



**Wyre Forest**  
District Council

**FINANCIAL  
STRATEGY  
2018-2021**

*(Please retain for future reference)*

# **I N D E X**

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**Leader of the Council**

tel: 01562 732735

fax: 01562 732726

email: [marcus.hart@wyreforestdc.gov.uk](mailto:marcus.hart@wyreforestdc.gov.uk)

my ref: MJH/PAH

December 2017

**Budget Strategy 2018-19**

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

The budget strategy for 2018-19 demonstrates how the Council continues to move towards a position of financial sustainability. We set some important groundwork in place last year in growing 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”. This year, we are addressing other aspects of income from commercial activities and through a more nuanced approach to setting fees and charges.

The Council has to grow its income alongside steps to continue to make itself more efficient and to reduce costs by other means, such as working in partnership with town and parish councils. Wyre Forest’s strong track record in localism was recognised both in our peer review last March and in the report of the All Party Parliamentary Group for District Councils that was published in July. I was delighted to see Wyre Forest cited as a case study of what can be achieved in protecting and sustaining local assets and services.

In the last strategy, the Council agreed 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. These have reinforced the important role that the Council plays in shaping future growth and investment in Wyre Forest and beyond through its ambitious regeneration plans. They will also 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. We have put in place the foundations to move forward and expect the first investments to take concrete shape during the first six months of 2018.

In the autumn, we unveiled the detail of our proposals for a £3m investment at our Green Street depot site, under the banner of “Depot 2020”. This will deliver the vision we set out in the last Strategy of “a usable asset making us money, not costing us money”. The investment will secure greater income from the site, through small business units modelled on the successful SPACE project at Hoo Farm industrial estate; and will allow us to reduce the costs of operating the customer service centre which will relocate from the Town Hall in the spring of 2019.

We have commissioned expert advice on our commercial approach from CommercialGov and based on their recommendations have identified areas where we can grow income from commercial activity more than targets that we already have in place. The Cabinet’s

budget recommendations to Council in February reflect the achievable higher income targets.

Growth in income from fees and charges will continue to contribute significantly but in this Strategy we are proposing a more nuanced approach. Some fees and charges will be frozen, others will be devolved to managers to apply commercial judgement while others will go up by about 5% on average. We have decided to link increases in car parking charges to inflation: these will go up by the Consumer Prices Index +2% from October 2018, capped at 5%. Based on CPI in October 2017, this happens to produce an increase of 5% for October 2018 but future increases will be lower than this if CPI falls. It is right that, as a matter of general principle, those who benefit from additional services should pay for them and that they are not subsidised by council tax payers as a whole.

We have frozen Wyre Forest's share of Council Tax for five years out of the last seven, with the increase in council tax since 2010 remaining well below the rate of inflation across that period. We are proposing to continue with the real terms reduction in Council Tax bills and are recommending that the contribution from local residents should go up by 1.94%, which is well below the current rate of inflation as measured by CPI which stands at 3.0%.

This further real terms reduction in Council Tax will benefit local residents at a time when household income continue to be under pressure. The Administration is committed to keeping council tax below the rate of inflation over the medium term, and the proposals for further modest increases beyond 2018-19 are consistent with the commitment that we have given to local communities.

The Administration has tackled strategic and 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. For example, public satisfaction with sport and leisure provision increased from 45% in 2016 to 66% in 2017 as measured by the Worcestershire Viewpoint Survey. This must be a reflection on the Wyre Forest Leisure Centre, which continues to be enormously successful and draw more users than the two outdated leisure centres that it replaced.

Our transformation over the last few years has moved us 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 been significantly hindered by Government changes to New Homes Bonus. The Strategy sets out how we expect to have lost £1.6m a year in New Homes Bonus payments by 2020 – without this change, we would be close to achieving financial balance. There is a danger that further reforms to New Homes Bonus, and also the uncertainty caused by the delay to legislation on 100% business rates retention, will hamper our efforts yet further. We will continue to work with our local Member of Parliament to press the case for fair funding for Wyre Forest and other councils.

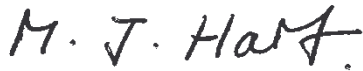
Ongoing transformation is essential to secure our ongoing financial sustainability and close the challenging funding gap as a result of government funding reforms to make local government more financially self-sufficient. The funding gap rises steeply from 2019-20 but we have an excellent track record. This year's budget proposals and our approach to transformation will move us further along the road to self-sufficiency. We will therefore continue to use three main levers under the banner of the Wyre Forest Forward programme:

Wyre Forest House  
Finepoint Way  
Kidderminster  
DY11 7WF

- 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.

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 my thanks to the Chief Executive, Corporate Director: Resources and other members of 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 2018-19 onwards as the next step for the district of Wyre Forest and for the Council.

Yours sincerely,



**Marcus J Hart,  
Leader of the Council**

## **WYRE FOREST DISTRICT COUNCIL**

### **CABINET** **19<sup>th</sup> DECEMBER 2017**

#### **Medium Term Financial Strategy 2018-21**

<b>OPEN</b>	
<b>CABINET MEMBER:</b>	Councillor N J Desmond
<b>RESPONSIBLE OFFICER:</b>	Corporate Director: Resources
<b>CONTACT OFFICER:</b>	Tracey Southall, Ext 2100 tracey.southall@wyreforestdc.gov.uk
Appendix 1 Appendix 2 Appendix 3 Appendix 4 – Part 1 Appendix 4 – Part 2 Appendix 4 – Part 3 Appendix 5 Appendix 6	Base Budget Projections 2018-21 Variance Analysis ICT Strategy Part 1 – Fees and Charges for Noting Part 2 – Fees and Charges - Cabinet Part 3 – Fees and Charges - Council Risk Management Capital Programme 2017-18 onwards  <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 2018-21.

#### **2. RECOMMENDATIONS Include**

**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 2018-21 (paragraph 7.3) including;**

- a. **Approval of a further tranche of £1.757m capital investment required for the refreshed ICT Strategy to be added to the capital programme as set out in Appendix 3 of this report;**

- b. **Approval of the Community Leadership Fund for 2018-19 of £33,000;**
  - c. **Approval of a further Localism Fund allocation of £50,000 in 2018-19.**
  - d. **Approval of funding to allow the current level of Community Safety staffing to be maintained for 2018-19 while a review of all options is undertaken taking into account the Police and Crime Commissioner's (PCC) position regarding future funding strategies.**
  - e. **Approval of a further tranche of Wyre Forest Forward Efficiency Savings of £50k in 2018-19, £175k in 2019-20 and £400k in 2020-21.**
  - f. **Approval of an additional income generation targets of £50k in 2018-19, £75k in 2019-20 and £100k in 2020-21.**
  - g. **Approval of capital funding of £38k for the replacement of the Spennells Valley Boardwalk funded from the unused Leisure Centre contingency.**
- 2.2.2 **The level of net expenditure and resultant Council Tax for 2018-21 as per paragraphs 7.1 and 7.4;**
- 2.2.3 **The proposal to increase Council Tax charge for dwellings empty for more than 2 years from 100% to 150% with effect from 1<sup>st</sup> April 2018 as per paragraph 5.13;**
- 2.2.4 **The fees and charges in line with this strategy and the impact on the Council's Revenue Budget for 2018-21, as shown in Part 3 of Appendix 4 (paragraphs 4.12 and 7.1 also refer);**
- 2.2.5 **The Base Capital Programme and Vehicle, Equipment and Systems Renewals Schedule as set out in Appendix 6, Appendices A and B;**
- 2.2.6 **The variations to the Capital Programme and Vehicle, Equipment and Systems Renewal Schedule in accordance with the Council's Budget Process.**

**The Cabinet is asked to APPROVE:-**

- 2.3 **The fees and charges as set out in Appendix 4 – Part 2:**
- 2.4 **The refreshed ICT Strategy as summarised in Appendix 3 of this report;**

- 2.5 That decisions in relation to the allocation of “State of the Area” (SotA) funding are delegated to the Director of EPP in consultation with the Cabinet Member for Planning and Economic Regeneration and the appropriate Member Champion (paragraph 4.5 refers).

### **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 19<sup>th</sup> December 2017 and 7<sup>th</sup> February 2018.
- 3.2 The first meeting of the Panel in November reviewed the challenging financial landscape and considered the forecast position of this Council and estimated Funding Gap. The main focus of the second meeting on the 10<sup>th</sup> January 2018 will be Cabinet Proposals and Alternative Budget Proposals and the final meeting on the 30<sup>th</sup> 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 2018, when the council tax will also be set.

### **4. WYRE FOREST DISTRICT COUNCIL – OUR JOURNEY AND WHERE WE ARE HEADING NEXT**

- 4.1 This section of the Medium Term Financial Strategy responds to a recommendation from the Local Government Association’s peer review in March 2017. It seeks to provide a narrative about what the Council has been doing, why and what outcomes it has achieved looking backwards. But it also looks forward to the period covered by the medium term financial strategy and sets out what we expect to do in that period, why and what outcomes we hope to achieve.

#### **4.2 Looking backwards**

Austerity has required local government to reshape radically what it does: in the period since 2010 Government funding for the Council has fallen by circa 40%. In Wyre Forest, we have used three main tools as part of our Wyre Forest Forward transformation programme:

- Making ourselves as efficient as we can be internally, including use of “systems thinking” reviews;
- Growing our income;
- Using alternative delivery vehicles, including shared services with other councils and working with local organisations such as parish and town councils, to reduce costs.



- 4.3 Our net revenue budget will have reduced from £16.4m in 2009-10 to £11.7m in 2020-21 based upon current plans. This represents a reduction of around 29% 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 £3.24m in 2020-21, of which projections show we should achieve £2.43m (75%); forecast as at December 2017. The ongoing target unachieved remains 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.
- 4.4 Whilst there is an increased level of general reserves available towards balancing the budget of £4.914m (including the £1m Working Balance) following the 2016-17 Final Accounts Savings, it is clear that the future financial position for the Council will continue to be challenging.
- 4.5 The Council's role has changed as a result. The "State of the Area" (SoTA) debate in 2012 and 2013 resulted in greater priority being given to economic regeneration and supporting business growth, backed by financial resources. In 2012 Cabinet established a cross party Cabinet Review Group to support the Corporate Director: Economic Prosperity & Place (and to whom the delegation to spend the budget was granted) to agree projects to be funded. The original capital allocated to SoTA projects has now been exhausted with only revenue spending taking place; it is appropriate now to streamline the delegation process accordingly and delegate decisions to the Corporate Director: Economic Prosperity & Place in consultation with the Cabinet Member for Planning & Economic Regeneration and appropriate Member Champion. The Council has a number of mature shared services in place, and its relationship with its partners has changed, in particular in the developing role of parish and town councils to run or meet part of the cost of a range of local assets and services.
- 4.6 It is just over five years since we moved into Wyre Forest House. This marked a turning point in the history of the Council. A £10m investment in modern, fit for purpose office facilities brought the majority of office-based staff together on one site. From the outset, annual savings of £500k were achieved and this has risen to over £700k subsequently as a result of letting about 40% of the building to a mixture of tenants. Some of our key achievements since then have included:
- Rationalising leisure centres and opening the very successful Wyre Forest Leisure Centre in July 2016, saving over £500k annually. User numbers are up by 10% compared to the two previous leisure centre;
  - Securing the creation of Kidderminster Town Council in December 2015, following a community governance review. This has allowed the Council to build on its strong record of working with parish councils and other local bodies to transfer services and assets to local control, reducing the cost to the District Council;

- Implementing a wide-ranging set of measures to increase the Council's income, particularly from various forms of waste collection and cultural services, and culminating in the creation of the £25m Capital Portfolio Fund and £10m Development Loan Fund in 2017. These provide the Council with opportunities to generate revenue returns from property assets and loans to developers, while also supporting the regeneration of the district. Income has grown from £3.781m in 2012-13 by 22% to £4.613m in 2017-18;
- Progression of a number of significant regeneration and infrastructure improvements, in partnership with Worcestershire County Council, the two Local Enterprise Partnerships and the private sector. They include the £2.3m public realm improvements in Kidderminster town centre; the construction of Silverwoods Way to open up this major development site; the move of Bewdley Medical Centre and Library to modern facilities and the extension of the Council's car parks in the town; and the demolition of The Glades leisure centre in preparation for the cinema led mixed use scheme that will form the first part of the Lion Fields development;
- Demonstrating a positive attitude to working with businesses underpinned by the award-winning shared service, North Worcestershire Economic Development and Regeneration. Worcestershire's first Local Development order was made in 2012 and renewed in 2015, and Annual business engagement conferences were held in 2016 and 2017 and hosted in the district;
- Significant progress continues to be made with **regeneration of the district**. To highlight only a few examples: Specsavers have completed their significant investment in development at the redundant Romwire site, adjacent to Wyre Forest House; Chase Commercial has completed the construction of new industrial units opposite Wyre Forest House; Aldi has opened their new supermarket at the entrance to the Silverwoods development, doubling its investment and contribution to jobs in Kidderminster and there has been strong interest in the former Sealine and Brinton No 5 sites which are now fully let. Whilst the investments provide compelling recognition of the benefits of investing and expanding in Wyre Forest, it is not all good news as Brintons has announced plans to reduce operations at its main Stourport Road site. The first land parcel of the important Lion Fields development to the east of Kidderminster town centre is expected to proceed once a developer has been selected for the former Glades site. The Local Development Order for South Kidderminster Enterprise Park was renewed in August 2015 for a further 3 years and is expected to be renewed again in 2018. Works to open Worcester Street up to traffic are due to commence in 2018.
- Successfully implementing new arrangements for welfare support, including the local council tax reduction scheme that was introduced in 2013 and changed significantly in 2016;

- Securing a review of the number of councillors which was reduced to 33. All out elections were held in May 2015. While it was not a predictable effect of the review, the elections delivered a clear political majority from 2015, providing greater political stability than previous minority administrations and the coalition that operated in 2014/15. This also allowed the Council to decide to move to a pattern of all out elections in May 2019.

4.7 These highlights of what has been achieved demonstrate how the Council has been delivering its priorities and strategic actions as set out in the corporate plan 2014-2019. The outcomes we have achieved in the last 12 months or so also feature in the table below:

**Priority: Support you to contribute to a successful local economy**

	<b>What we've done</b>
Working with partners to create the conditions and certainty to foster a growing and sustainable local economy	Begun the review of the Local Plan; Agree the Strategy for Enabling Enterprise and Business Growth; establish the Wolverhampton University Business Solutions Centre in Wyre Forest House; work closely with the two LEP Growth Hubs.
Bringing forward regeneration and development opportunities and the infrastructure to support them	Adopted the Delivery Framework for Lion Fields, June 2016. Site clearance of Parcel 1 (The Glades site) completed early 2017. Supported the development of the new Medical Centre in Bewdley and cleared the site of the old one in readiness for new car parking spaces.
Creating new job opportunities and improving skills	Supporting the development of two new Specsavers developments – International Glazing Services & Lens Online; Completing the full occupation of the former Sealine building by attracting Superform into last vacant unit. Running the second successful 'Opening Doors to Business' event for local schools. Hosting HS2 procurement opportunities event. Hosting 'Talking Thailand' and 'Exploring Exporting' export events with Dept for International Trade and British Chamber of Commerce Thailand.
Helping new businesses to start up and existing businesses to grow	Supported 21 new business start ups in 2016-17 including grants worth £8k.
Attracting inward investment and accessing alternative funding sources	New investment in the district by Specsavers, Superform and Liberty Engineering, Kidderminster Riverside retail units; Ratio Park – Phase 1 speculative industrial units completed (Utilised LDO and Growing Places Loan from GBSLEP).

	Work with Worcestershire Business Central and GBSLEP Growth Hub to enable eligible businesses to access a range of appropriate EU and local funding.
Promoting the District as a great place to invest in, live in and visit	<p>Launched successful Business Ambassador Scheme;</p> <p>Numerous events to promote business opportunities held at Wyre Forest such as on cyber security and using social media.</p> <p>Work in partnership with Worcestershire LEP Inward Investment team to facilitate relevant enquiries from internal and external businesses. Support the publication and production of Visit Worcestershire's Explorer and Visitor Guides, Visit Wyre Forest leaflets and web site. Bewdley Tourist Information Centre promotes the whole of Wyre Forest's attractions, accommodation providers and related events.</p>

	<b>What outcomes we've achieved</b>
A community with lower unemployment and improved skills	Claimant count 1.3% in September 2017, in line with county average.
A diverse and well connected economy with vibrant and successful town centres	Successful completion of phase 1 of £2.3m Kidderminster Town Centre public realm improvements. New Riverside Walk retail outlets opened in Kidderminster (Bistro Pierre, Tappeto Lounge and Coffee #1) Further new retailers in Kidderminster, including Pandora and Warren James Grants to support business ventures in Stourport and Bewdley, including the Swan PH (Stourport) and supporting events in Bewdley – eg Riverside Market.
Successful and sustained business growth	Worcestershire Growth Barometer 2017 includes 9 Wyre Forest based companies in top 50 Worcestershire fastest growing mid size businesses with the district accounting for 36% of all workers employed by the County's top 50 growth companies.
Increased visitor opportunities	<p>Bewdley Museum has been awarded a Certificate of Excellence for the second year running by travel experts, Trip Advisor.</p> <p>Visitor numbers 174,000 in 2015 190,000 in 2016 So far 176,000 in 2017, predicted end of season 190,000 plus</p>

	<b>What outcomes we've achieved</b>
Redevelopment of redundant and under-used land and buildings	Former Glades Leisure Centre building cleared at Phase 1, Lionfields.
Improved infrastructure	Silverwoods Way (Hoobrook link road) opened September 2016.

**Priority: Support you to live in clean, green and safe communities**

	<b>What we've done</b>
Creating a greener and cleaner local environment	<p>Public spaces protection order on dog controls in force 1 October 2017.</p> <p>Worked in partnership with McDonalds on clean up initiatives and subway improvements.</p> <p>Issued 85 Fixed Penalty Notice tickets and had 4 successful prosecutions for environmental infringements (litter, waste etc).</p> <p>Maintain 400 acres of nature reserves and 600 acres of green public spaces.</p> <p>20 deep clean projects across the District.</p> <p>£50k localism fund allocated to parishes and community groups on environmental improvement, projects and activity.</p>
Supporting the provision and maintenance of high quality public spaces	<p>Bid for £2.41m Heritage Lottery Fund grant to improve Brinton Park submitted August 2017</p> <p>Supported 5 Friends groups and worked in partnership to enhance local parks</p>
Working with partners to reduce crime and the fear of crime	<p>Set up "Safer Wyre Forest action group" to tackle town centre crime and environmental crime</p> <p>Supported 80 young people with the ContinU Trust to become community ambassadors to promote safety amongst their peers</p>
Working towards meeting current and future housing needs, with an up-to-date local development plan that provides for growth in the number of houses	Consultation on Preferred Options for Local Plan, June to August 2017, as part of Review.
Preventing and reducing homelessness	Investing £292k to create council-owned temporary accommodation in

	<b>What we've done</b>
	Stourport-on-Severn
	<b>What outcomes we've achieved</b>
Clean streets and quality open, green public spaces that are enjoyed by all	3 Green flag parks
An environment that is respected and cared for, and where local people take pride in their surroundings	<p>100% satisfaction with outdoor events in parks</p> <p>Eight parish and town councils working in partnership with the District in cleansing and grass cutting as part of the localism agenda</p> <p>Five active and successful Friends groups improving parks</p> <p>Three paddling pools transferred to third parties to meet the cost of maintenance</p>
Low levels of crime and anti social behaviour	<p>Measures</p> <p>Reductions in:</p> <p>% of respondents who think that anti-social behaviour is a problem in their local area 2017 16.9%</p> <p>% who think that drunk and rowdy behaviour is a problem in their local area 2017 22.2%</p> <p>% who think that drug use or drug dealing is a problem in their local area 2017 36.9%</p> <p>Reductions in:</p> <p>Total recorded crime WF April 2016 to March 2017 = 7,789</p> <p>ASB 16/17 = 4,390</p> <p>Number of people the Community Safety Team engage with on a face to face basis via events and activities throughout the year. April 2017 – November 2017 1000</p>
An increased supply of good quality and decent homes that are affordable to individuals and families	<p>192 dwellings completed 2016-17</p> <p>Of these, 55 were affordable/social housing</p>
A reduction in the number of	Number of homeless households accepted



	<b>What outcomes we've achieved</b>
people prevented from becoming homeless	for rehousing increased from 165 to 174 between 2015 and 2016 calendar years. 1238 households were prevented from becoming homeless during 2016/17 compared to 1306 in 2015/16

#### 4.8 Looking forward

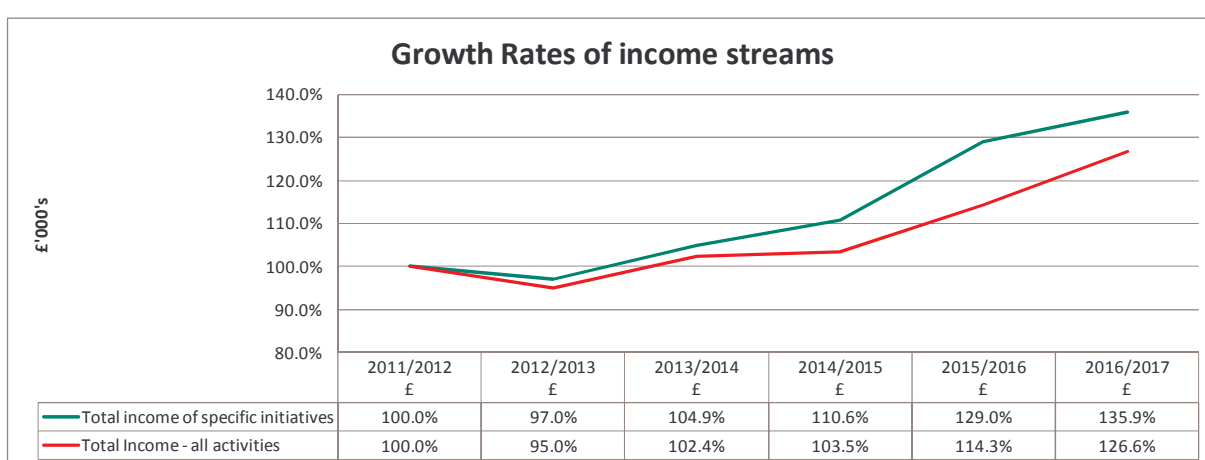
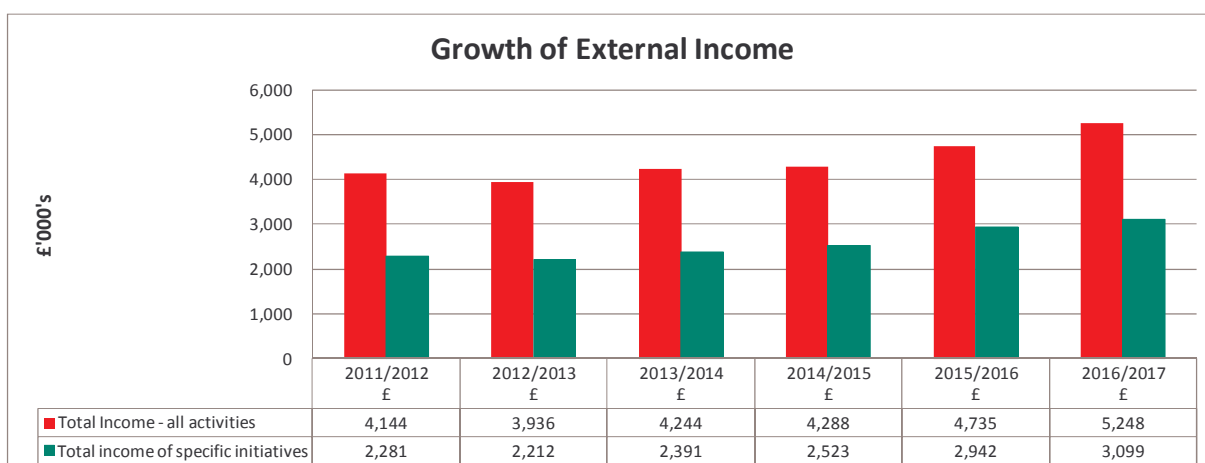
The Council continues to face significant financial challenges. As shown in section 5.17, there is a funding gap of £1.8m by 2020-21 which needs to be closed by increasing income from commercial activities, fees and charges and council tax and reducing costs, whether through greater efficiency or reducing how much is spent on certain activities. The approach that the Council has successfully followed in the previous period will continue to develop.

- 4.9 On the basis of current and projected levels of inflation as measured by the consumer prices index, individual households will see the District Council's element of council tax fall in real terms as the proposed annual increase of 1.94% is lower than CPI. This follows the period from 2013 to 2017 during which the District Council's element of council tax has fallen sharply in real terms, as a result of three years when the Council froze the tax. Across the previous period, council tax increased by only 3.9% compared to 12.5% in CPI.
- 4.10 In addition to the modest change in the contribution that households will be asked to pay for district council services, the Council will also benefit from growth in the number of houses. The strategy projects that 33,458 dwellings will be paying council tax in the period from 2018 to 2021. The Local Plan will be the subject of Pre-Submission consultation in 2018 prior to expected adoption in 2019 and will provide for growth although the final figure is subject to confirmation in 2018. This growth in population is essential, not only to address the district's housing needs and to support economic growth but also to help in closing the Council's financial gap.

