

Open

Cabinet

Agenda

6pm
Tuesday, 18th December 2018
Council Chamber
Wyre Forest House
Finepoint Way
Kidderminster



Cabinet

The Cabinet Members and their responsibilities:-

Councillor M J Hart	Leader of the Council & Strategy
Councillor I Hardiman	Deputy Leader & Housing, Health & Well-being
Councillor R J Vale	Operational Services
Councillor N J Desmond	Resources
Councillor J Smith	Culture, Leisure & Community Protection
Councillor C Rogers	Economic Regeneration & Planning

Scrutiny of Decisions of the Cabinet

The Council has one Scrutiny Committee that has power to investigate policy issues and question members of the Cabinet who have special responsibility for a particular area of the Council's activities. The Cabinet also considers recommendations from this Committee.

In accordance with Section 10 of the Council's Constitution, Overview and Scrutiny Procedure Rules, and Standing Order 2.4 of Section 7, any item on this agenda may be scrutinised by the Scrutiny Committee if it is "called in" by the Chairman or Vice-Chairman of the Overview & Scrutiny Committee and any other three non-Cabinet members.

The deadline for "calling in" Cabinet decisions is 5pm on Tuesday 8th January 2019.

Councillors wishing to "call in" a decision on this agenda should contact Louisa Bright, Principal Committee and Member Services Officer, Wyre Forest House, Finepoint Way, Kidderminster. Telephone: 01562 732763 or email louisa.bright@wyreforestdc.gov.uk

Urgent Key Decisions

If the Cabinet needs to take an urgent key decision, the consent of the Scrutiny Committee Chairman must be obtained. If the Scrutiny Committee Chairman is unable to act the Chairman of the Council or in his/her absence the Vice-Chairman of the Council, must give consent. Such decisions will not be the subject to the call in procedure.

Declaration of Interests by Members – interests of members in contracts and other matters

Declarations of Interest are a standard item on every Council and Committee agenda and each Member must provide a full record of their interests in the Public Register.

In addition, alongside the Register of Interest, the Members Code of Conduct ("the Code") requires the Declaration of Interests at meetings. Members have to decide first whether or not they have a disclosable interest in the matter under discussion.

Please see the Members' Code of Conduct as set out in Section 14 of the Council's constitution for full details.

Disclosable Pecuniary Interest (DPI) / Other Disclosable Interest (ODI)

DPI's and ODI's are interests defined in the Code of Conduct that has been adopted by the District.

If you have a DPI (as defined in the Code) in a matter being considered at a meeting of the Council (as defined in the Code), the Council's Standing Orders require you to leave the room where the meeting is held, for the duration of any discussion or voting on that matter.

If you have an ODI (as defined in the Code) you will need to consider whether you need to leave the room during the consideration of the matter.

For further information

If you have any queries about this Agenda or require any details of background papers, further documents or information you should contact Louisa Bright, Principal Committee and Member Services Officer, Wyre Forest House, Finepoint Way, Kidderminster. Telephone: 01562 732763 or email louisa.bright@wyreforestdc.gov.uk

Documents referred to in this agenda may be viewed on the Council's website - www.wyreforestdc.gov.uk/council/meetings/main.htm

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If members of the public do not wish to have their image captured they should sit in the Stourport and Bewdley Room where they can still view the meeting.

If any attendee is under the age of 18 the written consent of his or her parent or guardian is required before access to the meeting room is permitted. Persons under 18 are welcome to view the meeting from the Stourport and Bewdley Room.

If you have any queries regarding this, please speak with the Council's Legal Officer at the meeting.

* Unless there are no reports in the open session.

Wyre Forest District Council

Cabinet

Tuesday, 18th December 2018

Council Chamber, Wyre Forest House, Finepoint Way, Kidderminster

Part 1

Open to the press and public

Agenda item	Subject	Page Number
1.	Apologies for Absence	
2.	Declarations of Interests by Members In accordance with the Code of Conduct, to invite Members to declare the existence and nature of any Disclosable Pecuniary Interests (DPI's) and / or Other Disclosable Interests (ODI's) in the following agenda items and indicate the action that they will be taking when the item is considered. Please see the Members' Code of Conduct as set out in Section 14 of the Council's Constitution for full details.	
3.	Minutes To confirm as a correct record the Minutes of the meeting held on the 13th November 2018.	7
4.	CALL INS a verbal update will be given on any decisions which have been "called in" since the last meeting of the Cabinet.	
5.	Items Requiring Urgent Attention To consider any item which, in the opinion of the Chairman requires consideration at the meeting as a matter of urgency.	
6.	Public Participation In accordance with the Council's Scheme for Public Speaking at Meetings of Full Council/Cabinet, to allow members of the public to present petitions, ask questions, or make statements, details of which have been received by 12 noon on Monday 10 th December 2018 . (See front cover for contact details).	

7.		
	Councillor N Desmond	
7.1	Financial Strategy 2019 – 2022 To consider a report from the Corporate Director: Resources to provide the Cabinet with financial information in order to make proposals for the Budget Strategy for the period 2019-22.	11
7.2	Capital Strategy To consider a report from the Corporate Director: Resources and the Corporate Director: Economic Prosperity and Place which provides Members with information to support the recommendations within the Medium Term Financial Strategy and to seek approval of a Capital Strategy for 2019-22 including prudential indicators which set limits for non financial investments and to fulfil the key requirements of the MHCLG Investment Guidance.	52
8.	To consider any other business, details of which have been communicated to the Solicitor to the Council before the commencement of the meeting, which the Chairman by reason of special circumstances considers to be of so urgent a nature that it cannot wait until the next meeting.	
9.	Exclusion of the Press and Public To consider passing the following resolution: “That under Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of “exempt information” as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”.	

Part 2

Not open to the Press and Public

10w.		
11.1	<p>Investment Proposal</p> <p>To consider a report from the Corporate Director: Economic Prosperity and Place which provides a business case to support an investment proposal for the Capital Portfolio Fund.</p> <p>To also consider the recommendations from the Overview and Scrutiny Sub-Committee from its meeting on 17th December 2018 <i>(To follow)</i></p>	<p>Councillor N Desmond</p> <p>-</p>
12.	<p>To consider any other business, details of which have been communicated to the Solicitor to the Council before the commencement of the meeting, which the Chairman by reason of special circumstances considers to be of so urgent a nature that it cannot wait until the next meeting.</p>	

WYRE FOREST DISTRICT COUNCIL

CABINET

COUNCIL CHAMBER, WYRE FOREST HOUSE, FINEPOINT WAY, KIDDERMINSTER

13TH NOVEMBER 2018 (6PM)

Present:

Councillors: M J Hart (Chairman), N J Desmond, I Hardiman, C Rogers, J D Smith and R J Vale.

Observers:

There were no members present as observers.

CAB.42 Apologies for Absence

There were no apologies for absence.

The Leader of the Council announced that the Chairman of the Overview and Scrutiny Committee, Councillor H Dyke, was unwell and would not be attending the meeting.

CAB.43 Declarations of Interests by Members

No declarations of interest were made.

CAB.44 Minutes

Decision: The minutes of the Cabinet meeting held on the 19th September 2018 and the minutes of the Special Cabinet meeting held on 30th October 2018 be confirmed as a correct record and signed by the Chairman.

CAB.45 Call Ins

No decisions had been called in since the last Cabinet meeting.

CAB.46 Items Requiring Urgent Attention

There were no items requiring urgent attention.

CAB.47 Public Participation

There was no public participation.

CAB.48 Council Tax Reduction Scheme Review 2019/20

A report was considered from the Revenues, Benefits & Customer Services

Manager which provided information on the recent consultation to make changes to the Council Tax Reduction Scheme in 2019/20.

The Cabinet Member for Resources presented the report. He explained that since 2013 the Council had operated a Council Tax Reduction Scheme for all working age people in the District. He added that the proposal was not about amending the 20% threshold; it focused on changing the scheme that would essentially protect those people in receipt of benefits in light of the changes to Universal Credit which would come into force during November. He said that the changes would simplify the system for claimants, as it would prevent claimants from potentially having to constantly inform the authority of any changes to their circumstances. He added that the system would also be easier for the Council to administer.

The Cabinet Member for Resources said that the changes were fair and would improve the scheme. He thanked the Revenues, Benefits & Customer Services Manager, Lucy Wright, and her team for the tremendous amount of work they had put into devising the scheme, and formally moved the recommendation as set out in the report.

