	- - - - - -	9,762,470 8,750 24,780 - 15,950 414,490	14,352,200 20,000 62,210 9,330 46,940 494,500
SUB TOTAL	4,860,820	4,564,300	194,440	0	0	10,226,440	14,985,180
3. ECONOMIC PROSPERITY AND PLACE							
Housing Strategy: Disabled Facilities Grants (subject to confirmation 2017-18, 2018-19 & 2019-20) Affordable Housing Grants to Registered Social Landlords Conversion of 2-3 New Street, Stourport Housing Assistance - Private Sector Measures (including Decent Homes Grant) Planning Delivery Grant Capital Projects Flood Relief Repair and Renew Flood Grants North Worcs Water Management Capital Projects - Redditch Schemes North Worcs Water Management Capital Projects - Bromsgrove Schemes Regeneration of Economic Development Carbon Management Plan Bewdley Medical Centre Worcester Street Improvements Grant (Match Funding) Future Investment Evergreen Fund* Industrial Units Development* * Subject to Business Cases	1,002,620 69,000 - 134,050 - 18,410 - 53,950 - 124,030 150,220 122,490 500,000 660,000 -	940,000 - - 80,000 26,240 10,000 3,200 96,000 3,930 961,360 - 291,360 - - -	1,254,960 - 267,060 185,560 - 18,410 - - - - 150,220 - 500,000 467,610 2,150,040	1,000,000 - - 68,540 - - - - - - - - - - -	9,446,050 3,023,740 - 1,726,270 231,520 170,590 29,800 38,800 148,470 2,024,610 57,150 125,890 - - -	13,641,010 3,023,740 267,060 2,060,370 257,760 199,000 33,000 134,800 152,400 2,985,970 207,370 417,250 500,000 467,610 2,150,040	
SUB TOTAL	2,834,770	2,412,090	4,993,860	1,068,540	1,000,000	17,022,890	26,497,380
4. VEHICLE, EQUIPMENT & SYSTEMS RENEWAL SCHEDULE							
Vehicles & Equipment Financial Management System Replacement	316,000 34,750	599,420 -	870,000 69,500	903,000 -	565,000 -	6,175,960 17,570	9,113,380 87,070
SUB TOTAL	350,750	599,420	939,500	903,000	565,000	6,193,530	9,200,450
TOTAL COMMITTED EXPENDITURE	8,656,340	7,847,450	6,614,110	1,971,540	1,565,000	45,202,120	63,200,220