#### **External Income including Fees and Charges**

- 4.11 The strategy outlines how growth in income will contribute to reducing the Council's net expenditure. An external review of commercial activities has been undertaken and has informed a Cabinet Proposal for additional income targets in future years as set out in section 7.2.
- 4.12 The Council has an excellent track record in generating income; the total income (from all sources including shared services, rental income etc) projected for 2017-18 is £6.5m. The Council will continue to increase income from fees and charges, so that users of particular services contribute to the cost of providing them rather than being subsidised by council tax payers. The strategy adopts a new approach for car parking charges from October 2018 as set out in section 7.1. Most but not all other fees and charges will grow by 5% a year, unless market and trading conditions demand an alternative approach.

4.13 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	Actual	Original Budget	
Section	Sum of 2012/13	Sum of 2013/14	Sum of 2014/15	Sum of 2015/16	2016/17	2017/18	Growth (2012/13 to Original 2017/18)
	£	£	£	£	£	£	
Parking and Enforcement	1,272,277	1,312,088	1,293,199	1,347,659	1,395,467	1,437,880	13.02%
Waste Collection	547,073	586,564	701,361	791,408	881,129	842,580	54.02%
Property	604,164	617,258	543,655	676,209	536,163	570,660	-5.55%
Development Control	285,685	400,132	357,214	297,317	337,872	337,000	17.96%
Env Health and Licensing	230,423	230,292	235,643	236,099	234,541	232,830	1.04%
Parks and Green Spaces	148,810	164,484	142,564	192,399	173,856	91,770	-38.33%
Revenues	152,552	171,497	169,408	208,078	230,550	180,000	17.99%
Land Charges	155,573	188,165	161,382	152,199	138,308	150,110	-3.51%
Building Control	141,313	153,409	155,304	118,911	127,309	121,700	-13.88%
Trading Accounts	100,287	147,781	104,020	117,584	115,728	128,200	27.83%
Town Hall	50,978	57,307	107,770	108,984	81,045	121,300	137.95%
Bewdley Museum	44,312	52,808	65,252	74,385	115,879	87,250	96.90%
Cemetery	35,983	46,247	49,123	77,061	59,556	65,500	82.03%
Admin Buildings	11,984	11,045	14,958	105,933	167,246	159,830	1233.69%
ICT Services	0	0	10,156	147,065	119,647	86,500	
Grand Total	3,781,414	4,139,077	4,111,009	4,651,291	4,714,297	4,613,110	21.99%



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 continue to develop our thinking on innovative ideas for external income generation.

4.14 There are many ways in which expenditure can be reduced and the Council expects to use all these tools:

- Transferring more assets and services to local organisations, in particular town and parish councils. Models range from ones where the district council ceases to have any role (the freehold is transferred, where there is an asset involved, and the local organisation meets 100% of the operational costs) to those where the district council might still have a role in operating a service or asset but the cost is shared with another body instead of being met solely by the district council;
- Implementing shared services or other collaborative arrangements with other councils and public bodies. A range of opportunities will be explored or are being implemented over the next 12 months, including data sharing and better use of the public estate (land and buildings);
- Implementing efficiency measures and other changes that reduce the call on council services. The main tool that will be used is further implementation of digital services that allow residents and local businesses to access services on line, 24 hours a day, thereby improving the customer experience. They can book, pay for and report things while minimising the use of staff time at the Council. Digital services will be promoted and their use strongly encouraged in order to reduce the cost of customer service and other staff time in dealing with the public. Implementation of more digital services is also expected to improve efficiency and challenge historic approaches to service delivery;
- Reducing spend on services, and therefore reducing quality/frequency and in some cases potentially whether the service is provided at all. This will be necessary only if all other routes have been exhausted.

4.15 The core functions of the Council will remain the things that it is required to do by law, such as collecting waste, removing litter, producing a local plan and processing planning applications and administering local taxes and benefits. These activities cost about £4.8m a year. The remainder of the Council's work is discretionary. While the Council is not obliged to undertake them, they are often services that are highly valued by local communities and businesses. They include such things as parks and toilets, economic development and regeneration and cultural and leisure services. The Council spends about £3.5m a year on discretionary activities with a further £3.3m on corporate costs including the costs of the democratic core and pensions deficit funding.

4.16 The programme of change described in this strategy will apply to all services. The Council has a strong track record of achieving cost reductions. All services and their staff have contributed to what has been achieved: this is acknowledged and welcomed. However the Council needs to go further. Therefore, the strategy requires an efficiency drive across the Council of a modest 2% in 2018-19 and a further 1% in each of 2019-20 and 2020-21. This will reduce costs by £460k a year by the end of the strategy. Directors will have discretion with service managers to decide how to deliver the modest efficiency improvements involved.

4.17 In addition to tackling the Council's financial gap, as outlined above and explored in more detail in the strategy, the strategic issues facing the Council include:

- Clarification from the Government of plans for reform of local government finance is long overdue, following the failure to reintroduce the Local Government Finance Bill after the general election in June. The Council has applied to be part of a Worcestershire pilot of 100% business rates retention in 2018-19 but there is no clear timetable for introducing business rates retention across England or for the fair funding review. The Council continues to remain vulnerable to other changes in respect of local government finance, such as the rules for distributing new homes bonus;
- The impact of Brexit on local government. Again, the Government has failed to provide clarity on such issues as the replacement arrangements for EU funding streams that benefit Wyre Forest, the procurement regime after 2019 and many other aspects of EU law that impact on local government activities;
- Adoption of a new Local Plan in 2019. This is critical to the future development and growth of the district, with adherence to the timetable being essential to protect Wyre Forest from unscrupulous developers and "planning by appeal";
- Securing positive progress at the major development site at Lionfields, Kidderminster. Parcel 1 is a 1.13 hectare site and is expected deliver a cinema led leisure development including food and beverage outlets;
- Preparing for the whole council elections in 2019. The new electoral cycle will mean that the councillors elected in 2019 have to work together across the period to 2023. It will allow a more strategic approach to decision-making on controversial and difficult issues, for example in addressing any remaining financial gap early in the life of the 2019 council. One of the first tasks facing that council will be to agree a new corporate plan covering the period to 2023.

The tables below set out the main activities – based on the priorities in the present corporate plan - that are planned across the period of the strategy, how they contribute to the Council's priorities and the outcomes that are expected.

**Priority: Support you to contribute to a successful local economy**

	<b>What we're planning to do</b>
Working with partners to create the conditions and certainty to foster a growing and sustainable local economy	Review Local Development Order for South Kidderminster Enterprise Park with view to extending it, 2018.
Bringing forward regeneration and development opportunities and the infrastructure to support them	Preferred developer to commence work on Parcel 1, Lionfields; Commence marketing of other parcels.
Creating new job opportunities and improving skills	Continue to work with the new Chairman of the North Worcestershire Employment & Skills Board to bring forward opportunities in the district. Continue to work with LEP Growth Hubs to attract inward investment and to work with existing businesses to foster their growth ambitions.

	<b>What we're planning to do</b>
Helping new businesses to start up and existing businesses to grow	Continue to support business growth through European Regional Development Fund programme and sector interventions through GBSLEP Growth Hub work. Continue to support Wolverhampton University Business Solutions Centre work in supporting business growth.
Attracting inward investment and accessing alternative funding sources	Working with GBSLEP and WLEP Growth Hubs to target new inward investment. Continue to promote the area as "The Natural Place To Invest".

	<b>What outcomes we're planning to achieve</b>
A community with lower unemployment and improved skills	Keep claimant count in line with or below county average.
A diverse and well connected economy with vibrant and successful town centres	Continued business growth and entrepreneurial innovation. Interventions in Kidderminster Town Centre including introducing a Business Improvement District (BID) and opening up Worcester Street to traffic as part of the ongoing regeneration of the Kidderminster Town Centre.
Redevelopment of redundant and under-used land and buildings	Redevelopment of Green Street depot site completed by March 2019 (subject to December Council approval of capital funding).
Improved infrastructure	New railway station, ticket office and forecourt at Kidderminster opened by the end of 2019 Investment in Worcester Street completed by the end of 2018. Work on new Churchfields highway infrastructure underway in 2019.

**Priority: Support you to live in clean, green and safe communities**

	<b>What we're planning to do</b>
Creating a greener and cleaner local environment	Completion of 22 deep cleansing initiatives across the District
Supporting the provision and maintenance of high quality public spaces	Implement improvements at Brinton Park if Heritage Lottery Fund bid is successful
Working with partners to reduce crime and the fear of crime	Implement the targeted actions and

	<b>What we're planning to do</b>
	initiatives within the North Worcestershire Community Safety Partnership Plan
Working towards meeting current and future housing needs, with an up-to-date local development plan that provides for growth in the number of houses	Consultation on Pre-Submission version of local plan, June 2018 Adoption of local plan, July 2019
Preventing and reducing homelessness	Successful implementation of Homelessness Reduction Act from April 2018

	<b>What outcomes we're planning to achieve</b>
Clean streets and quality open, green public spaces that are enjoyed by all	100% customer satisfaction ratings
An environment that is respected and cared for, and where local people take pride in their surroundings	100% customer satisfaction ratings
Low levels of crime and anti social behaviour	An improvement in perceptions of crime ratings  A reduction in crime and anti social behaviour  Measurable success in outcomes in the Community Safety Partnership Plan
An increased supply of good quality and decent homes that are affordable to individuals and families	1197 dwellings completed 2018-21  Of these, 256 to be affordable/social housing
A reduction in the number of people becoming homeless	25% reduction in the number of statutory homeless acceptances

### **Government funding and controls over council expenditure**

- 4.18 The future financial position for the Council will continue to be challenging. The decision to leave the European Union and the post-Election fall-out has left Local Government more uncertain than ever about the future of funding for the sector. The uncertainty around the outcome of the General Election, and particularly the fall of the Local Government Finance Bill, has made it unclear whether the new government will go ahead with key policies (100% business rate retention) but it is clear that austerity measures are set to continue to balance the national budget. However it remains too early to judge the impact of the decision to leave the European Union on Local Government Finances. The Chancellor's Autumn Budget on the 22<sup>nd</sup> November 2017 was important in terms of providing general direction of

the Government's spending/borrowing plans going forwards. However more detail is required to understand the impact on Local Authority funding. 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.

- 4.19 The key figures from the Council's final 2016 settlement for the four year settlement we accepted 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

- 4.20 The 2018-19 Provisional Local Government Finance Settlement has yet to be announced but is expected around mid December. Updates to this report will be provided once this is available:

The main points of interest for local government from the Autumn Budget received on the 22<sup>nd</sup> November were as follows:

- Additional measures to boost productivity, including a £1.7 billion new Transforming Cities Fund through the Northern Powerhouse Investment Fund (NPIF), launched in 2016 to improve connectivity and support jobs across England's city regions.
- Measures to increase the numbers of new homes being built and access to homes for the young and first time buyers.
- The £1.7bn new Transforming Cities Fund, with funding identified up until 2021/22, to support intra-City transport links. This will target projects which drive productivity by improving connectivity, reducing congestion and utilising new mobility services and technology. Half will be allocated via competition for transport projects in cities and the other half will be allocated on a per capita basis to the six combined authorities with elected metro mayors. As a result, allocations will be £74m for Cambridgeshire and Peterborough, £243m for Greater Manchester, £134m for the Liverpool City Region, £80m for the West of England, £250m for the West Midlands and £59m for the Tees Valley.
- Housing- The government announced that it wishes to increase the numbers of new homes being built to 300,000 per annum by the middle of the 2020s. A wide breadth of measures were announced to support this objective.
- Public sector borrowing is forecast to fall in every subsequent year from £39.5bn in 2018-19 to £25.6bn in 2022-23.

- Public sector net borrowing forecast to fall from 3.8% of GDP last year to 2.4% this year, then 1.9%, 1.6%, 1.5% and 1.3% in subsequent years, reaching 1.1% in 2022-23.
- A £1.5bn package to "address concerns" about the delivery of universal credit was announced. New universal credit claimants in receipt of housing benefit to continue to receive it for two weeks.
- Business rates will switch to being increased by the Consumer Price Index (CPI) 2 years earlier than planned. Business Rates will rise by CPI from April 2018. Business rates currently rise by the Retail Price Index (RPI).
- Business rates revaluations will take place every 3 years, rather than every 5 years, starting after the next revaluation, currently due in 2022.
- 100% council tax premium on empty properties; currently councils have discretion to increase the charge on a property that has been empty for 2 years or more to 150%, so this will increase this to 200%. This Council currently charges 100% but is proposing to increase this to 150% with effect from 1<sup>st</sup> April 2018 (paragraphs 2.2.3 and 5.13 refer) to align with most other councils. As the increase announced by the Chancellor requires primary legislation it is anticipated that this change will not be effective until April 2019.

### **Business rates**

- 4.21 This Council participated in an application for a pan-Worcestershire Business Rates Pool (WBRP) that would apply for pilot status for the 100% Business Rate Retention for 2018-19 financial year. If this application is agreed we will forgo the £100k RSG for 2018-19 but benefit from £200k additional retained growth. If the application is unsuccessful the current WBRP arrangement will continue. The decision to remain a member of either the current or Pilot status Worcestershire Business Rates Pools 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 of the Pool remain a concern; this is being managed by the Corporate Director: Resources 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 funding system is introduced since there will no longer be a levy. The timescale for implementation has been delayed and it is probable that the new system will be for less than the full 100% retention.

## **5. KEY ISSUES - BASE POSITION, PRESSURES AND ASSUMPTIONS**

- 5.1 Attached at Appendix 1 is the forecast base budget position for the period 2017-18 to 2020-21. 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 paragraphs 7.2 and 7.3.



- 5.3 Inflation has been included in the Base Budget for 2018-21 onwards as follows:

**Table 5.3 Inflation Assumptions- including Local Pay Arrangements**

Following the September Council report, proposals for pay increases have been included as per the collective agreement reached with the Unions in November for the Local Pay Arrangements for 2018-2021 subject to formal Council endorsement in December as follows:

	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Consolidated increase	1.5%	1.25%	1.25%
Non-consolidated award	Zero	Zero	0.25%
Total	1.5%	1.25%	1.50%

However for staff on the existing living wage rate of £8.45 an hour, the proposal is that the rate of pay would be frozen until such time as it was exceeded by the Government's national living (minimum) wage.

- 5.4 No changes are proposed to the current sickness scheme. The proposal for phasing out ongoing long service awards is based on what was negotiated with the unions as shown in the table below:

**Proposal for phasing out ongoing long service awards**

<b>Year</b>	<b>Value of award as percentage of current award</b>
2018/19	75%
2019/20	50%
2020/21	25%
2021/22	25% compensatory one off payment

<b>Other Inflation Assumptions</b>	<b>2018-19 %</b>	<b>2019-20 %</b>	<b>2019-21 %</b>
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

- 5.5 No other inflation has been included in the estimates for the financial strategy.
- 5.6 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 2018-19 based on investment returns of 0.50%;
  - Expected returns in 2019-20 based on investment returns of 0.50%;
  - Expected returns in 2020-21 based on investment returns of 0.75%.

- 5.7 In recognition of previous Final Accounts savings the budget has been realigned to reflect trends in lower levels of costs and higher levels of income from areas such as recovery of housing benefit overpayments and court fees for council tax recovery cases. This together with significant savings from the upfront payment of 3 years pensions' deficit has contributed £1.460m to the Wyre Forest Savings programme over the term of this Strategy. In addition, the efficiency drive based on a simple percentage of net expenditure has been introduced generating further savings of £240k in 2018-19 (2%), followed by a further £110k pa in 2019-20 and 2021-21 being 1% in each of the later years. These efficiency drive savings have been assigned to each Directorate as generic targets with each service having flexibility on how to achieve them by modest cost reductions without impacting on service levels. Service Managers are working with CLT to implement this initiative to help towards closing the funding gap.
- 5.8 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 stands at £317k as at 30<sup>th</sup> November 2017 taking into account all known commitments.
- 5.9 However there is confidence that the annual 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 £1.8m.
- 5.10 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. Council approved a small number of changes to the 2016 scheme at 14<sup>th</sup> December 2016 Council following a consultation process. These modifications, effective from April 2017, were in response to changes made by the Government while the 2016-17 scheme was being developed so were simply to realign the local scheme with changes to the regulations. Collection rates continue to show modest improvements so far this year assisted by additional recovery work partly funded by Worcestershire County Council so this is very positive. 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. No change to the current scheme is proposed from April 2018.
- 5.11 The implementation of Universal Credit from November 2018 to new (formerly housing benefit) applications could potentially impact on the council tax reduction scheme and ultimately on the costs of homelessness. The 2018 review of the council tax reduction scheme will factor in the impact of this transition.
- 5.12 This Council continues to work jointly with other Worcestershire colleagues to find ways to maximise council tax income. While it has not proved possible to achieve introduction of a standard council tax reduction scheme due to political inconsistencies, best practice has been adopted wherever possible. This Council continues to maintain close links with Worcestershire County Council and has benefited from funding for additional recovery work in 2017-18 to help improve collection rates.



5.13 Currently councils have discretion to increase the charge on a property that has been empty for 2 years or more to 150%. This Council currently charges 100% but is proposing to increase this to 150% with effect from 1<sup>st</sup> April 2018 (paragraph 2.2.3 refers) to align with most other councils. The proposal will only generate a modest increase in council tax income estimated at circa £20k pa; the motivation is not financial but rather to incentivise property owners to bring empty homes back into use to assist with the housing deficit. The Autumn Budget included a change to increase the premium charge to 100% but as the proposed increase requires primary legislation it is anticipated that this change will not be effective until April 2019.

5.14 Summary of other main assumptions and relevant factors:

- Government funding – reductions as set out in Section 6.
- Increases in Council tax of just under 2% for 2018-19 and beyond.
- A different approach has been taken to fees and charges this year with more regard to demand and other market conditions. As a result some fees and charges have been frozen or increased by less than the average of 5%. The proposals for 2018-19 show that 16% of Fees and Charges will be frozen whilst a further 20% are to be increased but below the general 5%. A new approach is also proposed for car parking charges of CPI + 2% as set out in section 7.2. An important exception to this is for hackney carriages for which no increase is recommended for the fourth year due to the statutory requirement that this service is breakeven in terms of cost recovery.
- Local pay arrangements are adopted as set out in paragraph 5.3
- The results of the Pension Fund's triennial revaluation in 2017 were more favourable in the final event than previously anticipated resulting in savings in the annual step-up increases of £87,100 in 2017-18, £119,000 in 2018-19 and £126,900 in 2019-20. The Council has also benefited from a saving of £426,600 for the three years from 2017-18 as a result of payment in advance of the Pension Fund Deficit for 3 years in respect of latest actuarial evaluation.
- An increase of 424 Band D equivalent properties or just circa 1.3% compared to the 2018-19 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 over 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 £90kpa has been assumed for 2017-18 through to 2019-20.
- No provision has been made in respect of the claim from Worcestershire Acute Hospitals NHS Trust for charitable exemption for the Kidderminster Hospital and Treatment Centre as this claim has been strongly refuted. The Council will continue to work closely with the LGA on this issue.

- Homelessness Reduction Act – it has been assumed that new burdens funding will cover costs of additional staffing resource requirement.
- The rateable value of Council owned car parks has risen considerably in the 2017 valuation list. The rateable value is determined by reference to the income received from the car parks. The Council's Estates Surveyor is currently progressing appeals against the list values through the VOA's check, challenge and appeal system. The increase in the billed amount is tapered by transitional protection over 4 years. The amount of transitional protection received in 2017-18 was £83,000. The stepped increase applied when the 2017-18 budget was set was sufficient to cover the 2017-18 bills. The budget pressure is felt from 2018-19 onwards. A prudent approach has been adopted in the MTFS and budgets now reflect the tapering off of transitional protection.
- The capital and revenue implications of the Depot 2020 proposal to be considered by Council on 13<sup>th</sup> December 2017 will be included if appropriate in the further MTFS Cabinet report in the new year.
- Public Sector Audit Appointments Ltd has announced a 23% reduction in audit fees, which should save the Council £33k over the period of the strategy.

5.15 In terms of external Prudential Borrowing, the Council may enter into further external borrowing in 2017-18. This will continue over the medium and longer term and an average interest rate of 4% for 2018-19, increasing to 5% for 2019-20 and 2020-21 has been assumed within the base budget to fund the cost of this.

5.16 Good progress continues to be made to meet the generic Wyre Forest Forward Savings Targets. The latest target savings from the revised budget compared to achievements so far and the revised budget are shown in the table 5.16 below.

**Table 5.16 Wyre Forest Forward Savings to be achieved in revised budget and achievement so far compared to approved budget (before Cabinet Proposals)**

Year	Amount Approved Budget	Amount yet to be achieved Approved Budget*	Amount Revised Budget
2017-18	£100,000	Achieved in full	Achieved in full
2018-19	£716,550	£301,920	£61,920
2019-20	£926,880	£413,600	£63,600
2020-21	£926,880	£771,560	£311,560

\*Before efficiency drive savings see paragraph 5.7

5.17 Table 5.17 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. The Wyre Forest Forward Savings include the impact of the budget alignment, pension discount and savings efficiency targets detailed in paragraphs 4.16 and 5.7. Compared to the savings included in the approved budget, this shows excellent progress towards achieving these generic savings. However

the significant use of reserves in 2020-21 and beyond means that further savings targets are inevitable:

**Table 5.17 How the Strategy addresses the Financial Gap**

	2017-18	2018-19	2019-20	2020-21
	£	£	£	£
Financial Gap				
Wyre Forest Forward Savings not yet achieved	0	61,920	63,600	311,560
New Cabinet Proposal for further Savings	0	50,000	175,000	400,000
New Cabinet Proposal: Income Generation Target	0	50,000	75,000	100,000
<b>SUB- Total</b>	<b>0</b>	<b>161,920</b>	<b>313,600</b>	<b>811,560</b>
Use of reserves from Proposed 2018- 21 Strategy	97,060	504,720	920,400	990,100
<b>TOTAL</b>	<b>97,060</b>	<b>666,640</b>	<b>1,234,000</b>	<b>1,801,660</b>

## The Development Plan

- 5.18 The Council is midway through a review of the Local Plan for the upcoming period 2016-2034. 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 current review of the local development framework which is planned for adoption in 2019, so it is unlikely to contribute anything significant in the 2018-21 period.
- 5.19 Latest population mid-year estimates (2016 MYE) show that although growth was slower in 2015-16 compared with that between 2013 and 2015, Wyre Forest has still seen 1.5% growth over the last 3 years. This is greater than that seen over the 10 years 2001-2011. Worcestershire as a whole has also seen a 1.9% growth 2013-16 compared with 4.4% 2001-11. Population growth in Wyre Forest is however lagging behind the rest of Worcestershire and the country as a whole. A breakdown of the figures shows that migration, especially internal, accounted for almost all the growth.

	2013 MYE	2014 MYE	2015 MYE	2016 MYE	% change
England	53,865,817	54,316,618	54,786,327	55,268,067	2.6
West Midlands	5,674,712	5,713,284	5,751,000	5,800,734	2.2
Worcestershire	572,168	575,421	578,593	583,053	1.9
Wyre Forest	98,421	98,960	99,503	99,902	1.5

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 for 2012-2031 based on the 2012 projections.

	2014	2039	% change
England	54,316,618	63,281,523	16.5
West Midlands	5,713,284	6,486,090	13.5
Worcestershire	575,421	634,939	10.3
Wyre Forest	98,960	104,840	5.9

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 plan for the expected levels of future house building to meet the growth needs of the district.

- 5.20 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 2018-19, BUSINESS RATES AND NEW HOMES BONUS**

- 6.1 The Provisional Local Government Settlement has not yet been announced. Forecasts for RSG remain unchanged from the previous multi-year settlement: including the negative RSG in 2019-20 that has been continued for 2020-21. The most significant potential change for this Council when the Provisional Settlement is received is a reduction in New Home Bonus Funding as this report continues with the previous methodology from 2017-18 as explained below.

- New Homes Bonus grant in 2017-18 was paid on the basis of 5 years award and from 2018-19 on the basis of 4 years award; there was baseline growth of 0.4% for the annual grant award for 2017-18 and this has also been assumed for 2018-19. If additional conditions are applied and the baseline growth is increased to 0.6% our New Homes Bonus funding will reduce significantly over this MTFS;

- 6.2 It is certain that Public sector funding reductions look to continue until the middle of the next decade, 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 Multi-Year Settlement figures from last year's Finance Settlement, negative RSG remains. With the exception of Council Tax all figures are subject to confirmation when the Provisional and Final Settlement figures are issued. 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 6.5 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
	£	£	£	£	£
2016-17	1,222,290	2,802,660	2,356,450	6,720,820	13,102,220
2017-18	553,300	2,873,230	1,896,400	6,783,860	12,106,790
2018-19	100,680	2,981,510	1,199,310	7,004,100	11,285,600
2019-20	(356,790)	3,118,810	789,320	7,203,960	10,755,300
2020-21	(356,790)	3,043,810	337,810	7,408,980	10,433,810
Total	1,162,690	14,820,020	6,579,290	35,121,720	57,683,720

#### 6.4 New Homes Bonus

The new arrangements for allocation of New Homes Bonus (NHB) 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 impact of the introduction of the national baseline of 0.4% below which funding allocations will not be made, has had a severely detrimental impact on this Council's funding. This has been exacerbated by a slowdown in the housing growth within the district.