The Leader seconded the recommendation for approval by Council. He echoed the thanks given to the Revenues, Benefits & Customer Services Manager and her team. He said that the principles of the scheme, as set out in the report, remain clear and was pleased that the hardship fund would be retained. He added that the proposal had been considered and was supported by the Overview and Scrutiny Committee.

The Cabinet Member for Operational Services supported the proposal as she felt it would help people to budget their finances better.

Decision: In line with the recommendations from the Overview and Scrutiny Committee: Recommend to Council that from 1st April 2019:

The Council Tax Reduction Scheme is amended as outlined in paragraph 3.11 of the report to Cabinet.

CAB.49 Write-off of Amounts Outstanding Report

A report was considered from the Corporate Director: Resources which enabled the Cabinet to give consideration to writing off the sum of £98,224.56 in respect of debts that could not be collected.

The Cabinet Member for Resources presented the report and formally moved the recommendation for approval. He said that it was regrettable that the authority had to write off any amounts. However on occasion there was no other choice when robust recovery work to pursue debts had been exhausted.

The Cabinet Member for Resources outlined the circumstances surrounding the situation on this occasion. He advised that the tenant company concerned had used sharp practices to avoid paying its business rates liability. He added that he had written to the Ministry of Housing, Communities and Local Government setting out his disappointment with this case and asking for

changes in legislation to allow local Councils to bill landlords instead.

The Leader seconded the proposal and said that all recovery avenues had been fully explored.

Decision: The total of £98,224.56 as detailed in the Appendix to the Cabinet report, be written off.

CAB.50 Housing Assistance Policy

A report was considered from the Head of Strategic Growth which sought agreement for the policy that would be used to determine how the Disabled Facilities Grant (DFG) funding from central government would be spent.

The Cabinet Member for Housing, Health and Well-being presented the report. He advised that the Council uses its discretionary grants to support the Better Care Fund in order to support a number of ways to ensure that older people can remain in their homes and live independent lives. He added that the Housing Assistance Policy, as set out at appendix one of the report, detailed how the Council would deliver its services, which included the Disabled Facilities Programme.

He said that in 2018/19 the Council received £1.192m of capital funding via the Better Care Fund (BCF) to deliver its DFG programme and related services. He added that the policy had been considered by the Overview and Scrutiny Committee and formally moved the recommendation for approval.

The Leader said he welcomed the policy and funding from Central Government and seconded the proposal.

Decision: In line with the recommendations from the Overview and Scrutiny Committee:

The Housing Assistance Policy 2018 be approved.

CAB.51 Recommendations from Committees - Overview & Scrutiny Committee, 4th October 2018

a) Wyre Forest Health and Wellbeing Plan Update

The Cabinet Member for Housing, Health and Well-being presented the recommendations. He said that the plan set out the forthcoming programme of actions for the next year on interventions with partners that the Council proposed to make in respect of improving health and wellbeing across the District.

He said that the Overview and Scrutiny Committee had considered the plan and made four additional recommendations for consideration by Cabinet. He said that the first recommendation which requested the next update to set out more information on achievements and direction could be easily accommodated. Whilst the remaining three regarding Dementia Friends refresher training, promotion of mental health issues to help young people and

encouraging healthy eating to avoid childhood obesity were perfectly appropriate. He said the Council did rely on other partners for direct delivery of those items so would be reliant on others in that regard.

The Cabinet Member for Housing, Health and Well-being was happy to recommend the Wyre Forest Health and Wellbeing Action Plan 2018-21 with the amendments for approval. The proposal was seconded by the Leader.

Decision: In line with the recommendations from the Overview and Scrutiny Committee:

The Wyre Forest Health and Wellbeing Strategy and Health Action Plan 2018/21 as attached at Appendix 1 and 2 of the report to the Overview and Scrutiny Committee, as amended, be approved.

b) Climate Change Update

The Cabinet Member for Housing, Health and Well-being presented the recommendations. He said that the Overview and Scrutiny Committee had considered the action plan and had some specific recommendations for Cabinet to consider.

He said that the three recommendations could be easily accommodated and required publicity and signposting. He said he was happy to propose that the Climate Change Action plan 2018/19 including the additional recommendations be approved. The proposal was seconded by the Leader.

Decision: In line with the recommendations from the Overview and Scrutiny Committee:

The Climate Change Action Plan 2018/19 as attached at Appendix 2 of the report to the Overview and Scrutiny Committee, as amended, be approved.

There being no further business, the meeting closed at 6.26pm.

WYRE FOREST DISTRICT COUNCIL

CABINET
18th DECEMBER 2018

Medium Term Financial Strategy 2019-22

OPEN	
CABINET MEMBER:	Councillor N J Desmond
RESPONSIBLE OFFICER:	Corporate Director: Resources
CONTACT OFFICER:	Tracey Southall, Ext 2100 tracey.southall@wyreforestdc.gov.uk
Appendix 1 Appendix 2 Appendix 3 – Part 1 Appendix 3 – Part 2 Appendix 3 – Part 3 Appendix 4	Base Budget Projections 2019-22 Variance Analysis Part 1 – Fees and Charges for Noting Part 2 – Fees and Charges - Cabinet Part 3 – Fees and Charges - Council Risk Management <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 2019-22.

2. RECOMMENDATIONS Include

The Cabinet is asked to NOTE:

- 2.1 **The fees and charges as set out in Appendix 3 – 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 2019-22 (paragraph 7.3) including;

- a. **Approval of the Community Leadership Fund for 2019-20 of £33k;**
- b. **Approval of a further Localism Fund allocation of £50k in 2019-20.**

- c. **Approval the allocation of £30k in 2019-20 to preserve service standards of highways verge maintenance;**
 - d. **Approval of additional staffing resource for Planning Enforcement of 1 FTE for a 2 year fixed term at a cost of £25.9k in 2019-20 and £27.1k in 2020-21 funded from a combination of the 20% increase in Planning Fees previously approved and service efficiency savings as a result of the new system implementation;**
 - e. **Approval of additional staffing resource for Environmental Protection and Enforcement team of 1 FTE for a 2 year fixed term. Funded in part from additional fine income at a net cost of £17,540k in 2019-20, and £18,780 in 2020-21;**
 - f. **Approval of additional income generation targets of £75k in 2019-20, £100k in 2020-21 and £150k in 2021-22;**
- 2.2.2 The level of net expenditure and resultant Council Tax for 2019-22 as per paragraphs 7.1 and 7.4 including the revenue implications of the Capital Strategy report also on this agenda;**
- 2.2.3 To increase the Council Tax charge for long-term empty dwellings to the maximum possible level with effect from 1st April 2019 and in future years, in accordance with section 11B of the Local Government Finance Act 1992 as amended by section 2 of the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 (see paragraph 5.11);**
- 2.2.4 The fees and charges in line with this strategy and the impact on the Council's Revenue Budget for 2019-22, as shown in Part 3 of Appendix 3 (paragraphs 4.14 and 7.1 also refer);**

The Cabinet is asked to APPROVE:-

- 2.3 The fees and charges as set out in Appendix 3 – Part 2:**
- 2.4 That decisions in relation to the setting of new fees and charges arising in-year are delegated to the Corporate Director: Community Well-Being and Environment in consultation with the Commercial Activity Programme Board (CAPB) and Corporate Director: Resources (paragraph 4.7 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 18th December 2018 and 12th February 2019.**
- 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 8th January 2019 will be**

Cabinet Proposals and Alternative Budget Proposals together with the proposed Capital Strategy (this is a separate report on this agenda) and the final meeting on the 31st 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 2019, 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 provides 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 2021-22 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 £3.14m in 2021-22, of which projections show we should achieve £2.45m (78%); forecast as at December 2018. 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 Successive medium term financial strategies, which are approved each February by full Council, have been transparent about the gap between income and expenditure and that this would ultimately have to be closed. The Council has been very successful in putting back the point at which unpalatable decisions might have to be taken. Since 2009, the Council has rationalised its offices and leisure centres, investing significant capital sums to make them happen, but in a way that has produced revenue savings of well over £1m a year. The agreed investment to improve the Green Street depot site will make a modest but nevertheless worthwhile revenue contribution to improving the position; more importantly, the site will be fit for the future and support our efforts to grow commercial income.