CAPITAL PROGRAMME 2017 TO 2020

Detail	2016/2017		2017/2018 Estimate £	2018/2019 Estimate £	2019/2020 Estimate £	Prior to 01/04/2016 £	Total £
	Original £	Revised £					
2. FINANCING							
Capital Receipts: Funding Approved							
Evergreen Fund - Asset Disposals	679,000	309,330	1,575,360	1,430	-		1,886,120
Evergreen Fund - Future Asset Disposals	-	-	6,610	-	-		6,610
Future Leisure Provision Scheme - Temporary Borrowing/Asset Disposals	660,000	-	461,000	-	-		461,000
Future Leisure Provision Scheme - Sport England Grant	1,429,000	1,510,000	-	-	-		1,510,000
Future Leisure Provision Scheme - Prudential Borrowing	570,000	254,000	30,000	-	-		284,000
Prudential Borrowing for Regeneration of Economic Development Scheme	2,861,820	2,631,290	164,440	-	-		2,795,730
Prudential Borrowing for Carbon Management Scheme	124,030	288,140	-	-	-		288,140
Prudential Borrowing for Worcester Street Improvements Grant (Match Funding)	150,220	-	150,220	-	-		150,220
Prudential Borrowing for Industrial Units Development	500,000	-	500,000	-	-		500,000
Public Realm Funding (from Worcestershire County Council)	-	-	1,650,040	-	-		1,650,040
Better Care Fund Grant (from Worcestershire County Council)	-	592,250	-	-	-		592,250
Decent Homes Grant	1,002,620	940,000	1,118,530	1,000,000	1,000,000		4,058,530
Planning Delivery Grant	134,050	80,000	-	67,110	-		147,110
S.106 Funding (Parking - Contractual Agreement)	-	26,240	-	-	-		26,240
S.106 Funding (Franchise Street)	-	58,150	-	-	-		58,150
Flood Relief Grant (from CLG)	-	46,760	-	-	-		46,760
Repair and Renew Flood Grants (from CLG)	18,410	10,000	18,410	-	-		28,410
North Worcs Water Management Capital Projects - Redditch BC Funding	-	3,200	-	-	-		3,200
North Worcs Water Management Capital Projects - Bromsgrove DC & WCC Funding	53,950	96,000	-	-	-		96,000
Bewdley Medical Centre Funding (from Worcestershire County Council)	-	3,930	-	-	-		3,930
Vehicles & Equipment (Prudential Borrowing)	316,000	28,000	870,000	903,000	565,000		2,937,420
Financial Management System Replacement (Prudential Borrowing)	34,750	599,420	69,500	-	-		69,500
Direct Revenue Funding:							
Bewdley Medical Centre	122,490	263,360	-	-	-		263,360
Public Conveniences Refurbishment	-	26,410	-	-	-		26,410
Regeneration of Economic Development	-	80,970	-	-	-		80,970
	8,656,340	7,847,450	6,614,110	1,971,540	1,565,000		17,998,100