Historically housing growth has typically been within a range of 194 to 599 of the council tax base. This has given rise to NHB as shown in Table 6.4.1:

<b>Table 6.4.1 Year NHB Paid</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
Additional Properties	163	341	434	464	192	227
Change in Long Term Empties	63	135	-98	135	2	21
<b>Net New Properties for NHB</b>	<b>226</b>	<b>476</b>	<b>336</b>	<b>599</b>	<b>194</b>	<b>248</b>
<b>Change for 2017/18</b>						
Number of Band D Equivalents					176	244
Deduct Baseline 0.40%					163	165
<b>Net New Properties for NHB</b>					13	79
NHB funding Year £000	261	501	430	673	31	65
Cumulative NHB Grant £000	774	1,263	1,693	2,358	1,896	1,199

\*For 2017/18 NHB the 0.4% baseline meant that out of total growth of 176 properties only 13 qualified for NHB grant funding

\*\* Payments of NHB grant are based on additional properties in the prior 12 months so additional properties refer to performance in prior year

The estimation of additional properties giving rise to NHB has been undertaken by the forward planning and council tax teams in liaison with finance officers. The results are shown in Table 6.4.2.

Table 6.4.2	2017-18	2018-19	2019-20	2020-21
Estimated completions	176	244	165	300
Estimated Baseline	163	165	165	165
Estimated No attracting NHB	13	79	0	145

This takes account of the projections in the adopted Local Plan and the proposed numbers in the Local Plan review.

The amount of NHB (and also council tax) that the Council receives is sensitive to the timing of housing completions and a significant proportion of future income is therefore dependent on receipt of large scale residential applications and the pace at which developers build-out their sites. Housing completions in the district have slowed down in recent years as existing major sites are developed out; it could also be due to uncertainty created by Brexit. The assumed, optimistic and pessimistic projections presented in Table 6.4.3 illustrate the potential volatility inherent with this funding stream.

Table 6.4.3 – Assumed Growth in Housing and Sensitivity of NHB Receivable				
£'000	2017-18	2018-19	2019-20	2020-21
Net additional no of properties	176	202	165	300
NHB Grant Payable	31	45	164	202
<b>Cumulative NHB (ASSUMED)</b>	<b>1,896</b>	<b>1,199</b>	<b>789</b>	<b>338</b>
Cumulative NHB (optimistic) + 5%	-	1,259	828	355
Cumulative NHB (Pessimistic) -5%	-	1,139	750	321

- 6.5 Business Rate projections based on the 100% Business Rates 1 year Pooling Pilot in 2018-19 and Worcestershire pooling agreement thereafter, 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 2018-19 estimates for the DCLG in January 2018. The Table below shows the revised assumptions compared to the approved budget.

**Table 6.5- Revised Value of Retained Business Rates**

Year	Value of Retained Business Rates (including future forecasts)	Growth	Growth
	£	£	%
2013-14	2,435,300		-
2014-15	2,300,280	- 135,020	-5.5%
2015-16	2,547,610	247,330	10.8%
2016-17	2,802,660	255,050	10.0%
2017-18	2,873,230	70,570	2.5%
2018-19	2,981,510	108,280	3.8%
2019-20	3,118,810	137,300	4.6%
2020-21	3,043,810	- 75,000	-2.4%
Total	19,059,400	683,510	3.6%



- 6.6 The government continues to grapple with the Fair Funding Review and the introduction of 100% retention of locally collected rates by the end of this parliament as announced in 2013. This additional revenue should replace reductions in RSG and New Homes Bonus but is likely to come with additional responsibilities that give rise to additional costs. At this point in time it is not possible to calculate the effects of this change as not enough details are known. However delayed implementation is now inevitable and there are indications that it will not be the full 100% retention originally planned. This will be covered in a future MTFS.

The optimistic view in Table 6.6 reflects the limited perceived upside over the period of the MTFS. The downside risk is limited by the current membership of the Worcestershire Business Rates Pool.

Table 6.6 - Projected local share of Business Rates Based on Worcestershire Pool Arrangements				
£'000	2017-18	2018-19	2019-20	2020-21
<b>As Modelled (ASSUMED)</b>	<b>2,873</b>	<b>2,982</b>	<b>3,119</b>	<b>3,044</b>
As Modelled +2.5% (optimistic)	2,945	3,057	3,197	3,120
As Modelled -7.5% (pessimistic)	2,658	2,758	2,885	2,816

## 6.7 Other Key Operational Assumptions

- 6.7.1 The Council's 'Net Service Expenditure' is the total amount spent on services, offset by income associated with the provision of those services such as planning fees receivable, income generated by the Council's car parks, or service specific grant income. The basis of the Council's projected Net Service Expenditure is the 2017-18 budget. This is adjusted for known 'one-offs' (income or expenditure arising in 2017-18 only) and then appropriate inflation rates are applied. Finally, further allowances are made for material changes in service income or cost on the basis of discussion with the relevant Service Managers. For 2017-18 onwards budgets have also been reviewed in order to identify both one-off and ongoing efficiencies that can be made in order to balance the Council's finances over the medium to long term.

Other key operational assumptions are as follows:

### 6.7.2 Expenditure Pressures

Additional expenditure may be unavoidable due to policy, legislative or commercial pressures. Where material and anticipated at this stage these cost increases (or reductions in income) are incorporated into the MTFS

The projections include amounts relating to benefit subsidies.

#### *Sensitivity of estimates*

Many individual elements within the Council's operational income and expenditure can be financially volatile, for example, a relatively few major planning applications can generate the bulk of fee income. However, the demand for services can generally be anticipated, and on a portfolio basis, the cost of services is both relatively stable and manageable. It is therefore considered reasonable to apply an overall sensitivity to Net Service expenditure of 2.5% either way, as set out below:

Table 6.7.2 - Projected Net Service Expenditure				
£'000	2017-18	2018-19	2019-20	2020-21
<b>As Modelled (ASSUMED)</b>	<b>12,294</b>	<b>11,860</b>	<b>11,884</b>	<b>11,697</b>
As Modelled +2.5% (pessimistic)	12,601	12,157	12,181	11,989
As Modelled -7.5% (optimistic)	11,372	10,971	10,993	10,820

## 7. **CABINET PROPOSALS**

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

### **Council tax**

Inflation as measured by CPI is running around 3% at present (3% as at October 2017). It is not expected to rise significantly by the time the Council sets council tax for 2018-19 at the end of February. In line with the assumptions included in the current medium term financial strategy, it is proposed that the Wyre Forest element of council tax will be increased by 1.94% for 2018-19 onwards. This proposal is lower than CPI and therefore represents a real terms reduction of the district proportion of Council Tax increase.

### **Fees and Charges**

All services were asked to consider relevant changes to fees and charges and the potential additional income this could generate. The risk of failing to optimise income due to elasticity of demand, changing economic circumstances and the emergence of competition was evaluated. As a result some fees and charges have been frozen or increased by less than the average of 5%. The proposals for 2018-19 show that 16% of Fees and Charges will be frozen, whilst a further 20% are to be increased but below the general 5%. All proposals were subjected to rigorous check and challenge.

Car park charges will now be increased by CPI +2% rather than the 5% previously assumed, however this new methodology will be subject to a 5% maximum cap. The CPI rate applied will be the actual rate as at October 2017 (notified in November 2017) + 2% to apply from October 2018; so using the prior year's CPI rate to allow for certainty in the planning and approval process. For 2018-19 the total increase proposed therefore is 5% made up of 3% CPI as at November 2017 + 2%. For the purpose of forward projections for future years of the MTFS the Bank of England's CPI projections will be utilised as set out in the table below and found at: (<http://www.bankofengland.co.uk/publications/Documents/inflationreport/2017/novca.pdf>).

Year	CPI Rate	Applied to MTFS Year	October Increase
2017	3.0%	2018/19	5.0%
2018	2.4% est	2019/20	4.4%
2019	2.2% est	2020/21	4.2%
2020	2.1% est	2021/22	4.1%



This change in approach to fee increases is to provide a clear linkage to inflation rates and allow for scope for lower increases if appropriate. It is important to remember that 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.

The Council will implement the 20% increase in planning fees following the Government's delayed legislation and will seek to take the benefit of any additional increase in planning fees that might be permitted to fund additional related expenditure to help fund this key area. Parliamentary approval is required for the change and approval of the House of Commons is expected on 13<sup>th</sup> December. Appendix 4 will be revised to show the higher fees once approval has been given. The positive impact for the Council is estimated at £204k over the period of the strategy, assuming the higher fees come into effect no later than 1 April 2018. The changes will ensure that the net cost of operating the planning system, which falls on council tax payers, is minimised and that developers and other applicants bear a greater share of the cost.

### **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. The first proposal is for approval of a further tranche of **capital investment in the refreshed ICT Strategy**. This is essential to ensure the Council's ICT systems and data stored and shared, remain safe and secure and also to ensure we maintain pace with progress in this progressive service sector. This proposal demonstrates ongoing commitment to affordable investment in essential ICT and digital services. In addition proposals include further funding to support **localism** and continuation of the **Community Leadership Fund**. The proposal is for funding to allow the current level of **Community Safety staffing** to be maintained for 2018-19 while a review of all options is undertaken. The PCC's position about his future funding strategies will be taken into account in that review. The Cabinet proposals are set out in more detail as follows:

- **ICT Strategy** Investment for a further 5 year period as set out in detail in Appendix 3 proposes **capital investment of £1.757m for the delivery of the ICT Strategy over the period 2018-19 to 2022-23 and that:**
  - the Corporate Director: Resources, in consultation with the ICT Strategy Board and Cabinet Member for Resources, approves and implements the new ICT Strategy to meet the future needs of the Council as set out in the Background Papers to this report:
  - major expenditure will be subject to specific approval by the ICT Strategy Board and due diligence of business cases for each proposal.
- **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 2018-19 (£33k/year)**, to reflect the continuing effectiveness of this funding.
- Funding for 2018-19 for the two part-time **Community Safety officers currently employed by this Council at a cost of £43k reduced to £30k** by a saving achieved within the Leisure and Culture team. Funding for these posts is from PCC grant until the end of 2017-18 but this has not yet been confirmed for future years. Hopefully PCC funding will be extended but this may not be known in time to inform the Budget process; if it is successfully secured, this will replace Council funding and a saving will be realised. A review of the funding of Community Safety work past 2018-19 will be undertaken, taking into account the PCC's decision.
- A further tranche of **Wyre Forest Forward Efficiency Savings**. Excellent progress has been made with achievement of ongoing savings so far but in order to maintain reserves at an acceptable level further savings are required of **£50k in 2018-19, £175k in 2019-20 and £400k in 2020-21**.
- **Additional income generation targets of £50k in 2018-19, £75k in 2019-20 and £100k in 2020-21** informed by the external review of commercial areas.
- **Capital funding of £38k for the replacement of the Spennells Valley Boardwalk** funded from the unused Leisure Centre contingency. This work will replace the existing boardwalk that is coming to the end of its useful life and is in need of replacing to avoid costs of ongoing repairs on this well used access route.

### 7.3 Details of Cabinet Proposals are summarised in the table below:

Cost Centre	ACTIVITY AND DESCRIPTION OF CABINET PROPOSAL	KEY	2018/19 £	2019/20 £	2020/21 £	After 2020/21 £
			£	£	£	£
<b>CLEAN, GREEN AND SAFE COMMUNITIES</b>						
R716	<b>Community Safety Partnership</b>					
	Funding to allow the staffing level for Community Safety to be maintained at current levels for 2018-19 whilst a review of all options is undertaken taking into account the decision of the PCC on future funding, net of saving from within Leisure team	C	-	-	-	-
		R	30,000	-	-	-
		S	1.40	-	-	-
R335	<b>Localism Fund</b>					
	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	50,000	-	-	-
		S	-	-	-	-
R430	<b>ICT Strategy</b>					
	To provide capital funding to enable delivery of the ICT Strategy for a further 5 years. Appendix 3 sets out more detail.	C	776,000	608,000	113,000	260,000
		R	7,140	131,980	227,090	289,040
		S	-	-	-	-
R720	<b>Community Leadership Fund</b>					
	In light of the acknowledged effectiveness of this fund to retain this funding stream of £1,000 per Member for 2018/19	C	-	-	-	-
		R	33,000	-	-	-
		S	-	-	-	-
R726	<b>Wyre Forest Forward</b>					
	Further Target Savings from the Wyre Forest Forward Efficiency Programme	C				
		R	50,000 CR	175,000 CR	400,000 CR	400,000 CR
		S				
	<b>Income Generation</b>					
	To introduce an additional income generation target (figures to be confirmed in light of consultant's recommendation).	C				
		R	50,000 CR	75,000 CR	100,000 CR	100,000 CR
		S				
R160	<b>Parks and Green Spaces</b>					
	Replacement of Spennells Valley Boardwalk funded from Capital contingency of Leisure Centre project no longer required. The revenue impact of this funding is already included within the approved budget. This will be a transfer of funding of £38,000 from the Leisure Centre Capital Scheme to fund the proposed pathway at Spennells.	C	38,000	-	-	-
		C	38,000 CR			
		R	-	-	-	-
		S	-	-	-	-
	<b>TOTALS</b>	C	776,000	608,000	113,000	260,000
		R	20,140	118,020 CR	272,910 CR	210,960 CR
		S	1.40	-	-	-
<b>KEY - Changes in Resources</b>						
C	Capital					
R	Revenue					
S	Staffing - Stated in FTEs					

- 7.4 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 £1,642k at the end of 2020-21 (see reserves table in 8.2).

**Table 7.4 – Revised Forecast Financial Position including Cabinet Proposals (before Finance Settlement)**

	Revised 2017/18 £	2018/19 £	2019/20 £	2020/21 £
Net Expenditure on Services (per Appendix 1)	12,293,850	11,860,180	11,883,720	11,696,820
Total Net Expenditure on Services (per Appendix 1)	<b>12,293,850</b>	<b>11,860,180</b>	<b>11,883,720</b>	<b>11,696,820</b>
Less				
Cabinet Proposals identified in Section 7.3	0	20,140	(118,020)	(272,910)
Net Expenditure	12,293,850	11,880,320	11,765,700	11,423,910
Contribution (from)/to Reserves	(97,060)	(504,720)	(920,400)	(990,100)
<b>Net Budget Requirement</b>	<b>12,196,790</b>	<b>11,375,600</b>	<b>10,845,300</b>	<b>10,433,810</b>
Less				
Revenue Support Grant	510,220	100,680	(356,790)	(356,790)
Business Rates	2,653,230	2,731,510	2,818,810	2,818,810
Business Rates Growth	220,000	250,000	300,000	225,000
New Homes Bonus	1,896,400	1,199,310	789,320	337,810
Transition Grant	43,080	0	0	0
Collection Fund Surplus	90,000	90,000	90,000	0
Council Tax Income	6,783,860	7,004,100	7,203,960	7,408,980
WFDC Council Tax @ 1.94% increase 2018/19 onwards	<b>205.36</b>	<b>209.34</b>	<b>213.40</b>	<b>217.54</b>

- 7.5 The Cabinet proposals identified in Section 7.3 build on the savings identified within all previous Financial Strategies and include further savings and income growth 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 2018-21 as part of the Financial Strategy.

**Table 8.2 - New Reserves table after all Cabinet Proposals**

Reserves Statement	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
Reserves as at 1st April	3,914	4,057	3,552	2,632
Release of Earmarked Reserves	240			
Contribution (from)/to Reserves	(97)	(505)	(920)	(990)
Reserves as at 31st March	4,057	3,552	2,632	1,642

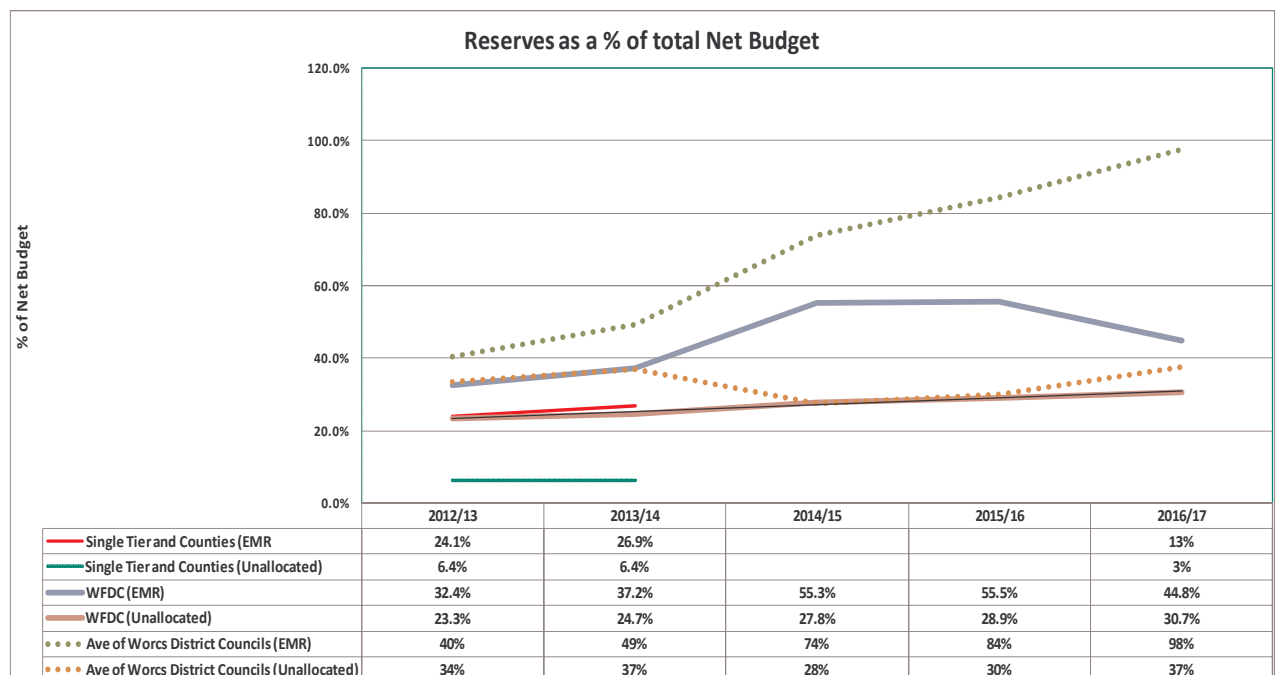
- 8.3 In addition the Council holds a working balance of £1m.

- 8.4 The Council also currently holds earmarked reserves of £5.186m (as at 30<sup>th</sup> November 2017). It should be noted that the Council has commitments against such earmarked reserves. A review of the methodology for EMRS has been undertaken as part of preparation for this MTFS. This review has resulted in a release of circa £240k in to General Reserves for use to help balance the MTFS and creation of a new General Risks Reserve estimated at circa £720k as at 1<sup>st</sup> April 2018. This is in line with Peer Review recommendations and also recommendations included in Link Asset Services (formerly Capita) overall review of reserves.
- 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 caused 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 are likely to be required. In the extremely unlikely event that they were all imprudently released for revenue expenditure they would not cover even 6 months' expenditure.

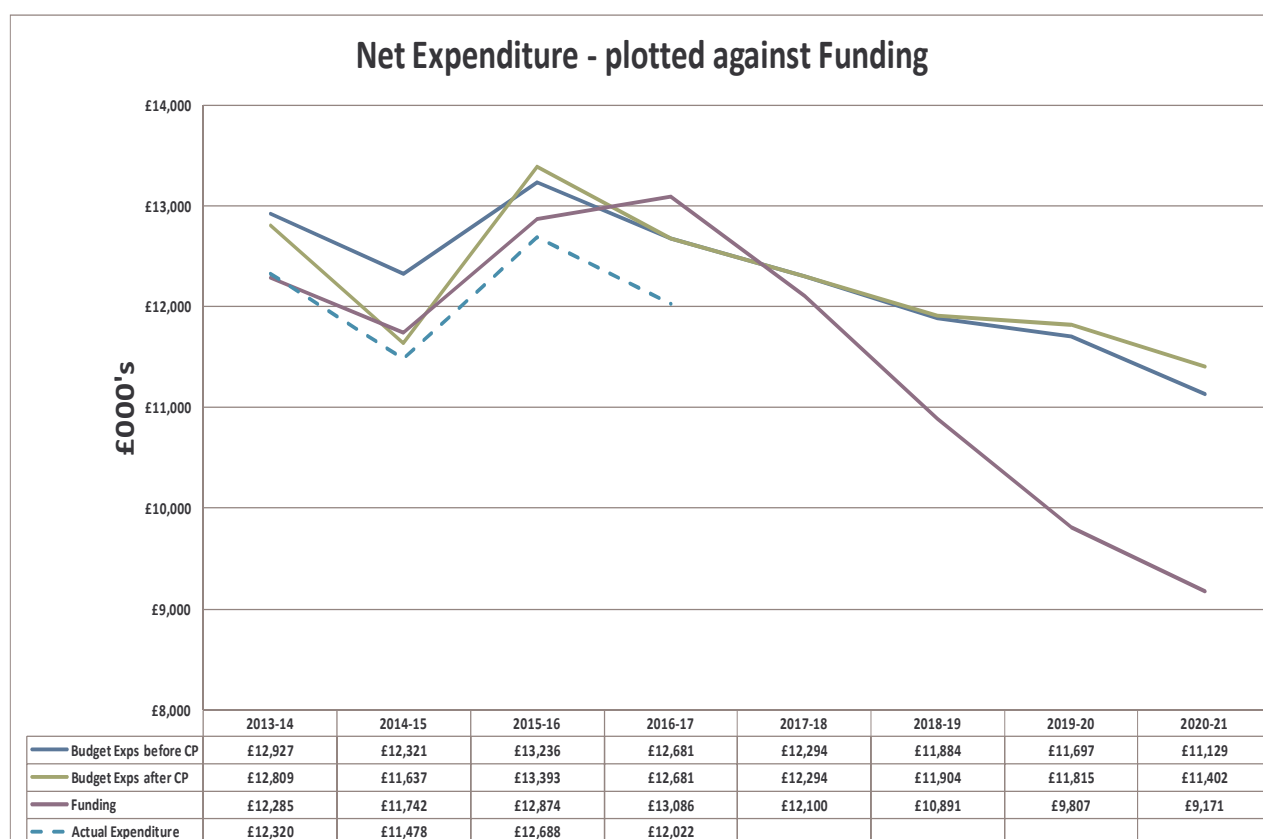
This analysis, together with the diminishing reserves shown in the table in 8.2, means this Council has extremely limited capacity to draw further on reserves to meet extra costs/further funding reductions. Indeed, with increased financial risk there is pressure to hold larger reserves to mitigate the 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 2012-21**



## 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 2017-18.

## 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 Council Tax increases the aim should be 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 continued progression of the Cabinet Proposals for the development loans fund and capital portfolio fund.

## **11. BUDGET CONSULTATION STRATEGY**

- 11.1 Following the presentation of this year’s Financial Strategy, to Cabinet in December 2017 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. The public and local businesses will be encouraged to participate in this consultation process.

## **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. If the local electorate votes against that increase, the local authority will have to revert to a council tax level that is compliant. For this report it has been assumed that any council tax increases in 2018-19 above 2% would trigger a referendum. In 2017-18 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 proposed the same criteria for 2018-19.

## **13. EQUALITY IMPACT NEEDS ASSESSMENT (EIA)**

- 13.1 None of the Cabinet Proposals represent significant changes to service delivery; an EIA on the protected groups is not required.



## **14. BUDGET RISK MANAGEMENT AND SENSITIVITY ANALYSIS**

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 Assumptions used in this MTFS are as set out in section 5.14 and the overall sensitivity analysis is set out below. 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.
- Potential nationalisation of land charge searches by 2023.
- Future impact of welfare reforms including rising number of pensioners.
- Pressure to hold higher reserves because of higher risks/decreased funding.
- Emerging implications of the decision to leave the European Union



- 14.5 The financial projections suggest deficits in funding across all three years under consideration, leading to an overall projected net deficit over the three years of some £1.8m. In broad terms this can be explained by the combination of cost pressures and reductions in Revenue Support Grant and New Homes Bonus receipts.
- 14.6 The planned Business Rates baseline reset in 2020 represents could result in a reduction in the ability to retain business rates growth and therefore there is a risk this will impact adversely on our overall funding position.

#### 14.7 **Sensitivity Analysis**

The following tables summarise the Assumed, Pessimistic and Optimistic amounts for key elements of the Council's income and expenditure for each year of the MTFS.