- 4.5 It is not just the Council's estate that has been transformed since 2009. Many other initiatives have been successfully implemented to save money, to make the Council more efficient or to grow income. They include a range of mature shared services; innovative and successful localism projects with community groups and parish councils to run or meet part of the cost of a range of local assets and services. We are also making and strenuous efforts to grow commercial income both by selling services to residents and businesses and by buying assets to produce a revenue contribution through the capital portfolio fund whilst also making economic and regeneration contributions to the Wyre Forest area.
- 4.6 Whilst there is an increased level of general reserves available towards balancing the budget of £5.15m (including the £1m Working Balance) following the 2017-18 Final Accounts savings, it is clear that the future financial position for the Council will continue to be extremely challenging.
- 4.7 It is just over six 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 achieved from the outset, annual savings of £500k and this has risen to over £700k subsequently as a result of letting about 48% 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 centres;
 - 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. Discussions are at an advanced stage about transfer of full operational responsibility for the Town Hall to the Town 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. A number of acquisitions have been agreed from the £25m pot with three purchases being completed with multiple objectives, the main one being economic regeneration whilst also making a modest net return of £212k in 2018-19 to the revenue account. Gross income has grown from £3.936m in 2012-13 by 61% to £6.337m in 2018-19 (revised estimate);

Good progress continues to be made with **regeneration of the district**. To highlight only a few examples: the investment in a new railway station for Kidderminster is under way, with highways works having been commenced; a development partner has been selected for the first phase of the important Lion Fields development to the east of Kidderminster town centre; work has begun on opening Worcester Street up to traffic; the extension of the Load Street car park in Bewdley was successfully completed before the summer and has

proved very popular; and planning applications have been received for major housing-led developments at Lea Castle and Churchfields (both now approved). The importance of the Stourport Road and Worcester Road employment corridors to the district's economy has been reinforced with a further extension of the local development order to 2021. We were the first district in Worcestershire with an up-to-date local development plan, and consultation on the pre-submission version commenced in November 2018 with adoption in early 2020. The revised Local Plan will make appropriate provision for housing growth and employment land: consultation on the pre-submission version ends on the 17th December;

- Demonstrating a positive attitude to working with businesses underpinned by the award-winning shared service, North Worcestershire Economic Development and Regeneration. Annual business engagement conferences have been held since 2016 and hosted in the district;
- Successfully implementing new arrangements for welfare support, including the local council tax reduction scheme that was introduced in 2013 and changed significantly in 2016. A further revision of the scheme is to take effect from April 2019 to take account of the implementation of Universal Credit from November 2018;
- Transferring provision of housing advice including the homelessness service back in-house from June 2018 whilst also working with the requirements of the Homelessness Reduction Act 2017 (effective from April 2018). Successful completion of New Street Homelessness facility which has had over 90% occupancy since opening;
- 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.
- Moving towards a more commercial Council aided by the appointment of a Commercial Business Manager and the new Commercial Activity Programme Board that has delegation to allocate from a generic £250k Capital Budget and £100k Revenue pot. The Board's work will allow income targets to be reviewed for future years. To assist with pace, this report requests decisions in relation to the setting of new fees and charges arising in-year to be delegated to the Corporate Director: Community Well-Being and Environment in consultation with the Commercial Activity Programme Board (CAPB) and the Corporate Director: Resources.
- Depot 2020 – progression of the capital redevelopment project. This is our last significant operational base that has not benefited from investment. The project will mean we have a site that is fit for the future and support growth of commercial income whilst making a welcome revenue positive contribution towards the funding gap.

4.8 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 following table:

Priority: Support you to contribute to a successful local economy

	What we've done
Working with partners to create the conditions and certainty to foster a growing and sustainable local economy	Reached pre-submission consultation stage on the Local Plan; Agree the Strategy for Enabling Enterprise and Business Growth; established the Wolverhampton University Business Solutions Centre in Wyre Forest House; work closely with the two LEP Growth Hubs. Agreed to extend the shared economic development and regeneration service for North Worcestershire hosted by Wyre Forest. Renewal of the South Kidderminster Enterprise Park Local Development Order for a further 3 years
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. Procured the development partner to deliver a cinema led leisure development of the site. Agreed to procure a development partner to deliver the redevelopment of Parcel 2 (former Magistrates Court and indoor market site). Supported the development of the new Medical Centre in Bewdley and completion of construction of new car parking spaces. Highway work completed on Comberton Hill to support the redevelopment of Kidderminster Station. The main Station Forecourt works are due to commence in December 2018. Planning applications submitted and approved for the next phase of the Churchfields Urban Village, which will deliver circa 250 new homes. Linked to this, was the successful bid by the District Council to the Housing Infrastructure Fund to help pay for the required highway improvements.
Creating new job opportunities and improving skills	Running the third successful 'Opening Doors to Business' event for local schools. Monthly updates of District at Worcestershire Business Leaders. Consultation with business leaders on the Local Industrial Strategy.
Helping new businesses to start up and existing businesses to	Supported 21 new business start ups in 2016-17 including grants worth £8k.

grow	<p>In 2017/18: 98 entrepreneurs receiving business start-up advice, which resulted in 21 new business start-ups. 5 businesses access grants totalling £5,218.47. EU funds: 20 businesses accessed £316,737.50 worth of grant funding to support their growth. 1 Business, Greensafe IT, were supported with a Property Investment Programme grant of €200,000.</p>
Attracting inward investment and accessing alternative funding sources	<p>Ratio Park – Phase 1 speculative industrial units completed (Utilised LDO and Growing Places Loan from GBSLEP). Only 5 units left available on the development</p> <p>Work with Worcestershire Business Central and GBSLEP Growth Hub to enable eligible businesses to access a range of appropriate EU and local funding.</p>
Promoting the District as a great place to invest in, live in and visit	<p>Continue to develop and Business Ambassador Scheme; 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>

	What outcomes we've achieved
A community with lower unemployment and improved skills	Claimant count 1.5% in September 2018, which is in line with county average (1.6%) and below the national average (2.2%).
A diverse and well connected economy with vibrant and successful town centres	<p>Successful completion of phase 1 of £2.3m Kidderminster Town Centre public realm improvements. Full occupation of new retail units at Riverside Walk with 'Veeno's' taking the lease on the final unit.</p> <p>Further new retailers in Kidderminster, including Pandora and Warren James</p>

	What outcomes we've achieved
	Grants to support business ventures in Stourport and Bewdley, including the Swan PH (Stourport) and supporting events in Bewdley – eg Riverside Market. Commencement in October 2018 of the highways infrastructure work to Worcester Street Kidderminster in partnership with Worcestershire County Council to open this road to traffic and reinvigorate this part of the town centre.
Successful and sustained business growth	Worcestershire Growth Barometer 2018 includes 6 Wyre Forest based companies in top 50 Worcestershire fastest growing mid size businesses with the district businesses accounting for the highest level of turnover during this and last year. The district also tops the levels of employee growth for the same period.
Increased visitor opportunities	Bewdley Museum has been awarded a Certificate of Excellence for the third year running by travel experts, Trip Advisor. Visitor numbers 174,000 in 2015 190,000 in 2016, 191,196 in 2017 So far 183,708 in 2018, predicted end of season 200,000 plus
Redevelopment of redundant and under-used land and buildings	Former Glades Leisure Centre building cleared at Phase 1, Lionfields. Undertaken Ground Investigation works to understand the impacts on the proposed development.
Improved infrastructure	Silverwoods Way (Hoobrook link road) opened September 2016. Attracted £2.7m Housing Infrastructure Fund monies to support c£6m highway infrastructure scheme to open up brownfield land at Churchfields for residential development. Commencement of new rail station ticket office and forecourt for Kidderminster Railway Station.

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

	What we've done
Creating a greener and cleaner local environment	Public spaces protection order on dog controls in force 1 October 2017. Worked in partnership with McDonalds on clean up initiatives and subway improvements.