**VEHICLE, EQUIPMENT AND SYSTEMS
RENEWALS SCHEDULE 2017 TO 2020**

APPENDIX 6/B

DETAIL	Fleet number	2016/17		2017/18	2018/19	2019/20
		Original £	Revised £	Estimate £	Estimate £	Estimate £
1. VEHICLES						
REFUSE FREIGHTER 24,000kg	AV245	-	-	-	100,000	-
REFUSE FREIGHTER 24,000kg	AV235	-	-	161,000	-	-
REFUSE FREIGHTER 24,000kg	AV236	-	-	161,000	-	-
REFUSE FREIGHTER 26,000kg	AV237	-	-	100,000	-	-
REFUSE FREIGHTER 26,000kg	AV238	-	-	100,000	-	-
REFUSE FREIGHTER 26,000kg	AV246	-	-	-	100,000	-
REFUSE FREIGHTER 26,000kg	AV239	-	-	-	100,000	-
REFUSE FREIGHTER 26,000kg	AV241	-	-	-	100,000	-
REFUSE FREIGHTER 26,000kg	AV234	-	-	-	-	165,500
REFUSE FREIGHTER 26,000kg	AV268	-	-	-	-	165,500
REFUSE FREIGHTER 26,000kg	NEW	-	-	-	161,000	-
SMALL REFUSE FREIGHTER	AV211	-	-	80,000	-	-
CMP ENGINE MANAGEMENT SYSTEM	AV235	-	-	4,500	-	-
CMP ELECTRIC BIN LIFTS	AV235	-	-	4,500	-	-
CMP ENGINE MANAGEMENT SYSTEM	AV236	-	-	4,500	-	-
CMP ELECTRIC BIN LIFTS	AV236	-	-	4,500	-	-
CMP ENGINE MANAGEMENT SYSTEM	NEW	-	-	-	4,500	-
CMP ELECTRIC BIN LIFTS	NEW	-	-	-	4,500	-
CMP ENGINE MANAGEMENT SYSTEM	AV234	-	-	-	-	4,500
CMP ENGINE MANAGEMENT SYSTEM	AV268	-	-	-	-	4,500
REFURBISHMENT FUND	N/A	-	25,000	-	-	-
TIPPER 3,500kg	AV177	30,000	-	-	30,000	-
TIPPER 3,500kg	AV220	-	-	-	-	30,000
TIPPER 3,500kg	AV063	-	-	20,000	-	-
TIPPER 3,500kg	AV221	-	-	-	-	30,000
TIPPER 3,500kg	AV064	30,000	-	-	30,000	-
TIPPER 3,500kg	AV222	-	-	-	-	30,000
TIPPER 3,500kg	AV193	-	-	30,000	-	-
TIPPER 3,500kg	AV200	-	-	-	30,000	-
TIPPER 3,500kg	AV223	-	-	-	-	30,000
TIPPER 3,500kg	AV201	-	-	-	30,000	-
TIPPER 3,500kg	AV202	-	-	-	30,000	-
TIPPER 3,500kg	AV214	-	-	-	30,000	-
TIPPER 3,500kg	AV216	-	-	30,000	-	-
TIPPER 3,500kg	AV179	30,000	30,000	-	-	-
TIPPER 3,500kg	AV180	-	-	40,000	-	-
TIPPER 7,500kg	AV033	45,000	45,000	-	-	-
TIPPER 7,000kg	AV181	38,000	-	-	-	38,000
VAN	AV174	-	20,000	-	-	-
LIGHT VAN	AV203	20,000	20,000	-	-	-
LIGHT VAN	AV043	20,000	20,000	-	-	-
LIGHT VAN	AV204	18,000	18,000	-	-	-
CAR	AV178	-	18,000	-	-	-
4X4	AV191	23,000	23,000	-	-	-
4X4	AV252	-	-	-	23,000	-
ROAD SWEEPER	AV166	-	120,000	-	-	-
ROAD SWEEPER	AV184	-	-	-	100,000	-
PAVEMENT SWEEPER	AV270	-	-	70,000	-	-
PAVEMENT SWEEPER	AV207	-	70,000	-	-	-
PAVEMENT SWEEPER	AV208	-	70,000	-	-	-
GARAGE EQUIPMENT	N/A	-	23,420	-	-	-
TRACTOR	AV070	32,000	32,000	-	-	-
MIDI TRACTOR	AV189	-	-	30,000	-	-
RIDE ON MOWER	AV269	-	-	-	30,000	-
RIDE ON MOWER	AV273	-	35,000	-	-	-
RIDE ON MOWER	AV250	-	-	30,000	-	-
RIDE ON MOWER	AV212	-	-	-	-	32,000
MOWING MACHINE	AV240	-	-	-	-	35,000
CHIPPER WITH TRAILER	AV182	30,000	30,000	-	-	-
2. OTHER						
Financial Management System replacement		34,750	-	69,500	-	-
		350,750	599,420	939,500	903,000	565,000

EFFICIENCY PLAN

WYRE FOREST FORWARD – OUR EFFICIENCY PLAN 2017-20

This is Wyre Forest District Council's efficiency plan for 2017-20. It is called "Wyre Forest Forward", the transformation programme that we have been running since 2012.

Wyre Forest Forward is a review of all aspects of the Council. It is not just about saving money. It's a comprehensive programme of transformation and includes changing our ways of working and culture. The review will help us to deliver our [Corporate Plan 2014 - 2019](#). The Corporate Plan has two priorities:

- o **Support you to contribute to a successful local economy.**
- o **Support you to live in clean, green and safe communities.**

How we are changing

The Council has been, and continues to be, under severe financial pressure. This has made us look even harder at the value of what we do and how we do it. We therefore apply an approach called Systems Thinking to improve services by focusing on delivering exactly what the customer wants and at the first point of contact.

Our purposes

Everything we do is linked to our [purposes](#) which support the delivery of our Corporate Plan and our customers are at the heart of this. We want to improve community well-being and economic prosperity, but we have fewer resources. We will therefore work with others, including community groups, to fulfil our purposes and move forward.

Wyre Forest Forward in action

We are actively applying Systems Thinking across the Council. We're looking at everything we do and considering how we go forward in a more focused and efficient way. Our employees are engaged in this process at every level.