The "Extreme" totals represent the unlikely situations where all the aspects of the Council's finances are either positive or negative. In reality management would take action to address expenditure at the point in time that significant shortfalls in income were identified. The tables do however show the sensitivity (and therefore the risk) relating to key areas and the difference between the optimistic and pessimistic assumptions for eg New Homes Bonus illustrates the sensitivity of the overall financial projections to these underpinning assumptions:

<b>Table 14.7.1 Sensitivity Summary 2018-19</b>					
Description	<i>Pessimistic</i>		<i>Assumed</i>	<i>Optimistic</i>	
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
INCOME					
Council Tax	6,940	64	7,004	0	7,004
RSG	71	30	101	(30)	131
Business Rates	2,758	224	2,982	(75)	3,057
New Homes Bonus	1,139	60	1,199	(60)	1,259
EXPENDITURE					
Net Service Expenditure	12,157	297	11,860	(889)	10,971
Extreme Adverse Circumstances		675			
Extreme Positive Circumstances				(1,054)	
<b>Table 14.7.2 Sensitivity Summary 2019-20</b>					
Description	<i>Pessimistic</i>		<i>Assumed</i>	<i>Optimistic</i>	
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
INCOME					
Council Tax	7,072	132	7,204	0	7,204
RSG	(464)	107	(357)	(107)	(250)
Business Rates	2,885	234	3,119	(78)	3,197
New Homes Bonus	750	39	789	(39)	828
EXPENDITURE					
Net Service Expenditure	12,181	297	11,884	(891)	10,993
Extreme Adverse Circumstances		809			
Extreme Positive Circumstances				(1,115)	
<b>Table 14.7.3 Sensitivity Summary 2020-21</b>					
Description	<i>Pessimistic</i>		<i>Assumed</i>	<i>Optimistic</i>	
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
INCOME					
Council Tax	7,206	203	7,409	0	7,409
RSG	(464)	107	(357)	(107)	(250)
Business Rates	2,816	228	3,044	(76)	3,120
New Homes Bonus	321	17	338	(17)	355
EXPENDITURE					
Net Service Expenditure	11,989	292	11,697	(877)	10,820
Extreme Adverse Circumstances		847			
Extreme Positive Circumstances				(1,077)	

## **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 21<sup>st</sup> February 2018.
- 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 Agendas and Minutes of the Cabinet Financial Strategy Advisory Panel
- 17.3 Cabinet Report on Depot Investment November 14<sup>th</sup> 2017
- 17.4 Refreshed ICT Strategy 2018- 2022 (summarised in Appendix 3)

**REVENUE BUDGET TOTAL REQUIREMENTS - DISTRICT COUNCIL PURPOSES**

## APPENDIX 1

**OVERALL SERVICE BUDGET VARIATIONS**  
**ORIGINAL COMPARED TO REVISED BUDGET 2017/18**  
**BEFORE FUNDING**

<b>TOTAL REVISED BUDGET 2017/18</b>	£ 12,293,850
<b>LESS: TOTAL ORIGINAL BUDGET 2017/18</b>	12,505,210

**REDUCED NET EXPENDITURE ON YEAR****(211,360)**

<b>Description of Estimated Major Variances</b>	<b>Extra Costs/ Reduced Income £</b>	<b>Savings/ Additional Income £</b>
<b><u>Chief Executive and Solicitor to the Council</u></b>		
<b><u>Resources</u></b>		
1. Housing Benefits overpayments - improved recovery of overpayments (Budget Alignment)		(150,000)
2. Council Tax Services - Recovery of Fees (Budget Alignment)		(30,000)
3. Pension Fund Deficit - savings as a result of payment in advance (WFF Saving)		(147,000)
<b><u>Community Well Being and Environment</u></b>		
1. Wyre Forest Leisure Centre - release of contingency		(45,960)
2. Car Parking/Civil enforcement - Increase in fines from revised patrol plans (Budget Alignment)		(14,000)
3. Community Development - reduced element of overall Leisure income target	14,000	
4. Cemetery Income - limited number of plots available as cemetery is close to capacity	10,500	
5. Waste Management - one-off reduction in income targets (bin sales & driver training)	25,000	
6. Garage - Increased fuel prices and usage and reduction in income	44,750	
7. Town Hall - essential maintenance works	50,000	
<b><u>Economic Prosperity and Place</u></b>		
1. Property Services - increased rental at Wyre Forest House (Budget Alignment) and reduced maintenance costs		(23,530)
2. Development Control - costs awarded on planning appeal and consultancy fees for planning appeal	64,300	
3. District Local Plan - additional costs	26,100	
4. Carbon Management Plan - conclusion of plan through energy efficiencies achieved across the Council's buildings (Corporate Variations)	10,370	
5. Homelessness - Increase in client cases	28,850	
6. Land Charges - Reduction in income	11,610	
7. Industrial Estates - rescheduling of Silverwoods Industrial Units Development Capital Scheme (Matched by Capital Account Saving)*	47,450	
<b><u>Capital Account</u></b>		
1. Reduction in MRP & Interest payable on borrowing due to slippage in the Capital Programme*		(168,410)
2. Increase in interest receivable due to new TMSS 2017/18 - predicted favourable returns		(45,330)
<b><u>Corporate Variations</u></b>		
1. Pay Variance		(10,350)
2. General Admin	20,000	
3. Increased Pension Costs Arising from Auto Enrolment	70,590	
4. Energy Reductions in Council Buildings (Budget Alignment)		(21,340)
5. Bank Charges - Decrease in transaction charges due to changes in regulations (Budget Alignment)		(5,000)
6. Various Budget Alignment Savings		(11,720)
7. Achievement of Wyre Forest Forward Savings - specific savings shown above - removal of generic savings target to reflect this	100,000	
	523,520	(672,640)
Other minor variations		(62,240)
<b>Reduced Net Expenditure on Year</b>		<b>(211,360)</b>

\*Rescheduling costs of Silverwoods Industrial Estate Unit development match by reduced interest payable on borrowing

**OVERALL SERVICE BUDGET VARIATIONS**  
**REVISED BUDGET 2017/18 COMPARED TO BASE BUDGET 2018/19**  
**BEFORE FUNDING**

	£
TOTAL BASE BUDGET 2018/19	11,631,380
ADD: Fees and Charges	<u>(92,750)</u>
	11,538,630
LESS: TOTAL REVISED BUDGET 2017/18	<u>12,293,850</u>

REDUCED NET EXPENDITURE ON YEAR	<u><u>(755,220)</u></u>
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Description of Estimated Major Variances	Extra Costs/ Reduced Income £	Savings/ Additional Income £
<b><u>Chief Executive</u></b>		
1. Elections - Single District Election in 2018-19 - cost is usually shared with other Elections held at same time	60,000	
2. Efficiency Drive Savings - Wyre Forest Forward Savings		(67,200)
<b><u>Resources</u></b>		
1. Housing Benefits overpayments - reduced due to introduction of Universal Credit	78,750	
2. Parish Support Grant		(31,410)
3. Localism Fund - aid to Parish Councils		(50,000)
4. Transitional Grant - one off expenditure in 2017-18		(43,080)
5. Parish Support Grant		(31,410)
6. ICT - one off expenditure increase in 2017-18 for the costs of transferring to new data lines		(27,850)
<b><u>Community Well Being and Environment</u></b>		
1. Cemetery Income - limited number of plots available as cemetery is close to capacity	10,000	
2. Community Leadership Fund - Cabinet proposal 2017-18 only		(33,000)
3. Waste Management - reinstate income targets (bin sales & driver training), one-off decrease 2017-18		(21,000)
4. Parking - Decrease in excess charge tickets (off street illegal parking) offset by additional car parking fees		(41,430)
5. Stourport on Severn Master Plan - Cabinet Proposal 2017-18 only		(25,000)
6. Garage/Grounds Maintenance - reinstate income target and reduction in Ground Maintenance expenditure (reduced at revised 2017-18)		(18,000)
7. Town Hall -one-off essential maintenance in 2017-18 and additional Income from events		(62,770)
8. Efficiency Drive Savings - Wyre Forest Forward Savings		(103,200)
9. Bewdley Museum - Increase income from events		(14,000)
<b><u>Economic Prosperity and Place</u></b>		
1. Property Services - increased rental income at Wyre Forest House		(23,850)
2. District Local Plan - expenditure increase in 2018-19	25,500	
3. Development Control reduction in Professional Fees - one off expenditure in 2017-18		(64,300)
4. Homelessness - Reduction in client cases		(27,650)
5. Housing Stock Condition Survey	10,000	
6. Industrial Estates - rescheduling of Silverwoods Industrial Unit Development Capital Scheme, offset by capital account		(25,250)
7. Efficiency Drive Savings - Wyre Forest Forward Savings		(69,600)
8. Release of decommissioned Leisure Centre Budget		(33,520)
<b><u>Capital Account</u></b>		
1. MRP & Interest Payable - progression of Capital Programme including slippage from 17/18	208,710	
2. Capital Portfolio Fund and Loans to Third Parties		(202,370)
<b><u>Corporate Variations</u></b>		
1. Pay Variances	51,850	
2. General Admin		(10,000)
3. *Rescheduling costs of Silverwoods Industrial Estate Unit development matched by reduced interest payable on borrowing		(61,920)
	444,810	(1,087,810)
Other minor variations		(112,220)
<b>Reduced Net Expenditure on Year</b>		<b><u>(755,220)</u></b>



**WYRE FOREST DISTRICT COUNCIL****CABINET**  
**19<sup>th</sup> December 2017**  
**ICT Strategy****1. BACKGROUND**

- 1.1 This appendix explains the rationale for the Cabinet proposal to seek Council authorisation to borrowing of up to a maximum of £1.75m for capital investment in the Council's ICT infrastructure, systems and software to meet the Council's ICT business needs for the next 5 years.
- 1.2 The current ICT Strategy agreed in 2014 is now due to expire and be replaced by the new Strategy covering the period 2018 – 2022.
- 1.3 The new Strategy has been produced and endorsed by the ICT Strategy Board and Corporate Leadership team and builds on the success of the previous two strategies.
- 1.4 The ICT Strategy provides a clear direction for the work of the ICT function and ensures that technology supports the business processes and provides the framework for evaluating new business proposals for new projects. It supports decision making around infrastructure and the choice of technical standards. A clearly stated strategy is essential in a field that is constantly changing helping to identify and mitigate risk whilst continuing to meet dynamic business need.
- 1.5 It is accepted that improvements in service delivery and efficiencies will be heavily dependent on ICT systems and technology, in particular with the Digital First agenda.
- 1.6 Without a commitment to further capital investment, current ICT Revenue budgets will not be able to cope with the continued anticipated growth requirements, technological advances and infrastructure refreshes required to keep up with these while also maintaining a high level of security for the Council's Systems and Data
- 1.7 The sum of £2.54 million was allocated to the ICT Strategy covering the period 2008/09 – 2012/13. Strong governance and prudent spending has enabled the ICT Service with approval from the ICT Strategy Board to fund not only the 2008/09 – 2012/13 ICT Strategy but also the 2014/15 – 2017/18 ICT Strategy.

**2. KEY ISSUES**

- 2.1 Many of the key issues of the previous strategy particularly around online service delivery remain relevant for the proposed new ICT Strategy including:-
  - Continue to drive down costs by improving and introducing new online systems to increase the number of online transactions.
  - Continued improvement of Website design and functionality for both mobile and traditional devices for the Council to provide the best online

experience for its customers and moving away from more expensive service delivery channels.

- On-Line presence and systems to support our purposes including supporting of income generation e.g. support tenants, depot services and on-line payments.
- System and service availability 24x7

2.2 The new ICT Strategy also needs to build on achievements of the last two strategies including:-

- Continued roll out of mobile and flexible working.
- Continue to expand public service 24x7 via the Web.
- Web information presented in a way that makes sense to service users rather than departmentalised.
- Continue to roll out improvements in transactional elements of the website and increase use of on-line bookings.
- Sharing of customer information to ensure the public are only asked once for information (subject to GDPR).
- Continue high standards of support and system availability to our users 24x7.
- Continued focus on security of our systems and data, promotion of good practice and awareness of security risks and GDPR compliance.
- Support the Council's income generation agenda.

2.3 The council continues to go through a number of technology changes and refreshes to provide a secure, robust and flexible ICT infrastructure. In order for ICT to deliver the services and business needs of the council the core infrastructure that underpins the many systems has to be maintained and upgraded. The new ICT Strategy sets out the programme of work required over the next 4 to 5 years to build on and improve the current infrastructure.

2.4 Redevelopment of the Green Street Depot will require significant ICT investment to meet the needs of not only Council Depot staff but that of other staff relocated from other offices and Tenants renting offices. Plans are currently at the outline planning stage, but in due course a Specification for the provision of ICT and Data Services and project plan will need to be produced addressing the Depot full ICT needs. Estimated costs of circa £200k are included in this proposal. Any other future major Property/Service proposals that have new/changed ICT requirements the funding is not included in the generic strategy.

2.5 There needs improved integration between front and back office systems to realise the full benefits and efficiency savings of customers transacting on-line. This can be addressed in a number of ways including:-

- Purchasing of core systems with inbuilt on-line customer service capabilities
- Purchase of on-line portals for existing systems where available and cost effective

- Ensuring back office data is in a format that it can be used directly on the Web ensuring that customers have the most current data presented to them and officers only need to maintain one data source.

2.6 The Strategy will support the Council's key initiatives including Wyre Forest Forward, Digital First Strategy and Information Governance.

2.7 It is important to continue to have strong governance of the ICT Strategy to ensure objectives of the above initiatives are met, infrastructure refreshed and Council's Data and System are kept secure while also ensuring value for money. The ICT Strategy Board will continue in this role by:-

- Being chaired by the Chief Executive and reporting to the Corporate Leadership Team (CLT) on a regular basis.
- Supporting project delivery, we will assign project managers to larger projects and utilise appropriate project management tools.
- For each year of the strategy a development plan will be produced and reported on a regular basis. A copy of the implementation programme for 2017/18 and 2018 to 2022 of the strategy are included in Appendix A and B of the ICT Strategy 2018 - 2022.
- As appropriate ICT staff and users will be trained in any new technology being implemented to ensure best use and efficiencies of any new system being implemented. The use of super users will continue as required.
- We will continue to monitor procurements and commitments in line with the annual development plan and bi-monthly Strategy updates.

### **3. CORPORATE DRIVERS**

3.1 Continue to drive down costs by on-going development and improvements to the website and on-line transactions with use of portals and self-service where appropriate.

3.2 Ability to flex and evolve as the Council inevitably becomes a smaller organisation to reduce costs in its efforts to become financially self-sufficient.

3.3 Support Council's income generation agenda.

3.4 Continued to focus on security of our systems and data, promote good practice and awareness of security risks and GDPR compliance.

3.5 Continue high standards of support and system availability to our users 24x7.

3.6 Sharing of customer information to ensure public only asked once for information (subject to GDPR)

3.7 Continue to roll out mobile and flexible working ensuring employees have the systems and data available when working remotely.

3.8 Implementation and support of required ICT infrastructure in view of the increase of the property portfolio including the potential redevelopment of the Green Street Depot.

#### 4. **FINANCIAL IMPLICATIONS**

- 4.1 In July 2008 the Council approved £2.54 million for the implementation of the ICT strategy 2008 – 2012. This has been used effectively with priorities managed well such that it has in fact lasted much longer than anticipated. It is estimated that the remaining balance of £194,720 will be spent by the end of 2017/18 based on current work programme.
- 4.2 Capital funding may continue to be more affordable due to the ability to fund from borrowing and spread the costs of servicing the debt over a number of years. Some proposals such as a move to more cloud based services would be revenue expenditure for which affordability may be more difficult due to pressure on the revenue budget and will need to be carefully assessed. However, this capital expenditure proposal in no way precludes consideration of revenue based proposals in the future.
- 4.3 The Capital and Revenue costs of the Future Work Programme as set out in Appendix A and B of the ICT Strategy 2018 - 2022 are summarised in the Table below. The costs of servicing the prudential borrowing of £1.757m are also provided. This proposal for future funding will form part of the Medium Term Financial Strategy for 2018/21.
- 4.4 Capital and revenue requirements of the proposed £1.75m investment over the next 5 years in the ICT Strategy are summarised in the table below. Other than the revenue costs of servicing the Capital borrowing, the revenue costs of these proposals such as licences and ICT resource to implement can be covered by the existing revenue budgets shown for information on the final row of the table. The prudential borrowing will have to be fully funded initially as although there should be revenue budget savings these cannot be confirmed and banked until each implementation work stream is implemented. It should also be noted that relevant services may be required to support ICT proposals as appropriate and these proposals assume that any such costs will be met from within such service budgets.

Detail	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	After 2022/23	Total
	£	£	£	£	£	£
Proposed Capital Requirement	£776K	£608K	£113K	£220k	£40K	£1.757m
Financing Costs of proposal	£7,140	£131,980	£227,090	£247,680	£1,409,390	£2.02m
Existing Revenue Expenditure	£328K	£328K	£328K	£328K	£328K	£1.64m

- 4.5 Financing costs provided may be lower than costed depending on actual interest rates achieved but prudent levels are provided for the purposes of this proposal. As with all capital schemes if approved, total budgeted expenditure will be realigned to reflect actual progress as the strategy is implemented. Major

expenditure will be subject to specific approval by the ICT Strategy Board and due diligence of business cases for each proposal.

- 4.6 Any future property/service proposals that have major new/changed ICT requirements will need separate funding provision since such unknown proposals will not be included in the generic ICT Strategy.

**5. EQUALITY IMPACT NEEDS ASSESSMENT (EIA)**

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

**6. RISK MANAGEMENT**

- 6.1 The core risk to delivering the ICT strategy remains both financial and resources, although there is still some capital funding remaining from the previous strategy this will run out by the end of this current financial year.
- 6.2 Much of the ICT infrastructure has been delivered by capital funding under the previous strategies. Although the majority of the systems and hardware will not need refreshing over the life time of this strategy some core elements will. The council needs to agree plans for the future investment in equipment and systems and allocate funding to support this.
- 6.3 Keys risk and mitigations include:
- Risk assessments and management will be built into all projects that arise during the course of the strategy.
  - Properly resourced programme and change management will involve a comprehensive risk assessment. With such major investment and commitment, risks will be continually assessed and mitigated as much as possible.
  - The investment in the strategy will be based on estimates and firm costs will only become apparent as projects evolve. Continued best practice procurement and the annual work programme combined with the ongoing assessment of savings and efficiencies will assist with the mitigation of the financial risk.
  - Risk of being unable to maintain pace with rapid evolving sector due to the relatively small size of the Council and cost of ongoing investment relative to funding gap/budget pressures.

**7. LEGAL AND POLICY IMPLICATIONS**

- 7.1 Continued ICT investment is required to deliver approved policies and decisions of the Council.
- 7.2 Procurement implications will need to comply with legislative and Council Corporate Governance requirements.
- 7.3 The ICT arrangements under the revised strategy will need to be closely aligned with existing Council policies and corporate working groups (Digital First / Information Governance).

**8.0 CONCLUSION**

- 8.1 ICT is an integral and essential element of the organisation and makes a major contribution to the Council's strategies and corporate drivers by supporting progressive service delivery and cost reductions.
- 8.2 The ICT Strategy provides a clear direction for the work of ICT, ensuring that technology supports the business processes and provides the framework for evaluating the ICT element of new business proposals for new projects.
- 8.3 The Council's current ICT infrastructure is extremely good but needs regular refreshes to keep pace with the changing technology advances and the ever increasing expectations and needs of the public and users while protecting councils systems and data.
- 8.4 Irrespective of the need to deliver savings and efficiencies and investment in property development, significant and regular investment is required in the ICT infrastructure to maintain the current high standards and protect the Council's data and systems.
- 8.5 New technologies and systems are constantly becoming available that are essential for effective and efficient working practices for delivery of services in the future to support the Council priorities
- 8.6 An annual work plan will be produced which will identify the investment and targets on a year by year basis. Appendix A & B of ICT Strategy 2018 – 2022 contains outline details of the future work programme.

**9. BACKGROUND PAPERS**

- 9.1 ICT Strategy 2018 - 2022



**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2018/2019****SUMMARY**

DIRECTORATE	KEY	CHANGES IN INCOME		
		2018/19 £	2019/20 £	2020/21 £
<b>Fees and Charges - Noting</b> Appendix 4 (Part 1)	C R S	- - -	- - -	- - -
<b>Fees and Charges - Cabinet</b> Appendix 4 (Part 2)	C R S	- 84,480 CR -	- 112,500 CR -	- 112,500 CR -
<b>Fees and Charges - Council</b> Appendix 4 (Part 3)	C R S	- 8,270 CR -	- 8,270 CR -	- 8,270 CR -
<b>GRAND TOTAL</b>	<b>C</b> <b>R</b> <b>S</b>	- 92,750 CR -	- 120,770 CR -	- 120,770 CR -

**Key - Changes in Resources**

C - Capital

R - Revenue

S - Staffing - Stated in FTE's

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

2018/19	2019/20	2020/21
£	£	£

92,750 CR	120,770 CR	120,770 CR
	92,750 CR	120,770 CR
		92,750 CR

<b>92,750 CR</b>	<b>213,520 CR</b>	<b>334,290 CR</b>
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**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2018/2019****NOTING**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY			
			2018/19 £	2019/20 £	2020/21 £
R500	<b><u>CHIEF EXECUTIVE</u></b>				
	<b><u>Elections - Sale of Registers</u></b>	C	-	-	-
	Charges in line with The Representation of the people (England and Wales) Regulations 2001.	R	-	-	-
		S	-	-	-
R185 R193	<b><u>COMMUNITY WELL-BEING AND ENVIRONMENT</u></b>				
	<b><u>Civil and Environmental Enforcement</u></b>				
	To maintain Fixed Penalty Notices and Penalty Charge Notices at statutory levels.	C	-	-	-
		R	-	-	-
		S	-	-	-
R605	<b><u>ECONOMIC PROSPERITY AND PLACE</u></b>				
	<b><u>Development Control *</u></b>				
	Planning application fees are set by statute. The 20% increase will be applied, notification of the effective date is awaited. Additional income will be offset by related expenditure.	C	-	-	-
		R	TBC	TBC	TBC
		S	-	-	-
R637	<b><u>Environmental Health - Pollution Control</u></b>				
	To maintain LAPPC charges at statutory level (revised annually).	C	-	-	-
		R	-	-	-
		S	-	-	-
R638	<b><u>Licensing Activities - Gambling Act 2005</u></b>				
	To charge permit fees and certain premises fees as determined by Government.	C	-	-	-
		R	-	-	-
		S	-	-	-
R638	<b><u>Licensing Activities - Licensing Act 2003</u></b>				
	To maintain Liquor Licensing fees at statutory levels.	C	-	-	-
		R	-	-	-
		S	-	-	-
	<b>TOTALS</b>	<b>C</b>	-	-	-
		<b>R</b>	-	-	-
		<b>S</b>	-	-	-

\* The December Cabinet papers (para 7.1) refer to a 20% increase in fees. This was not reflected in the December report appendices as it had not been confirmed at the date of issue. This increase has now been ratified although the effective date is awaited. This will be notified to Cabinet in February. The detailed fee schedules have been updated in this booklet to reflect the increase. The additional fees generated will be utilised to fund planning related expenditure so there is no overall impact on the revenue account.