	What we've done
	<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>Continue to run £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>Secured £48,125 of community safety external funding for delivering projects in 2018/19.</p> <p>Renewed the Public Spaces Protection Order restricting alcohol consumption in Kidderminster Town Centre for a further three years until August 2020</p> <p>Set up "Safer Wyre Forest action group" to tackle town centre crime and environmental crime</p> <p>Working with 50 young people across all our high schools to become community ambassadors to promote safety amongst their peers. The 5th year of the project.</p> <p>Held the Young Citizenship Celebration Event 2018.</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	<p>Consultation on pre-submission for Local Plan, November to December 2018 as part of adoption of new Local Plan.</p>

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Preventing and reducing homelessness	Invested £287k to create council-owned temporary accommodation in Stourport-on-Severn that successfully opened in November 2017 and has achieved 67 households staying with us since opening and is close to 100% occupancy.
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	What outcomes we've achieved
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>% of respondents who think that anti-social behaviour is a problem in their local area 2017 16.9% 2018 27.1%</p> <p>% who think that drunk and rowdy behaviour is a problem in their local area 2017 22.2% 2018 33.9%</p> <p>% who think that drug use or drug dealing is a problem in their local area 2017 36.9% 2018 51.4%</p> <p>Viewpoint findings from 2018 are worse compared to 2017. The Community Safety Team is considering the findings and proposing actions in conjunction with partners.</p>

	What outcomes we've achieved
	<p>Reductions in Crime and ASB:</p> <p>Total recorded crime WF April 2017 to March 2018 = 8,003</p> <p>Total recorded crime WF April 2017 to November 2018 = 5,564</p> <p>Total recorded crime WF April 2018 to November 2018 = 5,599 – increase of 35 offences compared to same period last year</p> <p>ASB April 2017 – March 2018= 4,450</p> <p>ASB April 2017 – November 2017 = 3,187</p> <p>ASB April 2018 – November 2018 = 2,668 decrease of 519 incidents compared to same period last year.</p> <p>Number of people the Community Safety Team engages with on a face to face basis via events and activities throughout the year. April 2017 – March 2018 1,250 April 2018 – November 2018 1,160. On target to exceed 2017/18 figure.</p>
An increased supply of good quality and decent homes that are affordable to individuals and families	169 units were completed in 2017/18. Of these 137 were open market sale properties and 32 were affordable housing units.
A reduction in the number of people prevented from becoming homeless	The new Homeless Reduction Act 2017 has placed new burdens on the Council and households are encouraged to approach for assistance so numbers are increasing. This indicator is therefore no longer relevant.

4.9 Looking forward

- 4.10 The most significant issue facing the Council remains its financial position. The budget approved by Council in February involved generally marginal adjustments but, coupled with revised projections of future income, the financial gap to close in the third year of this strategy (2021-22) is estimated to have increased to circa £2.10m. The Council will need to continue to draw on its general reserves over the next three years but cannot continue on this footing indefinitely: activity and resources will have to be brought into alignment during that period as it seems unlikely that the fair funding formula and other changes to the local government finance system are going to improve the Council's position dramatically in 2020. Indeed, the prospect is that district councils generally might suffer if resources are

diverted away to fund the spiralling cost of social care and children's services. The Council thus continues to face difficult decisions ahead, despite the significant changes and major efficiency savings and increases in income achieved in the period since 2009. We will continue to reduce costs through internal efficiency, grow income by selling services and generate income from the Council's assets and seek out alternative service delivery vehicles where appropriate.

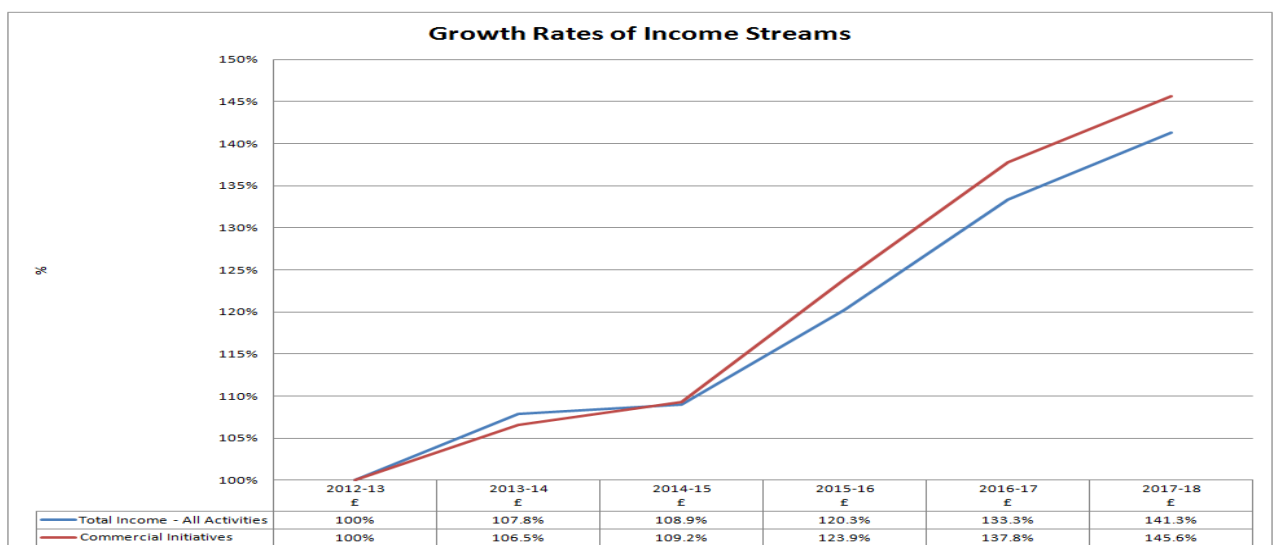
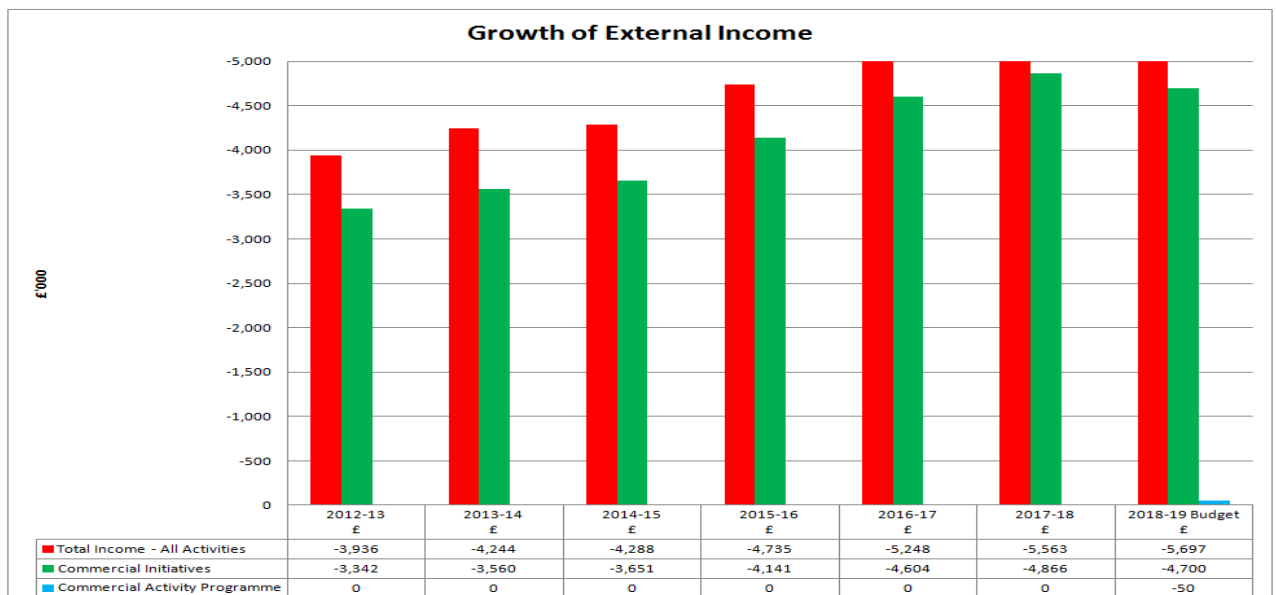
- 4.11 Our managed available reserves mean there is sufficient time to implement changes to align income with expenditure. However we cannot be complacent. Within the next couple of years, further significant changes will be required. The Corporate Leadership Team is devoting considerable effort to identifying the opportunities that exist as well as assessing the impact of potential changes. We will continue to focus on driving down cost through efficiency savings, growing income and seeking alternative delivery mechanisms. However, I share the Chief Executive's view that it is probable that the gap will not be closed entirely by such measures and that, in future medium term financial strategies, the Council will have to consider options to reduce spending on or even end some services. The Council may well become a smaller organisation as a consequence.
- 4.12 On the basis of current and projected levels of inflation as measured by the consumer prices index, the increase in the District Council element of council tax was lower than CPI for 2018-19. For 2019-20 a £5 or 2.39% increase is proposed which is slightly above CPI of 2.2% as at October 2018 but below the assumed maximum permitted before a referendum is triggered. In determining the balance of central resources to be allocated to Councils, Government (MHCLG) takes into account a Council's tax raising powers and will assume that a council will increase Council tax at the maximum level (assumed to be the greater of £5 or 3%; see paragraph 12.1). Any shortfall between the maximum permissible increase and actual increase has to be found locally. An increase of £5 equivalent to 2.39% is below the assumed maximum increase of 3% allowable to recognise the financial pressures faced by Wyre Forest Council Tax payers. The increase in Council tax from 2011-12 to 2019-20 taking into account the latest proposal is only 8.5% compared to a CPI increase of 18.4% between 2011 and 2018 demonstrating that households within Wyre Forest have enjoyed sub inflation increases for many years.
- 4.13 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 33,751 rising to 34,351 dwellings will be paying council tax in the period from 2019 to 2022. The Local Plan has been the subject of pre-submission consultation recently prior to expected adoption in 2020 and will provide for growth of over 5,500 dwellings in the period to 2036. 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

- 4.14 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.