The Council has an excellent track record in delivering savings, with well over £5m achieved from 2010 to 2016.

The Council's approach to aligning its expenditure with income over time has successfully used three main levers:

- a) **Making the Council as efficient as it can be** in its structures and external and internal processes. This is driven through the Wyre Forest Forward transformation programme, supported by work to ensure that services are on

line and “digital by default” and by the ICT strategy;

b) **Implementing alternative delivery structures** where this represents best value. Examples include the shared services that have been implemented since 2010 and the Council’s strong track record in localism, transferring responsibility for assets and services to local organisations, including town and parish councils;

c) **Growing its income.** For example, total external income generated has increased by circa £785kpa since 2013-14, including over £215k a year of income generated from tenancies and ICT support charges at Wyre Forest House. Another innovative example is the Evergreen Fund initiative, which was approved in July 2014. It will provide a sustainable source of funding for future investments in projects that produce a revenue return.

The future

We will **continue to use these three levers of efficiency, alternative delivery structures and growing income.** The targets to deliver efficiency savings under Wyre Forest Forward are as follows:

	2017-18	2018-19	2019-20
Targets: minimum Wyre Forest Forward savings	£180k	£786k	£996k

There will be opportunities for more shared services in the future, and we will actively seek opportunities for Wyre Forest District Council to host them in line with our strengths. There is not a dogmatic approach that seeks externalisation or shared services, as was seen with the decision to bring the HR function in house from April 2016 when the former service level agreement with the County Council ended. In-sourcing is something that is actively considered when making business decisions.

The Council has so far chosen not to join the West Midlands Combined Authority as a non-constituent member. The devolution deal for the West Midlands announced in November 2016 included some elements that might be relevant to the footprint of three local enterprise partnerships, which would therefore include North Worcestershire. This may have an impact on economic development and regeneration or other aspects relevant to this efficiency plan.

Devolution proposals for Worcestershire accompanied by a public services leaders’ board were submitted to Government in spring 2016. While Government Ministers did not consider they could endorse these proposals they did very much favoured some of the proposals for public service reform that could contribute to this efficiency plan. Examples including:

- a pioneering service delivery model focused around a single vehicle comprised of resource from multiple organisations, working to coordinate the public sector approach to moving individuals and families from dependency to independence. The

pilot went live in Redditch in January 2016 with the expectation of roll out across the county in 2017;

The Council has taken positive steps to empower parish councils and local groups to deliver more services. The Council will continue to support this local devolution to increase the pace of change to help preserve services, including the excellent opportunities for joint working following creation of Kidderminster Town Council from April 2016.

There is an increased impetus for growing the Council's income:

- a) growing business rates income in line with government forecasts so the local economy can benefit from the funding we are able to retain under the changing regime;
- b) growing council tax income by supporting housing growth, including through the review of the local development plan;
- c) increasing fees and charges where possible ahead of inflation. This ensures that users of services contribute more to support those services than council tax payers as a whole;
- d) continuing the Council's commercial income from a variety of sources such as ticket sales and events, rents, work undertaken for other organisations and private households, advertising and sponsorship.
- e) to go further with steps to grow both the local economy in terms of regeneration and housing and revenue income streams by use of prudential borrowing powers to deliver the new proposals for loans to third parties and capital portfolio fund as set out in the new council policy framework with due regard to robust due diligence.

Next steps

Under this efficiency plan, the Council will continue on the trajectory towards becoming a much leaner organisation. This will require bold and far-reaching decisions by the Council in the coming period including changes that are likely to be challenging for the public and councillors alike.

Given that these changes need to be implemented before April 2019, the council has two years in which to agree a programme of reform and implement it. In order to ensure that there can be confidence about the Council's financial viability in 2019-20, the Cabinet will take relevant decisions no later than the end of 2017 on changes within its remit, while any that require full Council approval will feature in the Financial Strategy prepared in the latter part of 2017 for 2018-2021.