Service	Elections and Electoral Registration	Service Manager	Electoral Services Manager
Directorate	Chief Executive	Cabinet Member	Resources

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Elections and Electoral Registration</b>			
<b>SALE OF EDITED AND FULL ELECTORAL REGISTERS</b> Charges for Marked Registers only (per legislation)			
<b>Edited and Full Register</b>			
Data	20.00 plus 1.50 per 1,000 entries	20.00 plus 1.50 per 1,000 entries	No VAT currently charged
Printed	10.00 plus 5.00 per 1,000 entries	10.00 plus 5.00 per 1,000 entries	No VAT currently charged
<b>Overseas Electors</b>			
Data	20.00 plus 1.50 per 1,000 entries	20.00 plus 1.50 per 1,000 entries	No VAT currently charged
Printed	10.00 plus 5.00 per 1,000 entries	10.00 plus 5.00 per 1,000 entries	No VAT currently charged
<b>Marked Registers</b>			
Data	10.00 plus 1.00 per 1,000 or part	10.00 plus 1.00 per 1,000 or part	No VAT currently charged
Printed	10.00 plus 2.00 per 1,000 or part	10.00 plus 2.00 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	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 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Civil and Environmental Enforcement</b>			
<b>Fixed Penalty Notices</b>			
Depositing Litter (Section 87/88 - Environmental Protection Act 1990)	75.00* (Maximum penalty 2,500.00)	75.00* (Maximum penalty 2,500.00)	No VAT currently charged
Fly-Posting or Graffiti (Section 43 - Anti-Social Behaviour Act 2003)	75.00 (Maximum penalty 2,500.00)	75.00 (Maximum penalty 2,500.00)	No VAT currently charged
Unauthorised distribution of free printed matter (Schedule 3A, paras. 1(1) and 7 - Environmental Protection Act 1990)	75.00 (Maximum penalty 2,500.00)	75.00 (Maximum penalty 2,500.00)	No VAT currently charged
Nuisance Parking (Section 6(1) - Clean Neighbourhood Act 2005)	100.00 (Maximum penalty 1,000.00)	100.00 (Maximum penalty 1,000.00)	No VAT currently charged
Abandoning a vehicle (Section 2A(1) - Refuse Disposal (Amenity) Act 1978)	200.00 (Maximum penalty 2,500.00)	200.00 (Maximum penalty 2,500.00)	No VAT currently charged
Failure to produce authority - Waste Carrier's Licence (Section 5/5B - Control of Pollution (Amendment) Act 1989)	300.00* (Maximum penalty unlimited)	300.00* (Maximum penalty unlimited)	No VAT currently charged
Failure to produce documentation - Waste Transfer Notes (Section 34(5) and regulations made under it/34(6)/34A - Environmental Protection Act 1990)	300.00* (Maximum penalty unlimited)	300.00* (Maximum penalty unlimited)	No VAT currently charged
Failure to comply with a community protection notice (Section 48/52 Anti-Social Behaviour, Crime and Policing Act 2014)	100.00 (Maximum penalty 2,500.00)	100.00 (Maximum penalty 2,500.00)	No VAT currently charged
Depositing Controlled Waste (Fly Tipping) (Section 33(1)(a) and Section 33(Z)(a) - Environmental Protection Act 1990)	400.00 (Maximum penalty unlimited)	400.00 (Maximum penalty unlimited)	No VAT currently charged
Breach of Public Space Protection Order (Section 59 Anti-Social Behaviour, Crime and Policing Act 2014)	100.00 (Maximum penalty 2,500.00)	100.00 (Maximum penalty 2,500.00)	No VAT currently charged
<b>Penalty Charge Notices</b>			
On and Off Street Parking Offences (Fines will be reduced by 50% if paid within 14 days from date of issue)	Minimum 50.00 Maximum 70.00	Minimum 50.00 Maximum 70.00	No VAT currently charged 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>  
 \* Environment Enforcement Officers can reduce these fines using their discretion based on individual circumstances



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
Planning Applications - Statutory Fees Set By Central Government	TO TBC £ Charges inclusive of VAT (if applicable)	FROM TBC £ Charges before VAT	FROM TBC £ Charges inclusive of VAT (if applicable)
<b>OPERATIONS</b>			
<b>New Dwellings</b>			
<u>Outline planning permission</u>			
Site does not exceed 2.5 hectare - rate per 0.1 hectare	385.00	462.00	No VAT currently charged
Site exceeds 2.5 hectares	9,527.00	11,432.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 2.5 hectares	115.00	138.00	No VAT currently charged
Maximum	125,000.00	150,000.00	No VAT currently charged
<u>In other cases</u>			
New Dwellings - dwellings less than 50 houses - rate per dwelling	385.00	462.00	No VAT currently charged
New Dwellings - dwellings exceeds 50 houses	19,409.00	23,291.00	No VAT currently charged
rate per additional dwelling over 50 houses	115.00	138.00	No VAT currently charged
Maximum	250,000.00	300,000.00	No VAT currently charged
<b>Buildings other than dwellings, agricultural building, plant or glasshouses etc.)</b>			
<u>Outline planning permission</u>			
Site does not exceed 2.5 hectares - rate per 0.1 hectare	385.00	462.00	No VAT currently charged
Site exceeds 2.5 hectares	9,527.00	11,432.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 2.5 hectares	115.00	138.00	No VAT currently charged
Maximum	125,000.00	150,000.00	No VAT currently charged
<u>In other cases</u>			
No additional floor space	195.00	234.00	No VAT currently charged
Gross area less than 40 sq metres	195.00	234.00	No VAT currently charged
Gross floor area between 40 and 75 sq metres	385.00	462.00	No VAT currently charged
Rate in excess of 75 sq metres, but less than 3,750 (per 75 sq metres)	385.00	462.00	No VAT currently charged
Gross floor area in excess of 3,750 sq metres	19,049.00	22,859.00	No VAT currently charged
Rate per additional 75 sq meter in excess of 3,750 sq meters	115.00	138.00	No VAT currently charged
Maximum	250,000.00	300,000.00	No VAT currently charged
<b>Agricultural buildings on agricultural land (other than glasshouses)</b>			
<u>Outline planning permission</u>			
Site does not exceed 2.5 hectares - rate per 0.1 hectare	385.00	462.00	No VAT currently charged
Site exceeds 2.5 hectares	9,527.00	11,432.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 2.5 hectares	115.00	138.00	No VAT currently charged
Maximum	125,000.00	150,000.00	No VAT currently charged
<u>In other cases</u>			
Gross area less than 465 sq metres	80.00	96.00	No VAT currently charged
Gross floor area between 465 and 540 sq metres	385.00	462.00	No VAT currently charged
Gross floor area between 540 and 4,215 sq meters	385.00	462.00	No VAT currently charged
Rate per additional 75 sq metres in excess of 540 sq meters	385.00	462.00	No VAT currently charged
Gross floor area in excess of 4,215 sq metres	19,049.00	22,859.00	No VAT currently charged
Rate per additional 75 sq metres in excess of 4,215 sq meters	115.00	138.00	No VAT currently charged
Maximum	250,000.00	300,000.00	No VAT currently charged
<b>Glasshouses on agricultural land</b>			
Gross area less than 465 sq meters	80.00	96.00	No VAT currently charged
Gross floor area in excess of 465 sq meters	2,150.00	2,580.00	No VAT currently charged
<b>Erection, alteration or replacement of plant or machinery</b>			
Gross area less than 5 hectares	385.00	462.00	No VAT currently charged
Gross area in excess of 5 hectares	19,049.00	22,859.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 5 hectares	115.00	138.00	No VAT currently charged
Maximum	250,000.00	300,000.00	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
Planning Applications - Statutory Fees Set By Central Government	TO TBC £ Charges inclusive of VAT (if applicable)	FROM TBC £ Charges before VAT	FROM TBC £ Charges inclusive of VAT (if applicable)
<b>Enlargement, improvement or alteration of dwellings for domestic purposes</b>			
One dwelling	172.00	206.00	No VAT currently charged
2 or more dwellings	339.00	407.00	No VAT currently charged
Operations within residential curtilage for domestic purposes (including buildings, gates and fences etc.)	172.00	206.00	No VAT currently charged
Car parks, roads and access to serve a single undertaking where associated with existing use	195.00	234.00	No VAT currently charged
Operations not within above categories - rate per 0.1 hectare	195.00	234.00	No VAT currently charged
Maximum	1,690.00	2,028.00	No VAT currently charged
<b>USES</b>			
Change of use of a building to one or more dwellings			
From single dwelling to 50 or fewer dwellings	385.00	462.00	No VAT currently charged
From single dwelling to more than 50 dwellings	19,049.00	22,859.00	No VAT currently charged
Rate per additional dwelling in excess of 50 dwellings	115.00	138.00	No VAT currently charged
Maximum	250,000.00	300,000.00	No VAT currently charged
From other building to 50 or fewer dwellings	385.00	462.00	No VAT currently charged
From other building to more than 50 dwellings	19,049.00	22,859.00	No VAT currently charged
Rate per additional dwelling in excess of 50 dwellings	115.00	138.00	No VAT currently charged
Maximum	250,000.00	300,000.00	No VAT currently charged
Material changes of use on land or building(s) other than above	385.00	462.00	No VAT currently charged
<b>ADVERTISEMENTS</b>			
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	132.00	No VAT currently charged
Sign relating to business in the locality but not visible from that site	110.00	132.00	No VAT currently charged
All other advertisements	385.00	462.00	No VAT currently charged
<b>OTHER APPLICATIONS</b>			
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	96.00	No VAT currently charged
Application made under part 24	385.00	462.00	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	68.00	No VAT currently charged
Major Development	575.00	690.00	No VAT currently charged
All other cases	195.00	234.00	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 TBC £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM TBC £ Charges before VAT	Proposed Charge FROM TBC £ Charges inclusive of VAT (if applicable)
<b>Planning Applications - Statutory Fees Set By Central Government</b>			
Variation or removal of a condition	195.00	234.00	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	34.00	No VAT currently charged
All other cases (per request)	97.00	116.00	No VAT currently charged
Application for Non-Material Amendments following a grant of planning permission			
Householder developments (per request)	28.00	34.00	No VAT currently charged
All other cases	195.00	234.00	No VAT currently charged
Applications for Certificates of Alternative Development	195.00	234.00	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	Cultural, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge  TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge  FROM 1/04/2018 £ Charges before VAT	Proposed Charge  FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Pollution Control</b>			
<b>LAPPC CHARGES</b>			
<b>Application Fee</b>			
Standard process (includes solvent emission activities)	1,650.00	1,650.00	No VAT currently charged
Additional fee for operating without a permit	1,188.00	1,188.00	No VAT currently charged
PVRI, SWOBs and Dry Cleaners	155.00	155.00	No VAT currently charged
PVR I and II combined	257.00	257.00	No VAT currently charged
VRs and other Reduced Fee Activities	362.00	362.00	No VAT currently charged
Reduced fee activities: Additional fee for operating without a permit	99.00	99.00	No VAT currently charged
Mobile plant	1,650.00	1,650.00	No VAT currently charged
for the third to seventh applications	985.00	985.00	No VAT currently charged
for the eighth and subsequent applications	498.00	498.00	No VAT currently charged
Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts			
<b>Annual Subsistence Charge</b>			
Standard process - Low	772.00 (+103.00)*	739.00 (+99.00)*	No VAT currently charged
Standard process - Medium	1,161.00 (+156.00)*	1,111.00 (+149.00)*	No VAT currently charged
Standard process - High	1,747.00 (+207.00)*	1,672.00 (+198.00)*	No VAT currently charged
PVRI, SWOBs and Dry Cleaners - Low	79.00	79.00	No VAT currently charged
PVRI, SWOBs and Dry Cleaners - Medium	158.00	158.00	No VAT currently charged
PVRI, SWOBs and Dry Cleaners - High	237.00	237.00	No VAT currently charged
PVR I and II combined - Low	113.00	113.00	No VAT currently charged
PVR I and II combined - Medium	226.00	226.00	No VAT currently charged
PVR I and II combined - High	341.00	341.00	No VAT currently charged
VRs and other Reduced Fees - Low	228.00	228.00	No VAT currently charged
VRs and other Reduced Fees - Medium	365.00	365.00	No VAT currently charged
VRs and other Reduced Fees - High	548.00	548.00	No VAT currently charged
Mobile plant, for first and second permits - Low**	646.00	646.00	No VAT currently charged
Mobile plant, for first and second permits - Medium**	1,034.00	1,034.00	No VAT currently charged
Mobile plant, for first and second permits - High**	1,506.00	1,506.00	No VAT currently charged
for the third to seventh permits - Low	385.00	385.00	No VAT currently charged
for the third to seventh permits - Medium	617.00	617.00	No VAT currently charged
for the third to seventh permits - High	924.00	924.00	No VAT currently charged
eighth and subsequent permits - Low	198.00	198.00	No VAT currently charged
eighth and subsequent permits - Medium	316.00	316.00	No VAT currently charged
eighth and subsequent permits - High	473.00	473.00	No VAT currently charged
Late payment Fee	52.00	52.00	No VAT currently charged
Where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £103 to the above amounts			
<b>Transfer and Surrender</b>			
Standard process transfer	169.00	169.00	No VAT currently charged
Standard process partial transfer	497.00	497.00	No VAT currently charged
New operator at low risk reduced fee activity (extra one-off subsistence charge - see Art 15(2) of charging scheme)	78.00	78.00	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	47.00	47.00	No VAT currently charged
<b>Temporary transfer for mobiles</b>			
First transfer	53.00	53.00	No VAT currently charged
Repeat following enforcement or warning	53.00	53.00	No VAT currently charged
<b>Substantial Change</b>			
Standard process	1,050.00	1,050.00	No VAT currently charged
Standard process where the substantial change results in a new PPC activity	1,650.00	1,650.00	No VAT currently charged
Reduced fee activities	102.00	102.00	No VAT currently charged
<b>LAPPC Mobile Plant Charges (not using simplified permits)</b>			
First and second permits - Application Fee	1,650.00	1,650.00	No VAT currently charged
First and Second permits - Subsistence Fee - Low	646.00	646.00	No VAT currently charged
First and second permits - Subsistence Fee - Medium	1,034.00	1,034.00	No VAT currently charged
First and second permits - Subsistence Fee - High	1,506.00	1,506.00	No VAT currently charged
For the third to seventh permits - Application Fee	985.00	985.00	No VAT currently charged



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Cultural, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Pollution Control</b>			
For the third to seventh permits - Subsistence Fee - Low	385.00	385.00	No VAT currently charged
For the third to seventh permits - Subsistence Fee - Medium	617.00	617.00	No VAT currently charged
For the third to seventh permits - Subsistence Fee - High	924.00	924.00	No VAT currently charged
Eighth and subsequent permits - Application Fee	498.00	498.00	No VAT currently charged
Eighth and subsequent permits - Subsistence Fee - Low	198.00	198.00	No VAT currently charged
Eighth and subsequent permits - Subsistence Fee - Medium	316.00	316.00	No VAT currently charged
Eighth and subsequent permits - Subsistence Fee - High	473.00	473.00	No VAT currently charged
<b>LA-IPPC CHARGES</b>			
Note: every subsistence charge below includes the additional £103 charge to cover LA extra costs in dealing with reporting under the E-PRTR Regulation.			
Application	3,363.00	3,363.00	No VAT currently charged
Additional Fee for operating without a permit	1,188.00	1,188.00	No VAT currently charged
Annual Subsistence - Low	1,446.00	1,446.00	No VAT currently charged
Annual Subsistence - Medium	1,610.00	1,610.00	No VAT currently charged
Annual Subsistence - High	2,333.00	2,333.00	No VAT currently charged
Late Payment Fee	52.00	52.00	No VAT currently charged
Substantial Variation	202.00	202.00	No VAT currently charged
Transfer	235.00	235.00	No VAT currently charged
Partial Transfer	698.00	698.00	No VAT currently charged
Surrender	698.00	698.00	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 £38.

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.

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	Cultural, Leisure and Community Protection

## PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge  TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge  FROM 1/04/2018 £ Charges before VAT	Proposed Charge  FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Gambling Permits - Statutory Fee Set By Central Government</b>			
<b>Club Gaming</b>			
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
<b>Club Gaming Machine</b>			
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
<b>Prize Gaming</b>			
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
<b>Family Entertainment Gaming Machines</b>			
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
<b>Licensed Premises less than 2 Gaming Machines</b>			
New Application	50.00	50.00	No VAT currently charged
<b>Licensed Premises more than 2 Gaming Machines</b>			
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
<b>Small Society Lottery</b>			
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	Cultural, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Gambling Premises License Fees - Statutory Fee Set By Central Government</b>			
<b>Notification of Change</b>			
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
<b>Copy of Licence</b>			
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
<b>Copy of Notice</b>			
Temporary Use Notices	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	Cultural, Leisure and Community Protection

## PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge  TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge  FROM 1/04/2018 £ Charges before VAT	Proposed Charge  FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Licensing Act 2003 - Statutory Fee Set By Central Government</b>			
<b>Club Premise Certificate (New &amp; Variation)</b>			
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
<b>Club Premises Certificate Annual Fee</b>			
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
<b>Personal Licence</b>			
Application	37.00	37.00	No VAT currently charged
Copy	10.50	10.50	No VAT currently charged
<b>Premises Licence Application and Variation</b>			
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
<b>Premises Licence Annual Fee</b>			
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
<b>Temporary Events Notice</b>			
Temporary Events Notice	21.00	21.00	No VAT currently charged
Copy of Temporary Events Notice	10.50	11.00	No VAT currently charged
<b>Premises Licence Annual Fee - Large Venues</b>			
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	Cultural, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
Licensing Act 2003 - Statutory Fee Set By Central Government	TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2018 £ Charges before VAT	FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Premises Licence Additional Fee - Large Venues</b>			
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.

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 2018/2019****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2018/19 £	2019/20 £	2020/21 £
R505	<b><u>CHIEF EXECUTIVE</u></b>				
	<b><u>Committee Administration - Sale of Agendas</u></b>	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R S	10 CR -	10 CR -	10 CR -
R515	<b><u>Legal Services - Road Closure Orders</u></b>	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R	110 CR	110 CR	110 CR
		S	-	-	-
R002	<b><u>COMMUNITY WELL-BEING AND ENVIRONMENT</u></b>				
	<b><u>Driver Training</u></b>	C	-	-	-
	No increase proposed following Officer review.	R S	- -	- -	- -
R002	<b><u>Domestic Waste - Extra Capacity Bins</u></b>	C	-	-	-
	Fees and charges reviewed and commercial judgement used.	R	100 CR	100 CR	100 CR
		S	-	-	-
R003	<b><u>Trade Waste</u></b>	C	-	-	-
	Increase charges by an average of 4% in order to remain competitive.	R	21,600 CR	21,600 CR	21,600 CR
		S	-	-	-
R005	<b><u>Garden Waste</u></b>	C	-	-	-
	Increase charges by an average of 4% in order to remain competitive.	R	10,500 CR	10,500 CR	10,500 CR
		S	-	-	-
R040	<b><u>Cemeteries</u></b>	C	-	-	-
	Increase charges by 5% in line with Council Policy	R	2,250 CR	2,250 CR	2,250 CR
		S	-	-	-
R055	<b><u>Summer Playschemes</u></b>	C	-	-	-
	Fees and charges reviewed and commercial judgement used.	R	-	-	-
		S	-	-	-
R065	<b><u>Bewdley Museum</u></b>	C	-	-	-
	Fees and charges reviewed and commercial judgement used. Increases are already reflected in the base budget.	R	-	-	-
		S	-	-	-
R160	<b><u>Parks and Green Spaces</u></b>	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R	3,250 CR	3,250 CR	3,250 CR
		S	-	-	-
R163	<b><u>Rangers Services</u></b>	C	-	-	-
	Fees and charges reviewed and commercial judgement used.	R	-	-	-
		S	-	-	-
R187	<b><u>Car Parks - Meter income</u></b>	C	-	-	-
	Increase charges by CPI + 2% (currently 3%+2%)	R	25,530 CR	51,050 CR	51,050 CR
		S	-	-	-
R185	<b><u>Car Parks - Season Tickets</u></b>	C	-	-	-
	Increase charges by CPI + 2% (currently 3%+2%)	R	2,500 CR	5,000 CR	5,000 CR
		S	-	-	-
R189	<b><u>Car Parks</u></b>	C	-	-	-
	Management Fee only - increase charges by 4.5%	R	6,500 CR	6,500 CR	6,500 CR
		S	-	-	-
R200	<b><u>Bulky waste - Domestic and Trade</u></b>	C	-	-	-
	Charge for fewer items increased to encourage customers to dispose of more items (5-10 items at higher price).	R	690 CR	690 CR	690 CR
		S	-	-	-
R200	<b><u>Cleansing - Contract Work</u></b>	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R	4,250 CR	4,250 CR	4,250 CR
		S	-	-	-



**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2018/2019****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2018/19 £	2019/20 £	2020/21 £
R216	<b><u>Kidderminster Town Hall</u></b> Some increases in charges but overall effect is not material.	C R S	- - -	- - -	- - -
R229	<b><u>Garage</u></b> Increase charges by 5% in line with Council Policy (Class 4 MOT only).	C R S	- 500 CR -	- 500 CR -	- 500 CR -
R236	<b><u>Grounds Maintenance</u></b> Increase charges by 5% in line with Council Policy.	C R S	- 5,250 CR -	- 5,250 CR -	- 5,250 CR -
R251	<b><u>ECONOMIC PROSPERITY AND PLACE</u></b> <b><u>Wyre Forest House - Room Hire</u></b> Partnership rate only - increase charges by approximately 5% as per service manager recommendation.	C R S	- 810 CR -	- 810 CR -	- 810 CR -
R510	<b><u>Land Charges</u></b> No increase proposed. An amendment to the fees was made with effect from 01/09/2017, to bring into line residential and commercial charges	C R S	- - -	- - -	- - -
R625	<b><u>Building Control</u></b> To Implement charges as set by Worcestershire Regulatory Services.	C R S	- - -	- - -	- - -
R631	<b><u>Street Naming and Numbering</u></b> Increase charges by 5% in line with Council Policy.	C R S	- 450 CR -	- 450 CR -	- 450 CR -
R675	<b><u>Private Sector Housing</u></b> Licence fees and penalty charges for houses in multiple occupation. Increase charges by 5% in line with Council Policy.	C R S	- 130 CR -	- 130 CR -	- 130 CR -
R679	<b><u>Housing Strategy &amp; Enabling</u></b> Custom and self build register charges. Increase charges following officer review	C R S	- 50 CR -	- 50 CR -	- 50 CR -
R704	<b><u>Regeneration and Economic Development</u></b> No increase proposed	C R S	- - -	- - -	- - -
	<b>TOTALS</b>	C R S	- 84,480 CR -	- 112,500 CR -	- 112,500 CR -



Service	Legal Services	Service Manager	Solicitor
Directorate	Chief Executive	Cabinet Member	Resources

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2018	FROM 1/04/2018	FROM 1/04/2018
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>Legal Services Administration</b>			
<b>Legal Services Administration Account</b>			
Fees relating to surveys prior to lettings	Commercial Judgement	Commercial Judgement	Commercial Judgement
<b>NOTE</b>			
Commercial judgement is delegated to the Service Manager			

**NOTES:**

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	Principal Committee and Member Services Officer
Directorate	Chief Executive	Cabinet Member	Resources

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Committee Administration</b>			
<b>SUPPLY OF MINUTES / AGENDAS TO OUTSIDE BODIES / COMPANIES</b>			
Cabinet and Full Council Agendas (per annum)	101.00	106.00	No VAT currently charged
Scrutiny Committees Agendas (per annum)	95.00	100.00	No VAT currently charged
Development Control Agendas (per annum)	116.00	122.00	No VAT currently charged
Other Committee Agendas - individual (per annum)	20.00	21.00	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 TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Road Closure Orders</b>			
Charitable / community events (if the application received less than 6 weeks in advance of the event)	133.00	140.00	No VAT currently charged
Charitable / community events (if the application received more than 6 weeks in advance of the event)	101.00	106.00	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)	168.00	176.00	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)	133.00	140.00	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 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>LGV Courses</b>			
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)	850.00	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.	85.00	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 if taken in conjunction with HGV test.	200.00	200.00	No VAT currently charged
2 Day course (as above) not in conjunction with HGV test	250.00	250.00	No VAT currently charged
CPC Course per 7 hour module	62.00 + upload fee 9.00	64.00 + upload fee 9.50	No VAT currently charged
<b>Information Only</b>			
DVD			
Theory test / hazard perception	36.00	38.00	No VAT currently charged
<b>BOOKS</b>			
Theory Test	18.00	19.00	No VAT currently charged
CPC	10.00	10.00	No VAT currently charged
Highway Code / Signs	7.00	9.00	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 TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Domestic Waste Collections</b>			
<b>Trade and Domestic Bulky Collections</b>			
<b>BULKY CHARGES – DOMESTIC * PROPOSED</b>			
1-2 items	20.00	22.50	No VAT currently charged
3-4 items	40.00	45.00	No VAT currently charged
5-6 items	60.00	60.00	No VAT currently charged
7-8 items	80.00	80.00	No VAT currently charged
9-10 items	100.00	100.00	No VAT currently charged
11+ items	Price on application	Price on application	No VAT currently charged
<b>Charges for the Supply of a Replacement Wheelie Bin</b>	26.00	30.00	No VAT currently charged
<b>Extra capacity bin (covers a 3 year period)</b>	45.00	50.00	No VAT currently charged
<b>Developers / RSL's bin charge for delivery</b>			
240 litre	26.00	30.00	36.00
1100 litre	365.00	365.00	438.00
Unscheduled waste collection fee	21.00	28.00	No VAT currently charged
<b>Garden Waste Contracts</b>			
Annual collection contract	46.50	48.50	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

\*No admin / set-up fee is payable on additional bins.

A 10% discount is applicable (on the second bin and any further bins) to those customers with multiple bins at the same address.

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>

Customers over the age of 65 will no longer be eligible for 2 x free collections per year.