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- 4.15 The Council has an excellent track record in generating income; the total income (excluding shared services, rental income etc) projected for 2018-19 is £6.4m. 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 previous strategy adopted a new approach for car parking charges from October 2018 and continues with this approach following a freeze in 2019-20, in this MTFS. The impact of reduced usage (which seems to be a local issue, related primarily to the opening of the second Aldi supermarket offering free car parking), means this MTFS includes lower income projections for this key income stream. Most but not all other fees and charges will grow by 5% a year, unless market and trading conditions demand an alternative approach. More Fees and Charges in this year's proposals are subject to commercial judgement so price on application, with increased officer delegations also proposed to allow in year revisions to take effect swiftly in line with our "Commercial Council" approach. 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:

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	Actual	Actual	Actual	Actual	Actual	Actual	Original Budget	
Section	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018/19	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	1,418,912	1,504,160	18.23%
Waste Collection	547,073	586,564	701,361	788,212	881,129	837,922	876,200	60.16%
Property	608,874	617,258	543,696	676,209	536,163	572,611	709,107	16.47%
Sports and Physical Recreation	3,132	7,946	5,450	7,541	386,975	518,738	522,960	16,596.36%
Development Control	285,685	400,132	357,214	297,317	337,872	361,164	407,570	42.66%
Env Health and Licensing	231,065	230,662	235,889	236,262	234,636	248,339	232,820	0.76%
Parks and Green Spaces	148,600	164,004	141,381	185,960	208,173	230,167	197,830	33.13%
Land Charges	155,573	188,165	161,382	152,199	138,308	139,847	138,500	10.97%
Building Control	141,313	153,409	155,304	118,911	127,309	144,577	138,700	-1.81%
Trading Accounts	100,287	147,781	104,020	117,584	133,301	193,908	171,340	70.85%
Town Hall	50,978	57,307	107,770	108,984	81,045	88,266	114,600	124.80%
Bewdley Museum	44,312	52,808	65,252	74,385	115,879	137,395	118,660	167.78%
Cemetery	35,983	46,247	49,123	77,061	59,556	47,538	47,250	31.31%
Admin Buildings	11,984	12,295	19,600	114,633	167,246	172,771	200,250	1570.97%
Other Income Streams	299,052	267,599	347,750	431,844	443,894	450,463	397,130	32.80%
Grand Total	3,936,188	4,244,265	4,288,391	4,734,763	5,247,848	5,562,618	5,696,880	44.73%

4.16 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. We are refining estimates of additional commercial income that might be achievable to align with the work by the Commercial Business Manager and of projected net income from the capital property portfolio.

4.17 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.

4.18 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 £4.6m (39%) 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 (30%) a year on discretionary activities with a further £3.7m (31%) on corporate costs including the costs of the democratic core and pensions deficit funding.

4.19 The programme of change described in this strategy will continue to apply to all services. Over the next 12 months, all service areas will be reviewed accompanied by a management review, to ensure that the Council is organised to meet the priorities of the Council elected in May 2019 and future changes and challenges. Prior to the review, all service areas will continue building on the 2% achieved in 2018-19 by requiring a further 1% in each subsequent year; this is forecast to reduce costs by £570k target by the end of the strategy. 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. Directors together with service managers are making good progress towards meeting these additional savings targets although some Directorates have a balance of unallocated savings currently showing as a generic target.

4.20 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:

- Consultation from the Government of plans for reform of local government finance is still awaited. The Council has applied to be part of a Worcestershire pilot of 75% business rates retention in 2019-20. The current timetable for introducing business rates retention across England and the fair funding review is 2020-21. 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. The Government has yet 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 early 2020. This is critical to the future development and growth of the district, to protect Wyre Forest from unscrupulous developers and "planning by appeal";

- Securing further positive progress at the major development site at Lionfields, Kidderminster. A development partner has been selected for Parcel 1, a 1.13 hectare site on the basis of delivering a cinema led leisure development including food and beverage outlets. The redevelopment of Parcels 2 (former Magistrates' Court and Indoor Market) and Parcel 4 (Bromsgrove Street car park) are still being delivered.
- Preparing for the rapidly approaching 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 - needs updating

	What we're planning to do
Working with partners to create the conditions and certainty to foster a growing and sustainable local economy	Deliver new Rail Station work by October 2019. Deliver completed works to Worcester Street by Summer 2019. Commence new highways works to Churchfields in July 2019. Supporting businesses to utilise the Local Development Order for South Kidderminster Enterprise Park, which was extended for further three years
Bringing forward regeneration and development opportunities and the infrastructure to support them	Preferred developer to commence work on Parcel 1, Lionfields; Procure a development partner to deliver Parcel 2 and agree options for delivery of Parcel 4. Begin works to provide new industrial units on former Frencos site, Silverwoods Way. Purchase new industrial units on Silverwoods Way. Begin work on the Churchfields Highways scheme, in partnership with Worcestershire County Council Undertake a procurement exercise to select a developer to deliver new industrial units at a vacant parcel of land on Silverwoods Way
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.

	What we're planning to do
	Continue to work with LEP Growth Hubs to attract inward investment and to work with existing businesses to foster their growth ambitions.
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 Worcestershire Business Central and the GBSLEP Growth Hub work. Continue to support Wolverhampton University Business Solutions Centre work in supporting business growth. Contribute to the adoption of the Local industrial Strategies for the two LEP areas, positioning the North Worcestershire priorities accordingly.
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". Contribute to the early engagement on the Shared Prosperity Fund to ensure maximum funding opportunities achieved,

	What outcomes we're planning to achieve
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 June 2019.
Improved infrastructure	New railway station, ticket office and forecourt at Kidderminster opened by the end of 2019. Investment in Worcester Street completed by mid 2019. Work on new Churchfields highway infrastructure underway in 2019.

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

	What we're planning to do
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	<p>Work with partners to implement a multi agency approach to tackling issues of street vulnerability including the setting up of an Alternative Giving Scheme across the district</p> <p>Deliver community safety projects including the Community Ambassadors scheme, 16 days of Action and White Ribbon against Domestic Abuse, Hate Crime Awareness campaign and seasonal crime prevention initiatives.</p> <p>Hold the Young Citizenship Celebration Event 2019</p> <p>Work with partners to tackle Serious and Organised Crime covering CSE, drug related crime, county lines and modern day slavery</p> <p>Continue to co-ordinate the North Worcestershire Community Safety Partnership</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	<p>Consultation on Pre-Submission version of local plan being undertaken in November and December 2018</p> <p>Adoption of local plan early 2020</p>
Preventing and reducing homelessness	Successful implementation of Homelessness Reduction Act (HRA) from April 2018 and transfer of staff back to in house provision in June 2018.

	What outcomes we're planning to achieve
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	<p>Working with partners to improve perceptions of crime ratings</p> <p>Working with partners to reduce crime and anti social behaviour</p> <p>Complete Community Safety Partnership Strategic Assessment by April 2019</p>
An increased supply of good quality and decent homes that are affordable to individuals and families	1325 dwellings with 490 affordable units between 2019 – 2022.
A reduction in the number of people becoming homeless	<p>The HRA 2017 has altered the duties and responsibilities of the Local Authority so it is no longer possible to compare data sets from the previous year.</p> <p>In the first quarter of year (since the new legislation came into place) the Council prevented 184 from becoming homeless, relieved the homelessness of 26 and accepted a statutory duty for 4 households (please note these figures have not yet been verified by MHCLG and may change).</p>

Government funding and controls over council expenditure

- 4.21 The future financial position for the Council will continue to be extremely challenging. The prolonged and complex Brexit process has left Local Government more uncertain than ever about the future of funding for the sector. It is difficult to judge how the Government will achieve the end of austerity for the public sector as announced at their last party conference. The Chancellor's Autumn Budget on the 29th October 2018 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), 75% Business Rates Retention, transfer of new burdens and reform of New Homes Bonus Funding.

- 4.22 The key figures from the Council's final 2016 settlement for the four year settlement we accepted were as follows. However the Provisional Finance Settlement should hopefully confirm that the Business Rates adjustment (negative RSG) will no longer be imposed in 2019-20; this change is very welcome:

	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

* Business Rates adjustments for negative RSG should no longer be imposed in 2019-20

- 4.23 The 2019-20 Provisional Local Government Finance Settlement was due to be announced earlier this year on the 6th December but has been delayed, and as a consequence an updated note will be issued prior to Cabinet, updating any text or tables that change. The Final Settlement is expected in the New Year and further 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 29th October were as follows:

- Business Rates relief of 33% for high street retailers with Rateable Values below £51k for 2019-20 and 2020-21
- £650m extra funding for Adult Social Care in 2019-20
- £55m extra funding for DFGs in 2018-19
- £84m extra funding for children's services programme over 4 years
- £420m extra funding in 2018-19 for potholes
- The launch of a £675m Future High Street Fund
- £400m extra funding for Education

Business rates

- 4.24 This Council participated in an application for a pan-Worcestershire Business Rates Pool (WBRP) that would apply for pilot status for the 75% Business Rate Retention for 2019-20 financial year. If this application is agreed it will be at no detriment to our financial position based on current membership of the Worcestershire Business Rates Pool. If the application is unsuccessful the current WBRP arrangement will continue but with the addition of Malvern Hills DC. The decision to remain a member of either the slightly enlarged or Pilot status Worcestershire Business Rates Pool will help to protect the Council from business rate reductions and help to maximise the benefit by retaining more of the business rates delivered from economic growth within Worcestershire. Economic and 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 unknown if Business Rate Pools will cease when the new funding system is introduced.

5. KEY ISSUES - BASE POSITION, PRESSURES AND ASSUMPTIONS

- 5.1 Attached at Appendix 1 is the forecast base budget position for the period 2018-19 to 2021-22. The Capital Programme together with the details to support the related recommendations in this report is contained in the separate Capital Strategy report; the revenue implications are included within the MTFS projections.
- 5.2 The Base Budget shown at Appendix 1 includes the financial implications of all previous decisions 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 2019-22 onwards as follows:

Table 5.3 Inflation Assumptions- including Local Pay Arrangements

In line with approval of a second Local Pay Arrangement covering 2018-19 to 2020-21 at December 2017 Council; inflation assumptions are included in the table below. There may be external pressure for increased pay awards following the end of this Local Pay Arrangement.

	2019-20	2020-21	2021-22
Consolidated increase	1.25%	1.25%	2.00%
Non-consolidated award	Zero	0.25%	Zero
Total	1.25%	1.50%	2.00%

Other Inflation Assumptions	2019-20 %	2019-21 %	2021-22 %
Business rates – forecast CPI (to be confirmed in due course)	2.2	2.1	2.0
Other contractual commitments	included at actual	included at actual	included at actual

- 5.4 No other inflation has been included in the estimates for the financial strategy.
- 5.5 The Base Budget takes account of the current position in relation to the forecast level of interest that the Council can expect to receive. The current assumptions that have been used within the Base Budget are as follows:
- Expected returns in 2019-20 based on investment returns of 0.80%;
 - Expected returns in 2020-21 based on investment returns of 1.00%;
 - Expected returns in 2021-22 based on investment returns of 1.25%.
- 5.6 To create capacity to support the pace and scale of change the Corporate Leadership Team has made various allocations from the Innovation Fund to meet

the cost of additional resource required to meet the ambitious innovation agenda. The Innovation Fund stands at £280k as at 30th November 2018 taking into account all known commitments.

- 5.7 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 £2.10m.
- 5.8 The administration of the local council tax reduction scheme continues to be generally smooth with no change to the 20% maximum reduction from April 2016 applied to council tax for people of working age. Following a consultation process, a number of technical changes to the scheme are proposed to Council on 12th December to be effective from April 2019 to take into account the introduction of Universal Credit (UC) from November 2018. These changes better align the local scheme with UC to avoid additional administration costs. Collection rates continue to show modest improvements so far this year assisted by additional recovery work partly funded for the second year by Worcestershire County Council. The demographics of the district, including rising pensioners who are protected and the number of working age unemployed, albeit that this is on a downward trend, represent pressures on our Local Scheme.
- 5.9 The roll-out of Universal Credit from November 2018 to new applicants could potentially impact on council tax receipts and ultimately on the costs of homelessness. A report on the impact within the district will be taken to the Overview and Scrutiny Committee during 2019.
- 5.10 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. Close links are also maintained with Worcestershire County Council and we have benefited from funding for additional recovery work in 2017-18 and 2018-19 to help improve collection rates. It is hoped this funding will continue. However, the funding pressures on Worcestershire County Council means that it is highly likely that some cost pressures will be passed onto districts including this Council. In order to progress increased co-working between the County and all the Worcestershire districts a number of collaborative work streams are proposed for 2019-20 with a view to agreeing proposals for efficiencies achieved through greater synergy from April 2020. A base principle of this joint work will be that any revisions to service delivery will be at no detriment to all parties.
- 5.11 There is currently discretion to increase the charge on a property that has been empty for 2 years or more to 150%. This Council increased council tax to 150% with effect from 1st April 2018 to align with most other councils. The increase was expected to generate only a modest increase in council tax income estimated at circa £20k pa; the motivation was not financial but rather to incentivise property owners to bring empty homes back into use to assist with the housing deficit. Section 2 of the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 has amended section 11B of the Local Government Finance Act 1992 to allow even higher council tax charges to be applied to long-term empty dwellings. The Council intends to implement the maximum charges possible at the earliest date possible in order to increase the incentive for property owners to bring empty homes into use.

The table sets out the council tax charges that will therefore apply to long-term empty homes in the financial years shown.

Table 5.11 Percentage increase in council tax for long-term empty dwellings

See section 11B(1A) to (1C) of the Local Government Finance Act 1992 as inserted by section 2 of the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018. Where a dwelling becomes empty for five or ten years - as the case may be - on a day during a financial year, the relevant increase for that dwelling is applied from that day (which is the “relevant day” as defined in section 11B(1)(b) of the 1992 Act).

Table 5.11	Empty Dwelling Council Tax Increases		
Financial year	2019-20	2020-21	2021-22 and subsequent years
Dwellings that have been empty for two years or more but less than five years	100	100	100
Dwellings that have been empty for five years or more but less than ten years	100	200	200
Dwellings that have been empty for ten years or more	100	200	300

5.12 Summary of other main assumptions and relevant factors:

- Government funding – reductions as set out in Section 6.
- Increases in Council tax of £5 or 2.39% for 2019-20, and a further £5 for 2020-21 or 2.33% and £5 for 2021-22 or 2.28%.
- 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 2019-20 show that 12% of Fees and Charges will be frozen whilst a further 28% are to be increased but below the general 5%. Car parking charges will be frozen for 2019-20 then will rise by CPI + 2% as set out in the previous MTFS. An important exception to this is for hackney carriages for which no increase is recommended for the fifth year due to the statutory requirement that this service is breakeven in terms of cost recovery.
- 2% pay increase assumed for 2021-22.
- The results of the Pension Fund’s triennial revaluation in 2016 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 last actuarial evaluation. So far the forecasts from the Pension Fund for the 2019 triennial revaluation to be effective from 2020-21 look very optimistic. A proposal for a move to a quadrennial revaluation across the sector to include LGPS funds has been considered. This has been strongly resisted across Worcestershire and it is currently expected that the 3 year revaluation period will be retained, although it may be followed by a 5 year period.