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 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Trade Waste and Commercial Waste Collections - Refuse</b>			
<b>WEEKLY COLLECTION</b>			
<b>COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax</b>			
120 litre (one lift per week) - phasing out	250.00	260.00	No VAT currently charged
240 litre (one lift per week)	303.00	315.00	No VAT currently charged
360 litre (one lift per week)	378.50	395.00	No VAT currently charged
660 litre (one lift per week)	578.50	602.00	No VAT currently charged
1100 litre (one lift per week)	809.00	841.00	No VAT currently charged
<b>COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax</b>			
120 litre (one lift per week) - phasing out	214.00	223.00	No VAT currently charged
240 litre (one lift per week)	228.00	237.00	No VAT currently charged
360 litre (one lift per week)	259.00	269.00	No VAT currently charged
660 litre (one lift per week)	374.00	389.00	No VAT currently charged
1100 litre (one lift per week)	464.00	483.00	No VAT currently charged
1100 litre Schools (40 weeks)	393.00	409.00	No VAT currently charged
<b>ALTERNATE WEEKLY COLLECTION</b>			
<b>COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax</b>			
120 litre (one lift every other week) - phasing out	136.00	141.00	No VAT currently charged
240 litre (one lift every other week)	165.50	172.00	No VAT currently charged
360 litre (one lift every other week)	208.00	216.00	No VAT currently charged
660 litre (one lift every other week)	348.50	362.00	No VAT currently charged
1100 litre (one lift every other week)	484.50	504.00	No VAT currently charged
<b>COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax</b>			
120 litre (one lift every other week) - phasing out	118.00	123.00	No VAT currently charged
240 litre (one lift every other week)	128.00	133.00	No VAT currently charged
360 litre (one lift every other week)	152.50	159.00	No VAT currently charged
660 litre (one lift every other week)	247.00	257.00	No VAT currently charged
1100 litre (one lift every other week)	312.00	324.00	No VAT currently charged
1100 litre Schools (40 weeks every other week)	279.00	290.00	No VAT currently charged
<b>PLASTIC SACKS</b>			
Pack of 25	Not Applicable	112.50	No VAT currently charged
Pack of 50	Not Applicable	200.00	No VAT currently charged
Per sack	3.15	Not Applicable	No VAT currently charged
<b>Additional One-Off Collections - Single Lift Fee</b>			
240 litre	20.00	20.00	No VAT currently charged
600 litre - 1100 litre	28.00	28.00	No VAT currently charged
<b>Multiple Collections as above</b>	Commercial Judgement	Commercial Judgement	No VAT currently charged
<b>Trade Waste Bulky Collections</b>	Commercial Judgement	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. Places of Worship), 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 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Trade Waste and Commercial Waste Collections -Recycling</b>			
<b>COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to Recycling gate Fee</b>			
240 litre (one lift per week)	260.00	265.00	No VAT currently charged
660 litre (one lift per week)	460.00	469.00	No VAT currently charged
1100 litre (one lift per week)	610.00	622.00	No VAT currently charged
<b>ALTERNATE WEEKLY COLLECTION</b>			
<b>COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to Recycling gate Fee</b>			
240 litre (one lift every other week)	145.00	148.00	No VAT currently charged
660 litre (one lift every other week)	290.00	296.00	No VAT currently charged
1100 litre (one lift every other week)	390.00	398.00	No VAT currently charged
<b>Additional One-Off Collections - Single Lift Fee</b>			
240 litre	20.00	20.00	No VAT currently charged
600 litre - 1100 litre	28.00	28.00	No VAT currently charged
<b>Multiple Collections as above</b>	Commercial Judgement	Commercial Judgement	No VAT currently charged
<b>Trade Waste Bulky Collections</b>	Commercial Judgement	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	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 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Cemetery Fees</b>			
<b>CHARGES ONLY APPLY TO KIDDERMINSTER CEMETERY</b>			
<b>INTERMENTS - RESIDENTS ONLY</b>			
Child up to 5 years*	Free	Free	No VAT currently charged
Child aged 5 to 16 years*	155.00	163.00	No VAT currently charged
Persons over 16 years*	495.00	520.00	No VAT currently charged
Burial of cremated remains*	180.00	210.00	No VAT currently charged
<b>INTERMENTS - NON-RESIDENTS OF WYRE FOREST</b>			
Child up to 16 years*	312.00	328.00	No VAT currently charged
Persons over 16 years*	992.00	1,042.00	No VAT currently charged
Burial of cremated remains*	362.00	380.00	No VAT currently charged
<b>PURCHASED GRAVES - RESIDENTS ONLY</b>			
Purchase of burial rights - Child up to 5 years	Free	Free	No VAT currently charged
Purchase of burial rights - 5 years upwards	565.00	593.00	No VAT currently charged
Purchase of burial rights for cremated remains - Child up to 5 years	Free	Free	No VAT currently charged
Purchase of burial rights for cremated remains - 5 years upwards	295.00	310.00	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.			
<b>PURCHASED GRAVES - NON-RESIDENTS OF WYRE FOREST</b>			
Purchase of burial rights	1,125.00	1,181.00	No VAT currently charged
Purchase of burial rights for cremated remains	590.00	620.00	No VAT currently charged
<b>MISCELLANEOUS CHARGES</b>			
Maintenance of grave. Planting with Spring and Summer bedding per annum (specified areas of the Cemetery only)	107.00	112.00	134.40
<b>CHARGES OF USE OF STAFF/FACILITIES</b>			
For attendance of Registrar other than between 9:00am and 10:00am (weekdays other than Bank/Public Holidays)	52.00	55.00	66.00
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	30.00	40.00	48.00
<b>MONUMENTS / GRAVE STONES ETC</b>			
The right to place or erect a memorial including first inscription	207.00	217.00	260.40
The right to place or erect a commemorative plaque or kerb stone	106.00	111.00	133.20
Each additional inscription	36.00	38.00	45.60
Vase	36.00	38.00	45.60
Certified copy of entry in Register of Burials / Burial Grant	21.00	22.00	26.40
Transfer of exclusive Right of Burial	63.00	66.00	79.20
Surrender of exclusive Right of Burial	42.00	44.00	52.80

**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	Cultural, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Community Development and Museums</b>			
<b>COMMUNITY DEVELOPMENT</b>			
<b>RANGER SERVICES</b>			
Minimum Charge	Free	Free	No VAT currently charged
Maximum Charge	50.00	55.00	No VAT currently charged
Young Rangers (per term)	28.00	28.00	No VAT currently charged
<b>SPORTS, ARTS AND PLAY DEVELOPMENT ACTIVITIES</b>			
Per session Minimum Charge	Free	Free	No VAT currently charged
Per session Maximum Charge	25.00	50.00	No VAT currently charged
<b>SUMMER PLAYSCHMES</b> (dependent on schedule of events which can vary each year)	Commercial Judgement	Commercial Judgement	No VAT currently charged
<b>NATURE RESERVES</b>			
Small charitable or community events (less than 20 people) up to 3 hrs	11.00	Free to commercial judgement	No VAT currently charged
over 3 hrs	17.00	Free to commercial judgement	No VAT currently charged
Medium charitable or community events (more than 20 people less than 100) up to 3 hrs	24.00	Free to commercial judgement	No VAT currently charged
over 3 hrs	44.00	Free to commercial judgement	No VAT currently charged
Large charitable or community events (more than 100 people) up to 3 hrs	54.00	Free to commercial judgement	No VAT currently charged
over 3 hrs	68.00	Free to commercial judgement	No VAT currently charged
Commercial and fund raising events	Commercial Judgement	Commercial Judgement	No VAT currently charged
<b>MUSEUMS</b>			
<b>Bewdley Museum</b>			
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	Free to commercial judgement	No VAT currently charged
General Enquiries (per hour)	12.50	15.00	15.00
Weddings and Special Occasions	Commercial Judgement	Commercial Judgement	No VAT currently charged
<b>Hire of Education Room</b>			
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
<b>Hire of Wyre Forest Gallery</b>			
Charge for local organisations & emerging community artists (per week)	Free	Free	No VAT currently charged
Commercial Bookings	50.00	Commercial Judgement	No VAT currently charged
<b>Hire of Sawyard Gallery</b>			
Charge for local organisations & emerging community artists (per week)	Free	Free	No VAT currently charged
Commercial Bookings	12.00	Commercial Judgement	No VAT currently charged
<b>Hire of Guild Hall</b>			
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 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Parks Events</b>			
<b>GREEN SPACES - Parks and Green Spaces (not Nature Reserves)</b>			
Fund Raising and Charity Events - Ground Hire - Per Day - Minimum Charge	Free	Free	No VAT currently charged
Fund Raising and Charity Events - Ground Hire - Per Day - Maximum Charge	Commercial Judgement	Commercial Judgement	No VAT currently charged
Refundable Deposit (Based on Acceptable Ground Recovery) / excluding community groups / Friends of Parks	100.00 to 500.00	100.00 to 500.00	No VAT currently charged
Commercial Events (refundable deposit applies)	Commercial Judgement	Commercial Judgement	No VAT currently charged
<b>Grounds maintenance - external contracts</b>			
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
<b>Advertising and Sponsorships</b>			
Refuse vehicle banner production - (designed by customer)	200.00	210.00	VAT charged at current rate
Refuse vehicle banner production - (design work by WFDC)	300.00	315.00	VAT charged at current rate
Refuse vehicle banners displayed - cost per month to advertise	250.00	265.00	VAT charged at current rate
<b>Website</b> - cost per month on website homepage	75.00	Commercial Judgement	VAT charged at current rate
<b>KAF Sponsorship</b>			
Gold Sponsorship	1,000.00	Commercial Judgement	VAT charged at current rate
Silver Sponsorship	750.00	Commercial Judgement	VAT charged at current rate
Bronze Sponsorship	500.00	Commercial Judgement	VAT charged at current rate
<b>Roundabout Sponsorship</b>			
Traffic Island Sponsorship	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	Proposed Charge	Proposed Charge
	TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2018 £ Charges before VAT	FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Parking Restrictions and Event Support</b>			
<b>Parking Dispensations</b>			
Charge per application - daily rate	Not applicable	12.00	No VAT currently charged
Charge per application - up to 7 days	43.00	50.00	No VAT currently charged
Charge per application - more than 7 days	Commercial Judgement	Commercial Judgement	No VAT currently charged
<b>EVENTS SUPPORT</b>			
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 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
Car Parks Fees and Charges by new proposed categories		TO 30/09/2018 £ Charges inclusive of VAT (if applicable)	FROM 1/10/2018 £ Charges before VAT	FROM 1/10/2018 £ Charges inclusive of VAT (if applicable)
<b>Short Term - up to 2 hours</b>	Up to 1 hour	130 p	117 p	140 p
<b>Kidderminster</b>	Up to 2 hours	190 p	167 p	200 p
Market Street Surface Vehicle Park				
<b>Bewdley</b>				
Load Street Surface Vehicle Park (Upper)				
<b>Stourport-on-Severn</b>				
Raven Street Surface Vehicle Park				
Bridge Street Surface Vehicle Park				
<b>(All days between 08:00 and 18:30)</b>				
<b>Long Term - up to 48 hours</b>				
<b>Kidderminster</b>	Up to 1 hour	130 p	117 p	140 p
Aldi Store Surface Vehicle Park	Up to 2 hours	190 p	167 p	200 p
Batemans Yard	Up to 3 hours	270 p	233 p	280 p
Pike Mills Surface Vehicle Park	3 to 6 hours	440 p	383 p	460 p
Worcester Street Surface Vehicle Park	6 to 24 hours	660 p	575 p	690 p
<b>Bewdley</b>	24 to 48 hours	880 p	767 p	920 p
Dog Lane Surface Vehicle Park				
Load Street Surface Vehicle Park (Lower)				
<b>Stourport-on-Severn</b>				
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				
<b>(All days between 08:00 and 18:30)</b>				
<b>Long Term - up to 48 hours with free options</b>				
<b>Kidderminster</b>	Up to 1 hour	Free	Free	Free
Castle Road Surface Vehicle Park	Up to 2 hours	190 p	167 p	200 p
Comberton Place Surface Vehicle Park	Up to 3 hours	270 p	233 p	280 p
Bromsgrove Street Surface Vehicle Park	3 to 6 hours	440 p	383 p	460 p
St. Mary's Church Surface Vehicle Park	6 to 24 hours	660 p	575 p	690 p
<b>Bewdley</b>	24 to 48 hours	880 p	767 p	920 p
Gardners Meadow Surface Vehicle Park				
<b>Stourport-on-Severn</b>				
Vale Road Surface Car Park				
<b>Blakedown</b>				
The Avenue Surface Car Park				
<b>(All days between 08:00 and 18:30)</b>				

**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 30/09/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/10/2018 £ Charges before VAT	Proposed Charge FROM 1/10/2018 £ Charges inclusive of VAT (if applicable)
<b>Car Parking Season Tickets</b>				
<b>FULL SEASON TICKET</b>	1 month	78.00	68.33	82.00
<b>Kidderminster</b>	6 months	370.00	324.17	389.00
Aldi Store Surface Vehicle Park	12 months:	672.00	588.33	706.00
Batemans Yard Surface Vehicle Park	Payable as 10			
Bromsgrove Street Surface Vehicle Park	monthly DD			
Market Street Surface Vehicle Park				
Pike Mills Surface Vehicle Park				
Riverside Meadow Surface Vehicle Park				
<b>Bewdley</b>				
Load Street Surface Vehicle Park				
<b>Stourport-on-Severn</b>				
Raven Street Surface Vehicle Park				
Severn Meadows Nos. 1, 2 & 3 Surface Vehicle Parks				
<b>RESTRICTED SEASON TICKET</b>	1 month	39.00	34.17	41.00
<b>Kidderminster</b>	6 months	185.00	161.67	194.00
Castle Road Surface Vehicle Park	12 months:	336.00	294.17	353.00
Comberton Place Surface Vehicle Park	Payable as 10			
Stadium Close Surface Vehicle Park	monthly DD			
St. Mary's Church Surface Vehicle Park				
<b>Bewdley</b>				
Dog Lane Surface Vehicle Park				
Gardners Meadow Surface Vehicle Park				
<b>Stourport-on-Severn</b>				
Stourport Sports Centre Nos. 1 & 2 Surface Vehicle Parks				
Stourport Sports Centre Surface Vehicle Park				
Vale Road Surface Car Park				
<b>Blakedown</b>				
The Avenue Surface Car Park				
<b>SENIOR CITIZEN SEASON TICKET</b>	6 months	93.00	81.67	98.00
All vehicle parks	12 months:	168.00	146.67	176.00
	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	Cultural, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Town Hall Fees and Charges</b>			
<b>KIDDERMINSTER TOWN HALL</b>			
<b>All costs per hour</b>			
<b>MUSIC ROOM</b>			
General Bookings, Meetings, Rehearsals and set ups - Off Peak	25.00	20.83	25.00
General Bookings, Meetings, Rehearsals and set ups - Mid Peak	37.00	30.83	37.00
General Bookings, Meetings, Rehearsals and set ups - Peak Rate	51.00	42.50	51.00
Dances, Concerts, Parties - Off Peak *	34.00	28.33	34.00
Dances, Concerts, Parties - Mid Peak *	40.00	33.33	40.00
Dances, Concerts, Parties - Peak Rate *	58.00	48.33	58.00
<b>CORN EXCHANGE ONLY</b>			
General Bookings, Meetings, Rehearsals and set ups - Off Peak	19.00	15.83	19.00
General Bookings, Meetings, Rehearsals and set ups - Mid Peak	28.00	23.33	28.00
General Bookings, Meetings, Rehearsals and set ups - Peak Rate	40.00	33.33	40.00
Dances, Concerts, Parties - Off Peak *	24.00	20.00	24.00
Dances, Concerts, Parties - Mid Peak *	37.00	30.83	37.00
Dances, Concerts, Parties - Peak Rate *	46.00	38.33	46.00
<b>MUSIC ROOM &amp; CORN EXCHANGE</b>			
General Bookings, Meetings, Rehearsals and set ups - Off Peak	37.00	30.83	37.00
General Bookings, Meetings, Rehearsals and set ups - Mid Peak	53.00	44.17	53.00
General Bookings, Meetings, Rehearsals and set ups - Peak Rate	65.00	54.17	65.00
Dances, Concerts, Parties - Off Peak *	49.00	40.83	49.00
Dances, Concerts, Parties - Mid Peak *	61.00	50.83	61.00
Dances, Concerts, Parties - Peak Rate *	86.00	71.67	86.00
<b>KING CHARLES ROOM, COURT ROOM OR COUNCIL CHAMBER</b>			
General Bookings, Meetings, Rehearsals and set ups - Off Peak	21.00	17.50	21.00
General Bookings, Meetings, Rehearsals and set ups - Mid Peak	35.00	29.17	35.00
General Bookings, Meetings, Rehearsals and set ups - Peak Rate	49.00	40.83	49.00
Dances, Concerts, Parties - Off Peak *	22.00	18.33	22.00
Dances, Concerts, Parties - Mid Peak *	36.00	30.00	36.00
Dances, Concerts, Parties - Peak Rate *	50.00	41.67	50.00
<b>WEDDING CEREMONIES</b>			
<b>KING CHARLES ROOM</b>			
Monday - Thursday - Half Hour Ceremonies	125.00	125.00	150.00
Monday - Sunday including Bank Holidays - One Hour Ceremonies	200.00	166.67	200.00
<b>MUSIC ROOM</b>			
Monday - Thursday - Half Hour Ceremonies	250.00	208.33	250.00
Monday - Sunday including Bank Holidays - One Hour Ceremonies	300.00	291.67	350.00
<b>COURT, CORN EXCHANGE and COUNCIL CHAMBER</b>			
Monday - Thursday - Half Hour Ceremonies	125.00	125.00	150.00
Monday - Sunday including Bank Holidays - One Hour Ceremonies	200.00	166.67	200.00
<b>Wedding Package</b>	Available on request	Available on request	Available on request
<b>Concert Package</b> - 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.	630.00	525.00	630.00
<b>Bar Charge</b> - charge will apply to the Hirer when booking the services of a bar.	25.00	20.83	25.00
<b>Health and Safety Check</b> - charge may apply to the Hirer.	50.00	45.00	54.00
NB Functions that require Technical support are inclusive of the health and safety check.			
<b>Technical Support</b> - Health and Safety Check, enhanced Lighting a Technician present during the booking to assist with sound and lighting requirements	Not Applicable	Not Applicable	120.00



Service	Cultural Services	Service Manager	Cultural Services Manager
Directorate	Community Well-Being and Environment	Cabinet Member	Cultural, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Town Hall Fees and Charges</b>			
Hire of Steinway Grand Piano - including tuning per event	126.00	105.00	126.00
- on stage	250.00	291.67	350.00
Refreshments: Tea / coffee with biscuit per serving	1.60	1.33	1.60
Box Office Service- To sell hirers tickets	Not Applicable	Not Applicable	10% of ticket sales
Booking Fee for Tickets			
Booking fee for ticket sales (included in ticket price)	1.00	0.83	1.00

**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 - 8.00am 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.  
 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 TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Fleet Management</b>			
<b>External contracts based upon</b>	Commercial Judgement	Commercial Judgement	VAT charged at current rate
<b>Staff and Members Servicing</b>			
Fixed service charges Std A	120.00	100.00	120.00
Fixed service charges Full B	192.00	160.00	192.00
All servicing excludes parts - which will be charged at cost plus 15%			
<b>Car Inspection</b>	54.00	45.00	54.00
<b>Staff / Members Cars</b>			
Labour charges per hour based upon	61.20	51.00	61.20
PLUS additional material at cost			
Work undertaken is dependant upon workload capacity and the need to maintain the operational fleet			
<b>MOT</b>			
Class 4	38.00	40.00	No VAT currently charged
Class 5	58.00	58.00	No VAT currently charged
Class 7	58.00	58.00	No VAT currently charged
<b>Taxi Fees' &amp; Charges</b>			
Taxi Inspection - Single Recovery Charges to WRS	47.00	47.00	No VAT currently charged
Taxi Reinspection - Direct Charge - Floor	33.00	33.00	No VAT currently charged
Taxi Reinspection - Direct Charge - Ramp	33.00	40.00	No VAT currently charged
Taxi Missed Inspection (Less than 24hrs) - Direct Charge	38.00	40.00	No VAT currently charged
Taxi MOT (as part of above scheduled inspection) - Direct Charge	20.00	25.00	No VAT currently charged
Taxi MOT Independently Booked - Direct Charge	38.00	40.00	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	Facility Hire	Service Manager	Facilities and Asset Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Facilities Fees and Charges</b>			
<b>WYRE FOREST HOUSE</b>			
<b>Partnership rate</b>			
Council Chamber - half hourly	20.50	17.92	21.50
Council Chamber - Max room charge	196.00	171.67	206.00
SoS & Bewdley rooms combined - half hourly	13.50	11.67	14.00
SoS & Bewdley rooms combined - Max room charge	131.50	115.42	138.50
SoS & Bewdley rooms separately - half hourly	10.50	9.17	11.00
SoS & Bewdley rooms separately - Max room charge	98.00	85.83	103.00
Kidderminster - half hourly	8.50	7.50	9.00
Kidderminster - Max room charge	79.00	69.58	83.50
Rock - half hourly	8.50	7.08	8.50
Rock - Max room charge	79.00	67.08	80.50
Kidderminster & Rock rooms combined - half hourly	10.50	9.17	11.00
Kidderminster & Rock rooms combined - Max room charge	98.00	86.25	103.50
Wolverley room - half hourly	7.50	6.25	7.50
Wolverley room - Max room charge	66.00	56.25	67.50
Chaddesley Corbett room - half hourly	7.50	6.67	8.00
Chaddesley Corbett room - Max room charge	66.00	58.33	70.00
<b>Commercial Rate</b>			
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 separately - half hourly	12.00	10.00	12.00
Kidderminster & Rock separately - 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
<b>Delegate Day Rate (per person)</b>			
Council Chamber	Not applicable	12.50	15.00
(Minimum number for Delegate Rate 30, maximum room capacity 60)			
Stourport and Bewdley Joined	Not applicable	12.33	14.80
(Minimum number for Delegate Rate 20, maximum room capacity 48)			
Kidderminster and Rock Joined	Not applicable	12.17	14.60
(Minimum number for Delegate Rate 15, maximum room capacity 30)			
Delegate Date Rate includes:			
Room hire for up to a period of 10 hours			
Tea, coffee on arrival			
Mid-morning tea, coffee and biscuits			
Working buffet lunch (selection available)			
Afternoon tea, coffee and biscuits			
Flipchart / AV equipment / microphones in Council Chamber			
<b>For All Venues</b>			
<b>Commercial Organisations and bookings for any Bank Holidays</b>			
Per hour	Commercial Judgement	Commercial Judgement	Commercial Judgement
<b>NOTE</b>			
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	Land Charges	Service Manager	Head of Strategic Growth
Directorate	Economic Prosperity and Place	Cabinet Member	Planning and Economic Regeneration

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION		Current Charge	Proposed Charge	Proposed Charge
Land Charges		TO 31/03/2018 £ No VAT applicable	FROM 1/04/2018 £ Charges before VAT	FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>LAND CHARGES - RESIDENTIAL &amp; COMMERCIAL</b>				
Basic Land Charges Search Fee	LLC1	24.00	24.00	No VAT currently charged
	Con 29 Part 1	89.40	74.50	89.40
Highway Information Payable to Worcs County Council	Con 29 Highway	36.00	30.00	36.00
	Total	149.40	128.50	149.40
Each additional residential/commercial property/parcel of land	LLC1	24.00	24.00	No VAT currently charged
	Con 29 Part 1	20.40	17.00	20.40
	Total	44.40	41.00	44.40
<b>Each Optional Enquiry - Residential and Commercial</b>				
Questions answered by WFDC		21.60	18.00	21.60
Question 4 WFDC		10.80	9.00	10.80
Question 4 payable to Worcs County Council Highways		10.80	9.00	10.80
Total		21.60	18.00	21.60
Question 22 payable to Worcs County Council Commons		24.00	20.00	24.00

**NOTES:**

HMRC ruling that VAT will become chargeable on Con 29 Products with effect from 1st January 2017 - however any Authority who is not ready for the change may introduce VAT on 1st April 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 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Building Control - Fees Set By North Worcestershire Building Control Shared Service</b>			
<b>STANDARD CHARGES FOR THE CREATION OR CONVERSION TO NEW HOUSING</b>			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Additional Charge *	Price on application	Price on application	VAT Charged at Current Rate
<b>DOMESTIC EXTENSIONS TO A SINGLE BUILDING</b>			
Conversion of attached garage into habitable room:			
Application Charge	330.00	275.00	330.00
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Additional Charge *	Within Provided Quote	191.67	230.00
Extension where floor area is less than 10m <sup>2</sup> :			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Additional Charge *	Within Provided Quote	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	No VAT Currently Charged
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	No VAT Currently Charged
Additional Charge *	Within Provided Quote	Within Provided Quote	
Detached Garage over 30m <sup>2</sup>			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
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	No VAT Currently Charged
Renovation of Thermal Element:			
Application Charge	170.00	141.67	170.00
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Installing Steel Beams(s) within an Existing House:			
Application Charge	145.00	141.67	170.00
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Window Replacement:			
Application Charge	170.00	141.67	170.00
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Installing New Boiler or Wood Burner, etc:			
Application Charge	240.00	200.00	240.00
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
<b>ALL OTHER WORK - ALTERATIONS</b>			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged



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 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Building Control - Fees Set By North Worcestershire Building Control Shared Service</b>			
<b>Supplementary Charges</b>			
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
<b>Withdrawn Applications</b>			
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	
<b>Redirected Inspection fees/issue copy documents</b>			
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	Head of Strategic Growth
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Street Naming and Numbering</b>			
<b>Existing Properties</b>			
Renaming an existing street	269.00	282.00	No VAT currently charged
Additional charge per premise	67.00	70.00	No VAT currently charged
Renaming (where the premise is NOT also numbered) or renumbering a premise	133.00	140.00	No VAT currently charged
Additional charge per premise	26.00	27.00	No VAT currently charged
Adding a name to or renaming a premise (where the premise is also numbered)	26.00	27.00	No VAT currently charged
Additional charge where this includes naming of a building (e.g. a block of flats)	67.00	70.00	No VAT currently charged
<b>New Developments</b>			
Naming a New Street	269.00	282.00	No VAT currently charged
Naming and Numbering a new Premises	133.00	140.00	No VAT currently charged
Additional charge for each adjoining premise	26.00	27.00	No VAT currently charged
Additional Charge where this includes naming of a building (e.g. a block of flats)	67.00	70.00	No VAT currently charged
Confirmation of address to solicitors/conveyancers/occupiers or owners	26.00	27.00	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	Head of Strategic Growth
Directorate	Economic Prosperity & Place	Cabinet Member	Housing, Health and Well-Being

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Private Sector Housing</b>			
HMO Licence - 5 year licence	525.00	550.00	No VAT currently charged
HMO Licence if application submitted and complete within 21 days	315.00	330.00	No VAT currently charged
Residential Caravan Site New Application	525.00	550.00	No VAT currently charged
Residential Caravan Site New Application if submitted and complete within 21 days	315.00	330.00	No VAT currently charged
Residential Caravan Site Annual Licence	189.00	200.00	No VAT currently charged
<b>Penalty Charges as per Published Statement of Principles*</b>			
Penalty fee where no previous action has been taken	525.00	550.00	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	1,575.00	1,650.00	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	3,150.00	3,310.00	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**	525.00	550.00	No VAT currently charged
Administration Costs	263.00	275.00	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	Head of Strategic Growth
Directorate	Economic Prosperity & Place	Cabinet Member	Housing, Health and Well-Being

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2018 £ Charges before VAT	FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Housing Strategy and Enabling</b>			
Custom and self build register charges	20.00	25.00	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 TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Regeneration and Economic Development</b>			
<b>Town Centre Promotions</b>			
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	30.00	30.00	No VAT currently charged
Registered charities (local) - first occasion	Free	Free	
Registered charities (local) - second occasion	30.00	30.00	No VAT currently charged
Registered charities (local) - thereafter	60.00	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 2018/2019****COUNCIL**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2018/19 £	2019/20 £	2020/21 £
R605	<b><u>ECONOMIC PROSPERITY AND PLACE</u></b> <b><u>Development Control - Planning Advice</u></b> Increase charges by 5% in line with Council Policy.	C R S	- 20 CR -	- 20 CR -	- 20 CR -
	<b><u>Development Control - Pre-application advice/ Permitted Development</u></b> Change to charges for residential properties. Some pre-application advice now chargeable that was previously free.	C R S	- 6,000 CR -	- 6,000 CR -	- 6,000 CR -
	<b><u>Development Control - Pre-application advice/ Permitted Development</u></b> Increase charges by 5% in line with Council Policy.	C R S	- 390 CR -	- 390 CR -	- 390 CR -
R625	<b><u>Building Control - Decision Notices</u></b> 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	<b><u>Development Control - Sale of Documents</u></b> Increase charges by 5% in line with Council Policy.	C R S	- 160 CR -	- 160 CR -	- 160 CR -
R637	<b><u>Environmental Health - Water Sampling</u></b> Water sampling and analysis charges are set by Worcs Regulatory Services. No increase is being proposed.	C R S	- - -	- - -	- - -
R637	<b><u>Environmental Health - Control of Dogs</u></b> 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. No increases are being proposed in 2018/19	C R S	- - -	- - -	- - -
R638	<b><u>Licensing Activities - Hackney Carriages</u></b> To not increase to Hackney Carriage licences.	C R S	- - -	- - -	- - -
R638	<b><u>Licensing Activities - General Licensing</u></b> To increase charges by 5% in line with Council Policy where appropriate (some exceptions detailed on backing sheets).	C R S	- 1,050 CR -	- 1,050 CR -	- 1,050 CR -
R638	<b><u>Licensing Activities - Gambling Act 2005 (Premises)</u></b> Increase charges by either 5% in line with Council Policy or up to prescribed maximum level (if this is lower).	C R S	- 650 CR -	- 650 CR -	- 650 CR -
R638	<b><u>Licensing Activities - Scrap Metal Dealers Licence</u></b> Scrap metal dealers licence is a 3 year licence which was introduced in 2014. Level of charges are recommended by Worcs Regulatory Services. No increase is being proposed in 2018/19	C R S	- - -	- - -	- - -

**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2018/2019****COUNCIL**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2018/19 £	2019/20 £	2020/21 £
R310	<b><u>RESOURCES</u></b>				
	<b><u>Council Tax and NNDR</u></b>	C	-	-	-
	Summons Costs      £50	R	-	-	-
	Liability Order Costs   £30	S	-	-	-
	£80				
	Bi-annual review of summons costs and liability orders to reflect inflation and additional Magistrates Court costs.				
	<b>TOTALS</b>	C R S	- 8,270 CR -	- 8,270 CR -	- 8,270 CR -



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

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Planning Advice</b>			
<b>Building Control Decision Notices (Pre 01/01/2012)</b>			
<b>Sale of Copy Documents</b>			
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)	25.00 per Question	26.00 per Question	No VAT currently charged
If any query requires a site visit to be made (e.g. compliance with conditions)	68.00	71.00	No VAT currently charged
<b>Charges for Copy Documents</b>			
See Note 2 below			
Monthly Decision List - Emailed	Free	Free	Free
Weekly Planning Application List - Emailed	Free	Free	Free
Decision Notices	20.00	17.50	21.00
Decision Notices Additional Copies	1.20	1.08	1.30
A4 - For each copy	1.20	1.08	1.30
A3 - For each copy	1.20	1.08	1.30
A2 - For each copy	3.40	3.00	3.60
A1 - For each copy	4.50	4.00	4.80
A0 - For each copy	5.60	4.92	5.90

**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 Manager
Directorate	Economic Prosperity & Place	Cabinet Member	Planning and Economic Regeneration

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Permitted Developments and Pre-application Advice</b> (Schedule revised since December Cabinet)			
<b>Permitted Development enquiries</b>			
<b>Proposed development type</b>			
Householder	Free	Free	Free
Other	Free	Free	Free
<b>Pre-Application advice</b>			
<b>Householder</b>	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
<b>Residential Development (see note 1)</b>			
1 dwelling	Free	66.67	80.00
Cost of each additional meeting	Free	33.33	40.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
2-3 dwellings	Free	166.67	200.00
Cost of each additional meeting	Free	83.33	100.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
4-5 dwellings	Free	258.33	310.00
Cost of each additional meeting	Free	133.33	160.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
6-7 dwellings	Free	375.00	450.00
Cost of each additional meeting	Free	187.50	225.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
8-9 dwellings	Free	516.67	620.00
Cost of each additional meeting	Free	258.33	310.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
10-24 dwellings	1,368.00	1,196.67	1,436.00
Cost of each additional meeting	685.00	599.17	719.00
Cost of Highway Advice	480.00	420.00	504.00
Cost of each additional meeting with Highway Authority	239.00	209.17	251.00
25-49 dwellings	1,368.00	1,196.67	1,436.00
Cost of each additional meeting	685.00	599.17	719.00
Cost of Highway Advice	480.00	420.00	504.00
Cost of each additional meeting with Highway Authority	239.00	209.17	251.00
50 - 99 dwellings	2,737.00	2,395.00	2,874.00
Cost of each additional meeting	1,013.00	886.67	1,064.00
Cost of Highway Advice	958.00	838.33	1,006.00
Cost of each additional meeting with Highway Authority	355.00	310.83	373.00
100 - 199 dwellings	2,737.00	2,395.00	2,874.00
Cost of each additional meeting	1,013.00	886.67	1,064.00
Cost of Highway Advice	958.00	838.33	1,006.00
Cost of each additional meeting with Highway Authority	355.00	310.83	373.00
200 - 299 dwellings	4,106.00	3,592.50	4,311.00
Cost of each additional meeting	1,368.00	1,196.67	1,436.00
Cost of Highway Advice	1,436.00	1,256.67	1,508.00
Cost of each additional meeting with Highway Authority	480.00	420.00	504.00
300+ dwellings	4,106.00	3,592.50	4,311.00
Cost of each additional meeting	1,368.00	1,196.67	1,436.00
Cost of Highway Advice	1,436.00	1,256.67	1,508.00
Cost of each additional meeting with Highway Authority	480.00	420.00	504.00



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

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Permitted Developments and Pre-application Advice</b> (Schedule revised since December Cabinet)			
<b>Non Residential/Commercial Development (see note 1)</b>			
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)	1,368.00	1,196.67	1,436.00
Cost of each additional meeting	685.00	599.17	719.00
Cost of Highway Advice	480.00	420.00	504.00
Cost of each additional meeting with Highway Authority	239.00	209.17	251.00
Gross floor area 2,500 - 9,999m2 (site 1.26-2ha)	2,737.00	2,395.00	2,874.00
Cost of each additional meeting	1,013.00	886.67	1,064.00
Cost of Highway Advice	958.00	838.33	1,006.00
Cost of each additional meeting with Highway Authority	355.00	310.83	373.00
Gross floor area +10,000m2 (site +2ha)	4,106.00	3,592.50	4,311.00
Cost of each additional meeting	1,368.00	1,196.67	1,436.00
Cost of Highway Advice	1,436.00	1,256.67	1,508.00
Cost of each additional meeting with Highway Authority	480.00	420.00	504.00
<b>Other Categories</b>			
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
<b>Historic Environmental and Tree related enquiries</b>			
Separate Listed Building and Conservation Area Advice (Up to 3 Separate Matters)	43.00	37.50	45.00
(More than 3 Separate Matters)	84.00	73.33	88.00
Cost of each additional meeting	21.00	18.33	22.00
Separate Tree related Advice - number of trees not exceeding 10	43.00	37.50	45.00
Cost of each additional meeting	21.00	18.33	22.00
Separate Tree related Advice - number of trees over 10 but not exceeding 30	84.00	73.33	88.00
Cost of each additional meeting	21.00	18.33	22.00
<b>Exemptions</b>			
As set out in Guidance Note (e.g. Parish Councils, etc)			

**NOTES:**

Note 1 - If only principle to be discussed developer to provide indicative capacity

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	Culture, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge  TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge  FROM 1/04/2018 £ Charges before VAT	Proposed Charge  FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Water Sampling and Analysis Charges - Set By Worcestershire Regulatory Services</b>			
<b>POLLUTION CONTROL</b>			
<b>Water Sampling Charges</b>			
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.			
<b>Proposed Fees and Charges</b>			
Risk Assessment	55.00 per hour (min. 1 hour - up to £500 Max)	55.00 per hour (min. 1 hour - up to £500 Max)	No VAT currently charged
Sampling (each visit)	55.00 per hour (min. 1 hour - up to £100 Max)	55.00 per hour (min. 1 hour - up to £100 Max)	No VAT currently charged
Investigation	55.00 per hour (min. 1 hour - up to £533 Max)	55.00 per hour (min. 1 hour - up to £533 Max)	No VAT currently charged
Analysing a sample			
- taken under regulation 10 (small supplies)	25.00	25.00	No VAT currently charged
(Plus extra lab costs for additional parameters where required)	Max	Max	
- taken during check monitoring	100.00	100.00	No VAT currently charged
	Max	Max	
- taken during audit monitoring	500.00	500.00	No VAT currently charged
	Max	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	Culture, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Hackney Carriage/Private Hire Fees</b>			
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
Temporary Replacement HC & PH vehicle (excluding plates & decals)	104.00	104.00	No VAT currently charged
<b>Initial or Replacement Licences/Plates (if lost or damaged)</b>			
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
<b>Vehicle Testing</b>			
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	Culture, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION		Current Charge	Proposed Charge	Proposed Charge
		TO 31/03/2018 £	FROM 1/04/2018 £	FROM 1/04/2018 £
Licensing and Registration		Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Animal Boarding Establishments	Initial	372.00	391.00	No VAT currently charged
	Renewal	246.00	258.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Dangerous Wild Animals	Initial	372.00	391.00	No VAT currently charged
	Renewal	246.00	258.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Dog Breeding Establishments	Initial	372.00	391.00	No VAT currently charged
	Renewal	246.00	258.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Pet Shops	Initial	372.00	391.00	No VAT currently charged
	Renewal	246.00	258.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Riding Establishments	Initial	372.00	391.00	No VAT currently charged
	Renewal	246.00	258.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Zoo Licences	Initial	1,792.00 (plus Inspector's expenses)	1,882.00 (plus Inspector's expenses)	No VAT currently charged
	Renewal	1,611.00 (plus Inspector's expenses)	1,692.00 (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		181.00	190.00	No VAT currently charged
(b) Premise		261.00	274.00	No VAT currently charged
(c) Persons & Premises		440.00	462.00	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	362.00	380.00	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	Culture, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge  TO 31/03/2018 £  Charges inclusive of VAT (if applicable)	Proposed Charge  FROM 1/04/2018 £  Charges before VAT	Proposed Charge  FROM 1/04/2018 £  Charges inclusive of VAT (if applicable)
<b>Gambling Premises License Fees</b>			
<b>Gambling Premises Licence - New Application</b>			
Adult Gaming Centre	1,525.00	1,601.00	No VAT currently charged
Betting Premises (excluding Tracks)	2,288.00	2,402.00	No VAT currently charged
Betting Premises (Tracks)	1,905.00	2,000.00	No VAT currently charged
Bingo Club	2,665.00	2,798.00	No VAT currently charged
Family Entertainment Centre	1,525.00	1,601.00	No VAT currently charged
Temporary Use Notices	389.00	408.00	No VAT currently charged
<b>Gambling Premises Licence - Annual Fee</b>			
Adult Gaming Centre	763.00	801.00	No VAT currently charged
Betting Premises (excluding Tracks)	458.00	481.00	No VAT currently charged
Betting Premises (Tracks)	763.00	801.00	No VAT currently charged
Bingo Club	763.00	801.00	No VAT currently charged
Family Entertainment Centre	570.00	599.00	No VAT currently charged
<b>Provisional Statement Application</b>			
Adult Gaming Centre	1,525.00	1,601.00	No VAT currently charged
Betting Premises (excluding Tracks)	2,288.00	2,402.00	No VAT currently charged
Betting Premises (Tracks)	1,905.00	2,000.00	No VAT currently charged
Bingo Club	2,665.00	2,798.00	No VAT currently charged
Family Entertainment Centre	1,525.00	1,601.00	No VAT currently charged
<b>Licence Application (Provisional Statement Holders)</b>			
Adult Gaming Centre	723.00	759.00	No VAT currently charged
Betting Premises (excluding Tracks)	916.00	962.00	No VAT currently charged
Betting Premises (Tracks)	723.00	759.00	No VAT currently charged
Bingo Club	916.00	962.00	No VAT currently charged
Family Entertainment Centre	723.00	759.00	No VAT currently charged
<b>Application to Transfer</b>			
Adult Gaming Centre	723.00	759.00	No VAT currently charged
Betting Premises (excluding Tracks)	916.00	962.00	No VAT currently charged
Betting Premises (Tracks)	723.00	759.00	No VAT currently charged
Bingo Club	916.00	962.00	No VAT currently charged
Family Entertainment Centre	723.00	759.00	No VAT currently charged
<b>Application to Vary</b>			
Adult Gaming Centre	763.00	801.00	No VAT currently charged
Betting Premises (excluding Tracks)	1,142.00	1,199.00	No VAT currently charged
Betting Premises (Tracks)	951.00	999.00	No VAT currently charged
Bingo Club	1,335.00	1,402.00	No VAT currently charged
Family Entertainment Centre	763.00	801.00	No VAT currently charged
<b>Reinstatement of Licence</b>			
Adult Gaming Centre	723.00	759.00	No VAT currently charged
Betting Premises (excluding Tracks)	916.00	962.00	No VAT currently charged
Betting Premises (Tracks)	723.00	759.00	No VAT currently charged
Bingo Club	916.00	962.00	No VAT currently charged
Family Entertainment Centre	723.00	759.00	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	Culture, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 1/04/2018 £ Charges before VAT	Proposed Charge FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
<b>Street Trading</b>			
Single Unit up to 12 x 12 (max 5m length) Food - Initial	2,221.00	2,332.00	No VAT currently charged
- Renewal	2,112.00	2,218.00	No VAT currently charged
Single Unit up to 12 x 12 (max 5m length) Non-Food - Initial	1,856.00	1,949.00	No VAT currently charged
- Renewal	1,670.00	1,754.00	No VAT currently charged
For every additional 12 x 12 or part thereof or length more than 5m	916.00	962.00	No VAT currently charged
Mobile Traders - Initial	872.00	916.00	No VAT currently charged
Mobile Traders - Renewal	872.00	916.00	No VAT currently charged
Street Amenities (Control of Street Furniture)	351.00	369.00	No VAT currently charged

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Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Culture, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
Scrap Metal Dealers Act 2013 - Fees Recommended by Worcestershire Regulatory Services	TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2018 £ Charges before VAT	FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
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

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Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	Culture, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
<b>Control of Dogs - Fees Recommended by Worcestershire Regulatory Services</b>	TO 31/03/2018 £ Charges inclusive of VAT (if applicable)	FROM 1/04/2018 £ Charges before VAT	FROM 1/04/2018 £ Charges inclusive of VAT (if applicable)
Statutory Fine per dog seized	25.00	25.00	No VAT currently charged
Kennelling charge per dog per day	13.50	13.50	No VAT currently charged
Kennelling of Dangerous Dogs charge per dog per day	20.00	20.00	No VAT currently charged
Administration Fee per stray dog seized	15.00	15.00	No VAT currently charged
Out of Hours Charge	35.00	35.00	No VAT currently charged
Repeat stray charge	25.00	25.00	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>



Service	Revenues	Service Manager	Revenues, Benefits and Customer Services Manager
Directorate	Resources	Cabinet Member	Resources

**PROPOSAL OF SCALE OF FEES AND CHARGES**

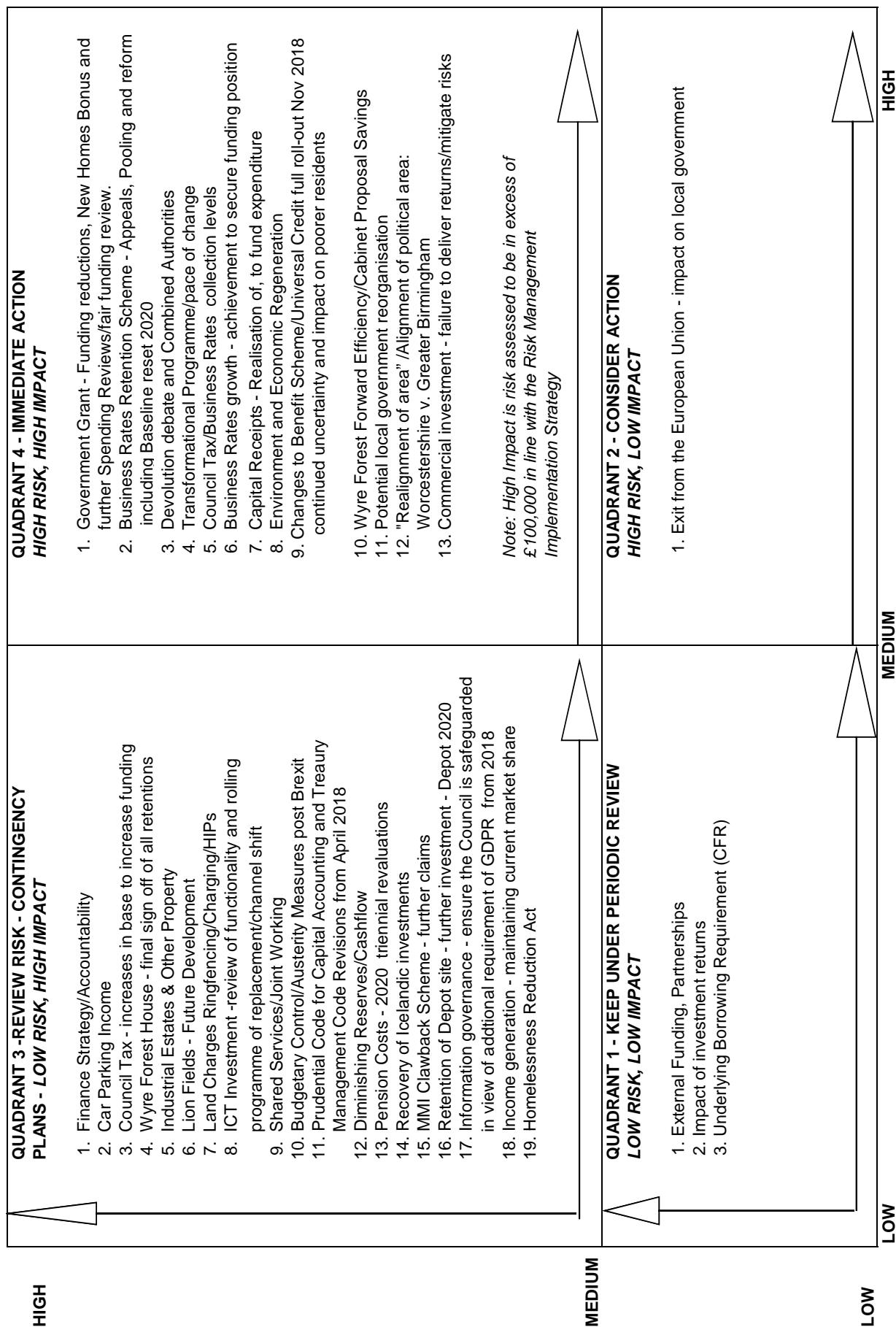
INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31/03/2018	FROM 1/04/2018	FROM 1/04/2018
	£	£	£
Council Tax and NNDR	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Council Tax and NNDR			
Summons costs	50.00	50.00	No VAT currently 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>



## BUDGET RISK MATRIX 2018/2021



RISK

IMPACT

**Budget Risk Matrix**

ISSUE	BUDGETARY RESPONSE
<b>Quadrant 1 - Low Risk, Low Impact</b> 1. External Funding, Partnerships  2. Impact of Investment Returns  3. Underlying Borrowing Requirement (CFR)	<b>Keep under periodic review</b>  Continue to evaluate sustainability of each scheme as part of project appraisal.  Continue to monitor and report as appropriate. The Governor of the bank of England has indicated that the rate may increase further from the current 0.50%. Balances available for investment are reducing over the MTFP and this together with the low returns has been taken into account in the base budget. We continue to work with Link Asset Services in this area.  The rising CFR over the term of the Budget Strategy will be carefully monitored in close liaison with Link Asset Services to gauge both the timing and type of external borrowing.
<b>Quadrant 2 - High Risk, Low Impact</b> 1. Exit from the European Union	<b>Consider Action</b>  To-date the impact has not been significant but this will be closely monitored.
<b>Quadrant 3 - Low Risk, High Impact</b> 1. Finance Strategy/Accountability  2. Car Parking Income  3. Council Tax – increase in base 4. Wyre Forest House final sign off of all retentions 5. Industrial Estates and Other Property 6. Lion Fields Gateway - Future Development 7. Land Charges Ring fencing /Charging/HIPs  8. ICT Investment/channel shift  9. Shared Services Joint working  10. Budgetary Control/Austerity Measures  11. Prudential Code for Capital Accounting – Borrowing rates  12. Diminishing Reserves/Cash flow  13. Pension Costs  14. Recovery of Icelandic Investments	<b>Review Risk - Contingency Plans</b>  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  Assumption of increase of 300 pa should hopefully be realised. Managed closely by Chief Executive and CLT/Cabinet  Managed through Property Disposal Strategy  Former Glades now demolished and marketing of Parcel 1 well underway. 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. ICT Strategy Group oversee/enhance the governance, planning and delivery arrangements of the strategy between ICT and council service areas.  Shared Services partnerships continue to contribute to collaborative efficiencies but will be monitored to ensure risk is managed and mitigated. Continue to discourage non-essential expenditure, monthly budget monitoring reports provide more management information. Focus on income generation and innovative alternative service delivery models. External borrowing is £17m, rates remain low but the economy is still volatile and future rates difficult to predict; Link Asset Services continue to provide technical advice. Revisions to codes may restrict scope for capital portfolio fund investment  Cash flow management will be tighter given reduction in capital and revenue reserves and use of the Link Cash flow model is being used to improve management information to help mitigate any risk in this area  2017 revaluation contained within existing budgets but risk remains going forward for this significant expenditure area  Under £1m in outstanding and work will continue to achieve maximum recovery.