- An increase of 293 Band D equivalent properties or just circa 0.9% compared to the 2018-19 Council Tax Base. The increase is made up of new homes constructed and coming into occupation and also changes in exemptions, discounts and benefit claimants that all contribute to a higher chargeable Council Tax Base for the district. The increase of just under 1% is lower than growth of 1.3% last year and 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 £50kpa has been assumed for 2018-19 and 2019-20, with a neutral position assumed for following years.
- 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 –new burdens funding has failed to cover the additional costs of the homelessness service and following approval of a £65k supplementary estimate by September 2018 Cabinet, additional costs have been reflected in this MTFS.
- The revised capital and revenue implications of the Depot 2020 as approved by September 2018 Council are included in projections.
- Increased contributions of £150k pa across all years for our share of towards the funding of the GBSLEP to reflect the fact that this Council is not a member of the GBS Business Rates Pool are included within this MTFS.
- Progression of the Capital Portfolio Fund has provided additional net income compared to previous assumptions of £147,150 in 2018-19, £256,610 in 2019-20, £218,780 in 2020-21 and £53,340 in 2021-22. This is after allowance has been made for a generic Planned Property Maintenance Reserve of 20% of the total net income to supplement the service charge sinking fund to help mitigate future risk. However there is a risk that the Government may seek to restrict further investment activity in this area.
- Funding from the Police and Crime Commissioner (PCC) for the current level of Community Safety Partnership staffing has been confirmed for 2018-19 and 2019-20. This report assumes this level of funding will continue across the final two years of the MTFS, if this is not the case a further review of all options will be undertaken.

- 5.13 In terms of external Prudential Borrowing, the Council will enter into further external borrowing in 2018-19. This will continue over the medium and longer term and an average interest rate of 3% for 2018-19, increasing to 3.5% for 2019-20 then 5% for

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2020-21 and 2021-22 has been assumed within the base budget to fund the cost of this. This links to the separate Capital Strategy report also on this agenda.

- 5.14 Progress continues to be made to meet the generic Wyre Forest Forward (WFF) savings targets. The WFF savings in the current budget compared to the revised budget are shown in the table 5.14 below.

Table 5.14 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 Revised Budget
2018-19	£111,920	£41,440
2019-20	£238,600	£181,650
2020-21	£711,560	£683,960
2021-22	£711,830	£683,300

Note: Before efficiency drive savings and other income generation/efficiency savings- see Table in 5.15

- 5.15 Table 5.15 shows the breakdown of unachieved generic savings targets 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. This Council has a good track record of achieving target savings and continues to make steady progress towards achieving the latest generic targets. However the significant use of reserves in 2020-21 and beyond means that further significant change is inevitable:

Table 5.15 How the Strategy addresses the Financial Gap

	2018-19	2019-20	2020-21	2021-22
Financial Gap	£	£	£	£
Depot 2020	0	32,500	159,900	159,900
Efficiency Savings (2%, 1%, 1%,1%)	20,500	36,250	140,790	250,790
Wyre Forest Forward Savings not yet achieved	41,440	181,650	683,960	683,300
New Cabinet Proposal: Income Generation Target		75,000	100,000	150,000
SUB- Total	61,940	325,400	1,084,650	1,243,990
Use of reserves from Proposed 2019-22 Strategy	319,130	288,850	838,820	857,160
TOTAL	381,070	614,250	1,923,470	2,101,150

The Development Plan

- 5.16 The Council is now well-advanced with its review of the Local Plan for the period 2016-2036. 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

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framework which is planned for adoption in 2020, so it is unlikely to contribute anything significant in the 2019-22 period.

- 5.17 Latest population mid-year estimates (2017 MYE) show that growth was much higher in 2016-17 compared with the previous 3 years. Wyre Forest has seen 2.3% growth over the last 4 years, with 35% of this growth occurring in 2016-17. This is much greater than that seen over the 10 years 2001-2011 (1.1% growth). Worcestershire as a whole has seen a 2.8% growth 2013-17 compared with 4.4% 2001-11. However, population growth in Wyre Forest is 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. There was actually a loss of 62 people as a result of deaths exceeding births over the 12 month period.

	2013 MYE	2014 MYE	2015 MYE	2016 MYE	2017 MYE	% change
England	53,865,817	54,316,618	54,786,327	55,268,067	55,619,430	3.3
West Midlands	5,674,712	5,713,284	5,751,000	5,800,734	5,860,706	3.3
Worcestershire	572,168	575,421	578,593	583,053	588,370	2.8
Wyre Forest	98,421	98,960	99,503	99,902	100,715	2.3

Latest projections (2016) show a projected increase in population to 106,134 by 2041. This equates to an increase in population of 6.1% over 25 years. This is much higher than the 3.2% growth predicted for 2012-2031 based on the 2012 projections and the 5.9% growth predicted for 2014-39 based on the 2014 projections.

	2016	2041	% change
England	55,268,100	61,952,100	12.1
West Midlands	5,810,800	6,494,000	11.8
Worcestershire	583,500	641,000	9.9
Wyre Forest	100,007	106,134	6.1

- 5.18 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 2019-20, BUSINESS RATES AND NEW HOMES BONUS

- 6.1 The Provisional Local Government Settlement was due to be announced on the 6th December but unfortunately this has now been delayed until the following week. Because of this delay, an updated note will be issued prior to Cabinet, updating any text or tables that change as a consequence of the settlement. Forecasts for RSG should remain unchanged from the previous multi-year settlement: although confirmation should be made that the negative RSG in 2019-20 has been deferred to future years. The most significant potential change for this Council when the Provisional Settlement is received could be a reduction in New Home Bonus

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Funding as this report continues with the previous methodology from 2017-18 as explained below.

- New Homes Bonus grant in 2018-19 was paid on the basis of 4 years award and from 2019-20 on the basis of 4 years award; there was baseline growth of 0.4% for the annual grant award for 2018-19 and this is also the case for 2019-20. However the probability is that New Homes Bonus funding will not continue in its current form in future years, more detail is awaited. Current assumptions are that only legacy payments will continue past 2019-20 so this funding stream reduces significantly over this MTFS as shown below.

NHB Forecast for new MTFS	2018/19 Total Budget	2019/20 Total Budget	2020/21 Total Budget	2021/22 Total Budget
NHB YEAR 5 2015/16 PAID UNTIL 2018/19 (4 yrs)	429,990	0	0	0
NHB YEAR 6 2016/17 PAID UNTIL 2019/20 (4 yrs)	673,410	673,410	0	0
NHB YEAR 7 2017/18 PAID UNTIL 2020/21 (4 yrs)	30,730	30,730	30,730	
NHB YEAR 8 2018/19 PAID UNTIL 2021/22 (4 yrs)	138,570	138,570	138,570	138,570
NHB YEAR 9 2019/20 PAID UNTIL 2022/23 (4 yrs) final year		66,190	66,190	66,190
	1,272,700	908,900	235,490	204,760

- 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. 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; negative RSG has been removed in 2019-20 but continued thereafter, this will be confirmed when the Settlement is issued. With the exception of Council Tax all figures are subject to confirmation when the 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	2,920,240	1,910,300	6,783,860	12,167,700
2018-19	100,680	3,281,510	1,272,700	7,004,100	11,658,990
2019-20	0	3,395,610	908,900	7,234,190	11,538,700
2020-21	(356,790)	3,102,520	235,490	7,468,750	10,449,970
2021-22	(356,790)	3,136,410	204,760	7,706,300	10,690,680
Total	1,162,690	18,638,950	6,888,600	42,918,020	69,608,260

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.

Since introduction of the scheme housing growth has 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:

Table 6.4.1 Year NHB Paid	2015-16	2016-17	2017-18	2018-19	2019-20
Additional Properties	434	464	192	227	227
Change in Long term Empties	-98	135	2	21	21
Net New Properties for NHB	336	599	194	248	248
Change for 2017/18					
Number of Band D Equivalents			176	244	209
Deduct Baseline 0.40%			163	165	166
Net New Properties for NHB			13	79	43
NHB fundign Year £000	430	673	31	139	66
Cumulative NHB Grant £000	1,693	2,358	1,910	1,273	909

*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

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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	209	N/A
Estimated Baseline	163	165	166	N/A
Estimated No attracting NHB	13	79	43	N/A

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	2018-19	2019-20	2020-21	2021-22
Net additional no of properties	244	209	N/A	N/A
NHB Grant Payable (£'000)	139	66	N/A	N/A
Cumulative NHB (ASSUMED)	1,273	909	235	205
Cumulative NHB (optimistic) + 5%	1,337	954	247	215
Cumulative NHB (Pessimistic) -5%	1,209	864	223	195

- 6.5 Business Rate projections based on the 75% Business Rates 1 year Pooling Pilot in 2019-20 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. These estimates may require updating following completion of the statutory 2019-20 estimates for the MHCLG in January 2019. 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	Average Annual 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	2,920,240	117,580	4.2%
2018-19	3,281,510	361,270	12.4%
2019-20	3,395,610	114,100	3.5%
2020-21	3,102,520	- 293,090	-8.6%
2021-22	3,136,410	33,890	1.1%
Total	25,922,140	701,110	2.7%

- 6.6 The government continues to grapple with the Fair Funding Review and the introduction of the 75% retention of locally collected rates by the end of this parliament. 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. 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 membership of the Worcestershire Business Rates Pool.