<p><b>Quadrant 3 Continued</b></p> <p>15. MMI Claw Scheme</p> <p>16. Retention of Depot Site</p> <p>17. Information Governance</p> <p>18. Income Generation</p> <p>19. Homelessness Reduction Act</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>Income Generation Group continues to work to protect/expand market share. External report commissioned from CommericalGov to inform marketing strategy</p> <p>Changes from April 2018 to place further responsibilities on districts and unclear at this early stage if new burdens funding will be sufficient</p>
<p><b>Quadrant 4 - High Risk, High Impact</b></p> <p>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. Baseline reset 2020</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><b>Immediate Action</b></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>Application for pan-Worcestershire Pilot submitted for 2018-19. Proposed changes to funding arrangements and delays continue to cause uncertainty and risk. The Baseline reset could also result in a decrease in this key funding stream. 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 Director of Resources</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 Development Loans Fund and Capital Portfolio Fund 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>Introduction of Universal Credit form Nov 2018 to be carefully managed and impact monitored</p> <p>Progress continues to be monitored and reported regularly to members.</p>

<p><b>Quadrant 4 Continued</b></p> <p>12. Potential Local Government Reorganisation</p> <p>13. Realignment of area/political area</p>	<p>Macroeconomic area strategically assessed and managed by the Leadership team.</p> <p>The Government is proposing to review the LEP footprints so keep under strategic review.</p>
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## **Capital Programme 2017-18 Onwards**

### **1. PURPOSE**

- 1.1 To consider the Capital Programme 2017-18 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, the Property Disposal Strategy and also the Capital Portfolio and Loans to Third Parties Investment Strategies. The Capital Programme is prepared in accordance with these Strategies taking into account all the relevant factors, underpinned by the Corporate Priorities of:

- : Support you to contribute to a successful local economy; and
- : Support you to live in clean, green and safe communities

### **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 2017 the total was £17m. The majority of these loans were with the PWLB, except for £1m with Derbyshire County Council. The Council will continue to enter into further borrowing arrangements in accordance with the Medium Term Financial Strategy (MTFS) as capital schemes progress. Two significant new schemes approved by Council in February 2017 for a Capital Portfolio Fund and Development Loans Fund totalling £35m to be funded by borrowing will increase the future borrowing requirement. Progress in respect of these schemes is detailed in section 4.2.3. External borrowing is scheduled within the MTFS as the Council's cash balances continue to reduce and there is limited scope to 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 2017-18 with the Council share currently forecast to be approximately £75k at 30<sup>th</sup> September 2017. The continuing support of the Government for Right to Buy (RTB), 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. Currently, RTB receipts are allocated to general capital reserves and the subsequent allocation of future year's receipts are to be considered as part of the annual budget process.

- 3.4 The capital allocation passported from Worcestershire County Council from the Better Care Fund is currently just over £1m per annum and this is allocated to support Disabled Facilities Grants (DFGs) without the need for top-up from Council funding. This Council's assumed ongoing allocation for this Strategy is £1m per annum but is subject to annual confirmation. It is hoped that the full passporting of this funding will continue although there is a risk that Worcestershire County Council may seek to revise this arrangement.
- 3.5 The Autumn Budget announced £42 million of additional funding for the Disabled Facilities Grant is being provided in 2017-18, which will increase the total budget for this year to £473 million. This will be transferred directly to district councils, thus by-passing the bureaucracy of the Better Care Fund under which the county council delayed passing on the remaining resources for 2017-18 earlier in the year. This Council's share of this additional funding is £108k and this is reflected in the Capital Programme. While we will make every effort at least to commit the resource, the chances of spending 100% of this additional funding within four months are slim.
- 3.6 Any final adjustments to the Capital Programme 2017-20 and associated Prudential Indicators will be updated in the February 2018 reports to Council. This will include the impact of the proposed £3.3m Depot 2020 investment if approved by December 2017 Council (see also Section 4.2.6) and also the proposed refresh of the ICT Strategy that is to be considered as a Cabinet Proposal requesting £1.757m Capital funding from prudential borrowing, subject to approval as part of the overall Medium Term Financial Strategy.

#### **4. FINANCIAL IMPLICATIONS**

##### Base Capital Programme

- 4.1 Revised Capital Programme of approved schemes, including details of actual expenditure, prior to 1<sup>st</sup> April 2017 and technical officers' estimates of projected costs, is set out in Appendix A.

##### 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 (for example, construction contract retentions) that was completed on time and within budget, opening in July 2016. This scheme continues to generate significant revenue budget savings. Cabinet in July 2017 approved a 50% funding contribution for a further 31 car parking spaces at Wyre Forest Leisure Centre utilising some of the existing capital contingency. Capital and revenue contingencies in respect of this project have been reviewed and reduced as part of this budget process to reflect the reduced risk now that the scheme has been successfully delivered.

- 4.2.2 Demolition of the former Wyre Forest Glades Leisure Centre (WFGLC) has now taken place in order to generate a higher capital receipt for the cleared site forming part of the major Lion Fields redevelopment regeneration scheme. This first land parcel has been marketed and redevelopment is expected to proceed once a preferred partner has been appointed from bids received. It is hoped that the appointment of a strong partner will result into much needed redevelopment of this key site as well as realising the capital receipt.
- 4.2.3 In February 2017, Council approved the allocation of up to £35m, funded by borrowing, for investment in a Capital Portfolio Fund (£25m) and Loans to Third parties (£10m), now known as the Development Loan Fund. The Capital Portfolio Fund will support both regeneration and economic growth allied to the Council's income generation/commercialism objectives. The Development Loan Fund will help deliver the Council's regeneration and economic development objectives in terms of both housing and commercial regeneration in accordance with the corporate plan priority "to support you to contribute to a successful local economy", whilst also potentially generating future income streams. The Cabinet adopted strategies for the operation of the two funds at its meeting on 14<sup>th</sup> June 2017 [http://www.wyreforest.gov.uk/council/docs/doc51989\\_20170614\\_cabinet\\_agenda.pdf](http://www.wyreforest.gov.uk/council/docs/doc51989_20170614_cabinet_agenda.pdf). The Property and Investment Manager has been in post since June 2017 and is actively working to explore suitable proposals for future consideration by Council. Also, work to agree robust due diligence processes and procedures is well progressed. Finance Birmingham are likely to be appointed as Fund managers for the Development Loans Fund as they have relevant professional expertise in this technical area and are registered with the Financial Conduct Authority (FCA). Finance Birmingham will also actively market and promote the £10m Development Loans Fund. A procurement process has been undertaken to select and appoint a framework of property specialists to assist in the preparation of proposals for purchase of properties for the Capital Portfolio Fund and this is now in place. Financial due diligence services are also being procured to ensure we have ready access to specialist external advice to support future proposals for what is likely to be significant capital expenditure.
- 4.2.4 Capital Expenditure on Wyre Forest House is £9.58m. The consolidation of buildings and staff has generated significant revenue savings reflected in the base budget. 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. Expenditure on this scheme remains within its allocated project budget of £10m. The final account remains outstanding and is the subject of ongoing legal consideration.
- 4.2.5 In September 2017 Council approved a further increase in the Bewdley Medical Centre (BMC) capital scheme. This will allow the completion of the final element of this project for the creation of the new medical centre and library and regeneration of an important town centre site in Bewdley. The Council completed an exchange of land with the GPs at BMC involving part of Dog Lane car park and the former BMC land and has now demolished the former BMC to provide new car parking to compensate for that lost in Dog Lane car park to facilitate the new medical centre. The laying out of the new Load Street car park is anticipated to complete in 2018.

- 4.2.6 Council on the 13<sup>th</sup> December 2017 will consider a recommendation from Cabinet on the 24<sup>th</sup> November 2017 to amend the Capital Programme to reflect a proposal for £3.3m investment at Green Street Depot with proposed funding of £2.7m borrowing and £600k from capital receipts and direct revenue funding. Cabinet delegated agreement of the final detailed business case for the Depot 2020 project to the Corporate Director: Community Well Being and Environment in consultation with statutory officers and the Leader of the Council. The preferred option proposes to upgrade the site whilst also providing income generating opportunities and reducing costs. Subject to Council approval this proposal will be reflected in the Medium Term Financial Strategy papers for the February 2018 meeting.
- 4.2.7 Following approval by Council on the 14<sup>th</sup> December 2016 the conversion of the former Council property in New Street Stourport-on-Severn is now complete and the facility is operational as an alternative temporary accommodation provision for households who are in housing need or homeless. This was approved on a “spend to save” basis, the final cost being £297,060. The same Council meeting approved funding to purchase land and the subsequent construction of industrial units, subject to the production of a satisfactory full business case that is in the final stages of completion. Both of these approvals draw funding from the Evergreen Fund (see paragraph 4.2.8).
- 4.2.8 Any future capital receipts from asset disposals will be allocated to the Future Investment Evergreen Fund (EIF). The approval of the EIF 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 partnership with developers. The aim is to help the district grow in housing, business or general economic terms. Total funding held in the EIF was circa £910k before the allocations of £750k to the new spend to generate income stream projects of New Street Bed and Breakfast and the Industrial Units developments as set out in paragraph 4.2.7 above. Officers continue to actively consider how to utilise this to maximise the benefit for the district. Each business case will be considered by Overview and Scrutiny Committee and Cabinet.
- 4.3 It should also be noted that the future funding of the Capital Programme includes an estimated underlying Capital Financing Requirement of £51.563million (as at 31/03/2021 – 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, policies for the Capital Portfolio Fund and the Development Loans Fund, 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 £17m 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 continues for bridging finance for the Leisure Centre project, pending the receipt of sales proceeds from the former Wyre Forest Glades site. These interim costs are included in the base budget funded from project reserves set aside for this purpose.
- 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 Corporate Director: Resources 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 less likely to be sustainable on a temporary basis; in line with our expenditure approvals, our cash balances are diminishing to levels whereby the Corporate Director: Resources 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 Link Asset Services our Treasury Management advisors.

Description	2017-18 (and prior to 1/4/2017)	2018-19	2019-20	Closing CFR (at 31/3/2021)
	£'000	£'000	£'000	£'000
<b>Current estimated Capital Financing Requirement at 31st March</b>	<b>31,559</b>	<b>45,983</b>	<b>53,589</b>	<b>51,563</b>

#### 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 £35million within the period of the current Finance Strategy, based upon the latest estimate of the Capital Financing Requirement detailed above. This is in respect of the two major capital schemes detailed in 4.2.3.

- 4.4.6 The Corporate Director: Resources 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 Corporate Director: Resources 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 Corporate Director: Resources 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.

- 5.3 The Chartered Institute of Public Finance and Accountancy, (CIPFA), is currently conducting an exercise to consult local authorities on revising the Treasury Management Code and Cross Sectoral Guidance Notes, and the Prudential Code. CIPFA is aiming to issue the revised codes during November 2017. A particular focus of this exercise is how to deal with local authority investments which are not treasury type investments e.g. by investing in purchasing property in order to generate income for the authority at a much higher level than can be attained by treasury investments. One recommendation is that local authorities should produce a new report to members very similar to Capital Strategies previously required by the DCLG. The aim of reintroducing this approach is to give a high level summary of the overall capital strategy and to enable members to see how the cash resources of the authority have been apportioned between treasury and non treasury investments. Officers are monitoring developments and will report to members when the new codes have been agreed and issued and on the likely impact on this authority.

**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 Since the final account for the construction of Wyre Forest House remains outstanding there is a risk that costs could exceed approved budgets. This is being mitigated by ongoing legal consideration.
- 6.3 The policy approvals on Development Loans Fund and the Capital Portfolio Fund are taking time to develop to ensure that robust due diligence processes are in place as part of the process for consideration and approval of proposals. Whilst risk is inherent in these policies this will be managed and reported on as part of the business case process. However there is a risk that the revisions to the Treasury Management and Prudential Codes could result in restrictions being placed on such innovative proposals; this could reduce the scope for identification and/or funding of future investment opportunities for this Council.
- 6.4 These risks, together with all other risks associated with the Capital Programme 2017-18 onwards, are managed as detailed in the Budget and Policy framework 2017-20 and allied Budget Risk Matrix Appendix, as considered by Cabinet in the main report on this agenda.

**7. EQUALITY IMPACT NEEDS ASSESSMENT**

- 7.1 This is a financial report and does not require an EIA on the protected characteristics.

**8. CONCLUSION**

- 8.1 The Council continues to have an underlying borrowing requirement. This will continue to be converted into external borrowing as the capital programme approvals are progressed.
- 8.2 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 £51.563million at end of 2021. A table of potential future Prudential Borrowing Requirement is given in paragraph 4.4.4 (excluding Cabinet Proposals).
- 8.3 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 Link Asset Services (formerly Capita Asset Services)

**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
- 10.4 Strategies for the capital portfolio and loans to third parties – Cabinet 14<sup>th</sup> June 2017

## CAPITAL PROGRAMME 2018 TO 2021

Detail	2017/2018		2018/2019 Estimate £	2019/2020 Estimate £	2020/2021 Estimate £	Prior to 01/04/2016 £	Total £
	Original £	Revised £					
<b>1. COMMITTED EXPENDITURE</b>							
<b>1. CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL</b>							
New Headquarters - Office Accommodation Boundary Wall at 49 Worcester Street	400,000 -	- -	413,610 10,000	- -	- -	9,586,390 -	10,000,000 10,000
<b>SUB TOTAL</b>	<b>400,000</b>	<b>0</b>	<b>423,610</b>	<b>0</b>	<b>0</b>	<b>9,586,390</b>	<b>10,010,000</b>
<b>2. COMMUNITY WELL-BEING AND ENVIRONMENT</b>							
Future Leisure Provision (including demolition costs) Northwood Lane Improvements Franchise Street S106 - Brinton Park Franchise Street S106 - Arts Development Parking Facilities: Improvement to Car Parks Bewdley Museum Improvements Green Street Depot Investment Brinton Park HLF Scheme (subject to successful HLF bid)	194,440 - - - - 1,100,000 100,000	727,250 7,830 37,430 9,330 30,000 37,960 50,000 100,000	- - - - 50,010 1,050,000 -	- - - - - - -	- - - - - -	13,624,950 12,170 24,780 - 414,490 - - -	14,352,200 20,000 62,210 9,330 494,500 37,960 1,100,000 100,000
<b>SUB TOTAL</b>	<b>1,394,440</b>	<b>999,800</b>	<b>1,100,010</b>	<b>0</b>	<b>0</b>	<b>14,076,390</b>	<b>16,176,200</b>
<b>3. ECONOMIC PROSPERITY AND PLACE</b>							
Housing Strategy: Disabled Facilities Grants (subject to confirmation 2017-18, 2018-19 & 2019-20) 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* Capital Portfolio Fund* Development Loans Fund* * Subject to Business Cases & Due Diligence	1,254,960 267,060 185,560 - 18,410 - - - - 150,220 - 500,000 467,610 2,150,040 25,000,000 10,000,000	1,207,700 291,650 185,260 19,250 10,000 3,200 43,460 280 364,110 5,000 750,090 - 160,580 1,075,020 10,000,000 2,000,000	1,475,370 - 68,540 - 18,410 - - - - 15,000 20,000 500,000 - 1,075,020 10,000,000 4,000,000	1,000,000 - - - - - - - - - - - - - 5,000,000 4,000,000	1,000,000 - - - - - - - - - - - - - - -	10,133,140 5,410 1,806,570 238,510 170,590 29,800 91,340 152,120 2,621,860 83,150 146,850 - - - - -	14,816,210 297,060 2,060,370 257,760 199,000 33,000 134,800 152,400 2,985,970 103,150 916,940 500,000 160,580 2,150,040 25,000,000 10,000,000
<b>SUB TOTAL</b>	<b>39,993,860</b>	<b>16,115,600</b>	<b>17,172,340</b>	<b>10,000,000</b>	<b>1,000,000</b>	<b>15,479,340</b>	<b>59,767,280</b>
<b>4. RESOURCES</b>							
ICT Strategy	155,810	261,200	-	-	-	2,333,080	2,594,280
<b>SUB TOTAL</b>	<b>155,810</b>	<b>261,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,333,080</b>	<b>2,594,280</b>
<b>5. VEHICLE, EQUIPMENT &amp; SYSTEMS RENEWAL SCHEDULE</b>							
Vehicles & Equipment	870,000	974,000	815,420	878,000	382,000	6,478,520	9,527,940
<b>SUB TOTAL</b>	<b>870,000</b>	<b>974,000</b>	<b>815,420</b>	<b>878,000</b>	<b>382,000</b>	<b>6,478,520</b>	<b>9,527,940</b>
<b>TOTAL COMMITTED EXPENDITURE</b>	<b>42,814,110</b>	<b>18,350,600</b>	<b>19,511,380</b>	<b>10,878,000</b>	<b>1,382,000</b>	<b>47,953,720</b>	<b>98,075,700</b>

## CAPITAL PROGRAMME 2018 TO 2021

Detail	2017/2018		2018/2019 Estimate £	2019/2020 Estimate £	2020/2021 Estimate £	Prior to 01/04/2016 £	Total £
	Original £	Revised £					
<b>2. FINANCING</b>							
Capital Receipts: Funding Approved	1,575,360	1,027,130	712,940	-	-		1,740,070
Evergreen Fund - Asset Disposals	6,610	160,580	-	-	-		160,580
Evergreen Fund - Future Asset Disposals	461,000	-	-	-	-		0
Future Leisure Provision Scheme - Temporary Borrowing/Asset Disposals	-	697,250	-	-	-		697,250
Future Leisure Provision Scheme - Sport England Grant	30,000	30,000	-	-	-		30,000
Future Leisure Provision Scheme - Prudential Borrowing	164,440	-	-	-	-		0
Prudential Borrowing for Regeneration of Economic Development Scheme	-	134,180	-	-	-		134,180
Prudential Borrowing for Carbon Management Scheme	150,220	5,000	15,000	-	-		20,000
Prudential Borrowing for Worcester Street Improvements Grant (Match Funding)	500,000	-	500,000	-	-		500,000
Prudential Borrowing for Industrial Units Development	1,650,040	575,020	1,075,020	-	-		1,650,040
Prudential Borrowing for Development Loans Fund	10,000,000	2,000,000	4,000,000	4,000,000	-		10,000,000
Prudential Borrowing for Capital Portfolio Fund	25,000,000	10,000,000	10,000,000	5,000,000	-		25,000,000
Prudential Borrowing for Green Street Depot Investment	1,100,000	50,000	1,050,000	-	-		1,100,000
Prudential Borrowing for Brinton Park HLF Scheme	100,000	100,000	-	-	-		100,000
Public Realm Funding (from Worcestershire County Council)	-	148,960	-	-	-		148,960
Better Care Fund Grant (from Worcestershire County Council)	1,118,530	1,182,500	1,276,440	1,000,000	1,000,000		4,458,940
Disabled Facilities Grant (from DCLG)	-	107,700	-	-	-		107,700
Decent Homes Grant	-	66,810	-	-	-		66,810
Planning Delivery Grant	-	19,250	-	-	-		19,250
S.106 Funding (Parking - Contractual Agreement)	-	30,000	28,150	-	-		58,150
S.106 Funding (Franchise Street)	-	46,760	-	-	-		46,760
Flood Relief Grant (from DCLG)	18,410	10,000	18,410	-	-		28,410
Repair and Renew Flood Grants (from DCLG)	-	3,200	-	-	-		3,200
West Midlands Museum Development Grant	-	37,960	-	-	-		37,960
North Worcs Water Management Capital Projects - Redditch BC Funding	-	43,460	-	-	-		43,460
North Worcs Water Management Capital Projects - Bromsgrove DC & WCC Funding	-	280	-	-	-		280
Bewdley Medical Centre Funding (from Worcestershire County Council)	-	35,000	-	-	-		35,000
Vehicles, Equipment & Systems (Prudential Borrowing)	939,500	1,043,500	815,420	878,000	382,000		3,118,920
Direct Revenue Funding:							
Bewdley Medical Centre	-	715,090	20,000	-	-		735,090
Regeneration of Economic Development	-	80,970	-	-	-		80,970
	42,814,110	18,350,600	19,511,380	10,878,000	1,382,000		50,121,980

**Memorandum:****Capital Portfolio Fund**

Allocated Scheme:

Silverwoods Way (former Franco Site) (maximum allocation; subject to detailed

Business Case)

Unallocated

Total

	2017/2018		2018/2019 Estimate £	2019/2020 Estimate £	2020/2021 Estimate £
	Original £	Revised £			
	-	428,190	-	-	-
	25,000,000	9,571,810	10,000,000	5,000,000	-
	25,000,000	10,000,000	10,000,000	5,000,000	0

# VEHICLE, EQUIPMENT AND SYSTEMS RENEWALS SCHEDULE 2018 TO 2021

APPENDIX 6/B

DETAIL	Fleet Number	2017/18		2018/19	2019/20	2020/21
		Original £	Revised £	Estimate £	Estimate £	Estimate £
<b>1. VEHICLES</b>						
REFUSE FREIGHTER 26,000kg	AV237	100,000	95,500	-	-	-
REFUSE FREIGHTER 26,000kg	AV238	100,000	95,500	-	-	-
REFUSE FREIGHTER 24,000kg	AV245	-	-	100,000	-	-
REFUSE FREIGHTER 26,000kg	AV246	-	-	100,000	-	-
REFUSE FREIGHTER 26,000kg	AV239	-	-	100,000	-	-
REFUSE FREIGHTER 26,000kg	AV241	-	-	91,000	-	-
REFUSE FREIGHTER 26,000kg	AV234	-	-	-	165,500	-
REFUSE FREIGHTER 26,000kg	AV268	-	-	-	165,500	-
SMALL REFUSE FREIGHTER	AV261	-	-	-	-	70,000
REFURBISHMENT FUND	N/A	-	25,000	-	-	-
REFUSE FREIGHTER 24,000kg	AV235	161,000	165,500	-	-	-
REFUSE FREIGHTER 24,000kg	AV236	161,000	165,500	-	-	-
CMP ENGINE MANAGEMENT SYSTEMS	N/A	9,000	4,500	4,500	9,000	-
CMP ELECTRIC BIN LIFTS	N/A	9,000	4,500	4,500	-	-
SMALL REFUSE FREIGHTER	AV211	80,000	-	80,000	-	-
REFUSE FREIGHTER 26,000kg	NEW	-	-	-	170,000	-
TIPPER 7,500 kg	AV033	-	45,000	-	-	-
TIPPER 3,500 kg	AV180	40,000	40,000	-	-	-
LIGHT VAN	AV218	-	-	-	-	25,000
LIGHT VAN	AV204	-	18,000	-	-	-
LIGHT VAN	AV230	-	-	-	-	18,000
LIGHT VAN	AV229	-	-	-	-	18,000
4x4	AV191	-	23,000	-	-	-
4x4	AV252	-	-	-	23,000	-
TIPPER 3,500 kg	AV255	-	-	-	-	30,000
TIPPER 3,500 kg	AV256	-	-	-	-	30,000
TIPPER 3,500 kg	AV179	-	30,000	-	-	-
PAVEMENT SWEEPER	AV258	-	-	-	-	75,000
PAVEMENT SWEEPER (LARGE)	AV184	-	-	-	120,000	-
PAVEMENT SWEEPER	AV270	70,000	70,000	-	-	-
LIGHT VAN	AV174	-	20,000	-	-	-
LIGHT VAN	AV203	-	20,000	-	-	-
GARAGE EQUIPMENT	N/A	-	-	23,420	-	-
TIPPER 3,500 kg	AV177	-	-	30,000	-	-
TIPPER 3,500 kg	AV220	-	-	-	30,000	-
TIPPER 3,500 kg	AV063	20,000	20,000	-	-	-
TIPPER 3,500 kg	AV221	-	-	-	30,000	-
TIPPER 3,500 kg	AV064	-	-	30,000	-	-
TIPPER 3,500 kg	AV222	-	-	-	30,000	-
TIPPER 3,500 kg	AV193	30,000	-	30,000	-	-
TIPPER 3,500 kg	AV200	-	-	30,000	-	-
TIPPER 3,500 kg	AV223	-	-	-	30,000	-
TIPPER 3,500 kg	AV201	-	-	30,000	-	-
TIPPER 3,500 kg	AV202	-	-	30,000	-	-
TIPPER 3,500 kg	AV214	-	-	30,000	-	-
TIPPER 3,500 kg	AV216	30,000	-	30,000	-	-
MIDI TRACTOR	AV189	30,000	30,000	-	-	-
RIDE ON MOWER	AV269	-	-	30,000	-	-
MOWING MACHINE	AV240	-	-	-	35,000	-
RIDE ON MOWER	AV250	30,000	30,000	-	-	-
WEED SPRAYER	AV271	-	-	-	-	12,000
TRACTOR	AV070	-	32,000	-	-	32,000
RIDE ON MOWER	AV212	-	-	-	32,000	-
RIDE ON MOWER	AV226	-	-	-	-	22,000
TIPPER 7,000kg	AV181	-	-	-	38,000	-
LIGHT VAN	AV043	-	20,000	-	-	-
JCB DIGGER	AV183	-	-	-	-	50,000
<b>2. OTHER</b>						
Parking & Enforcement - replacement handsets		-	-	30,000	-	-
Flail Equipment replacement		-	20,000	-	-	-
Post handling machines replacements		-	-	12,000	-	-
		870,000	974,000	815,420	878,000	382,000