Table 6.6 - Projected local share of Business Rates Based on Worcestershire Pool Arrangements				
£'000	2018-19	2019-20	2020-21	2021-22
As Modelled (ASSUMED)	3,282	3,396	3,103	3,136
As Modelled +2.5% (optimistic)	3,364	3,481	3,181	3,214
As Modelled -7.5% (pessimistic)	3,036	3,141	2,870	2,901

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 2018-19 budget. This is adjusted for known 'one-offs' (income or expenditure arising in 2018-19 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 2018-19 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	2018-19	2019-20	2020-21	2021-22
As Modelled (ASSUMED)	12,028	11,822	11,370	11,698
As Modelled +2.5% (pessimistic)	12,329	12,118	11,654	11,990
As Modelled -7.5% (optimistic)	11,126	10,935	10,517	10,821

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 over 2% at present (2.2% as at October 2018). It is not expected to rise significantly by the time the Council sets council tax for 2019-20 at the end of February. It is proposed that the Wyre Forest element of council tax will be increased by £5 pa or 2.39% for 2019-20 and a further £5 for 2020-21 and 2021-22. This proposal is just slightly above current CPI but below the assumed maximum permitted increase under the referendum principles. In determining the balance of central resources to be allocated to Councils, a Council's tax raising powers are taken into account and it is assumed that a District Council may increase Council tax at the greater of £5 or 3%. A local increase of £5 equivalent to 2.39% is below the assumed maximum increase of 3% to recognise the financial pressures faced by Wyre Forest Council Tax payers. The increase in the District Council's tax from 2011-12 to 2019-20 taking into account the latest proposal is only 8.5% compared to a CPI increase of 18.4% between 2011 and 2018 demonstrating that households within Wyre Forest have enjoyed sub inflation increases for many years.

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 2019-20 show that 12% of Fees and Charges will be frozen whilst a further 28% are to be increased but below the general 5%. All proposals were subjected to rigorous check and challenge.

Car park charges will be frozen for 2019-20 and then continue to be increased by CPI +2% subject to a 5% maximum cap. The CPI rate applied to future increases will be the actual rate as at October 2019 (notified in November 2019) + 2% to apply from October 2020; so using the prior year's CPI rate to allow for certainty in the planning and approval process. 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:

Year	CPI Rate October	Applied to MTFS Year	October Increase
2018	2.2%	2019/20	Freeze
2019	*2.1%	2020/21	4.1%
2020	*2.1%	2021/22	4.1%
2021	*2.0%	2021/22	4.0%

**Estimates from November 2018 BoE inflation Report*

<https://www.bankofengland.co.uk/-/media/boe/files/inflation-report/2018/november/inflation-report-november-2018.pdf>

Spending proposals

7.2 The Cabinet Proposals build on previously decisions to transform the Council and focus on regeneration that should promote business rates, council tax and property income growth, reducing the funding gap. The proposals include further funding to support **localism** and continuation of the **Community Leadership Fund**. The Cabinet proposals are set out in more detail as follows:

- **Top-up of the single Localism Fund to £50k in 2019-20** 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 2019-20 (£33k/year)**, to reflect the continuing effectiveness of this funding.
- Approval of the allocation of **£30k in 2019-20** to preserve service standards of **highways verge maintenance** as a result of a reduction in funding by Worcestershire County Council for the service which is a County Council statutory responsibility, delivered on its behalf by the District Council. This will be subject to a review in subsequent years;
- Approval of additional staffing resource for **Planning Enforcement of 1 FTE for a 2 year fixed term at a cost of £25.9k in 2019-20 and £27.1k in 2020-21** funded from a combination of the 20% increase in Planning Fees previously approved and efficiency savings from the implementation of the new system:

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- Approval of additional staffing resource for **Environmental Protection and Enforcement team of 1 FTE for a 2 year fixed term**. Funded in part from additional fine income at a **net cost of £17,540 in 2019-20, and £18,780 in 2020-21**;
- Additional **income generation targets of £75k in 2018-19, £100k in 2019-20 and £150k in 2020-21** informed by the external review of commercial areas.

7.3 Details of Cabinet Proposals are summarised in the following table:

Cost Centre	ACTIVITY AND DESCRIPTION OF CABINET PROPOSAL	KEY	2019-20 £	2020-21 £	2021-22 £	After 2021-22 £
			£	£	£	£
CLEAN, GREEN AND SAFE COMMUNITIES						
R335	Localism Fund					
	To top up the single Localism Fund by a further £50k to continue the good work done so far with Parish and Town Councils and other local organisations.	C	-	-	-	-
		R	50,000	-	-	-
		S	-	-	-	-
R205	Highways Maintenance of Verges					
	To help deliver the corporate priority: "to support you to live in clean, green and safe communities" to allocate funding of £30k pa to ensure service standards of maintenance of highways verges are maintained at current levels in 2019-20. This will be subject to review in subsequent years.	C	-	-	-	-
		R	30,000	-	-	-
		S	-	-	-	-
R610	Planning and Enforcement					
	To provide additional resource for Planning Enforcement for a fixed term of 2 years - 2019-20 to 2020-21 of 1 FTE Assistant Enforcement Officer Band F funded from a combination of additional income raised from 20% planning fee increase and service efficiencies achieved from the new Planning system implementation	C	-	-	-	-
		R	25,920	27,130	-	-
		R	25,920 CR	27,130 CR		
		S	1.00	1.00	-	-
R720	Community Leadership Fund					
	In light of the acknowledged effectiveness of this fund to retain this funding stream of £1,000 per Member for 2019-20	C	-	-	-	-
		R	33,000	-	-	-
		S	-	-	-	-
R726	Environmental Protection and Enforcement					
	To provide additional resource within the Environmental Protection/Enforcement team of 1 FTE for 2 years to supplement the current total 8.5FTE; the costs of this post can be offset from additional income generated of circa £5k pa	C	-	-	-	-
		R	17,540	18,780	-	-
		S	1.00	1.00		
	Income Generation					
	To introduce an additional generic income generation target across all areas of activity including the Capital Portfolio Fund.	C	-	-	-	-
		R	75,000 CR	100,000 CR	150,000 CR	175,000 CR
		S	-	-	-	-
		C	-	-	-	-
	TOTALS	R	55,540	81,220 CR	150,000 CR	175,000 CR
		S	2.00	2.00	-	-

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 £1,647k at the end of 2021-22 (see reserves table in 8.2):

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

	Revised 2018/19 £	2019/20 £	2020/21 £	2021/22 £
Net Expenditure on Services (per Appendix 1)	12,028,120	11,822,010	11,370,010	11,697,840
Total Net Expenditure on Services (per Appendix 1)	12,028,120	11,822,010	11,370,010	11,697,840
<u>Less</u>				
Cabinet Proposals identified in Section 7.3	0	55,540	(81,220)	(150,000)
Net Expenditure	12,028,120	11,877,550	11,288,790	11,547,840
Contribution (from)/to Reserves	(319,130)	(288,850)	(838,820)	(857,160)
Net Budget Requirement	11,708,990	11,588,700	10,449,970	10,690,680
<u>Less</u>				
Revenue Support Grant	100,680	0	(356,790)	(356,790)
Business Rates	3,281,510	3,395,610	3,102,520	3,136,410
New Homes Bonus	1,272,700	908,900	235,490	204,760
Collection Fund Surplus	50,000	50,000	0	0
Council Tax Income	7,004,100	7,234,190	7,468,750	7,706,300
WFDC Council Tax: £5 increase from 2019-20 onwards	209.34	214.34	219.34	224.34
Percentage increase in Council Tax	1.94%	2.39%	2.33%	2.28%

- 7.5 The Cabinet proposals identified in Section 7.3 build on the savings identified within all previous Financial Strategies and include an income growth item 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 2019-22 as part of the Financial Strategy.

Table 8.2 - New Reserves table after all Cabinet Proposals

Reserves Statement	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Reserves as at 1st April	4,151	3,632	3,343	2,504
Release of Earmarked Reserves	0			
Increase to Working Balance	(200)			
Contribution (from)/to Reserves	(319)	(289)	(839)	(857)
Reserves as at 31st March	3,632	3,343	2,504	1,647

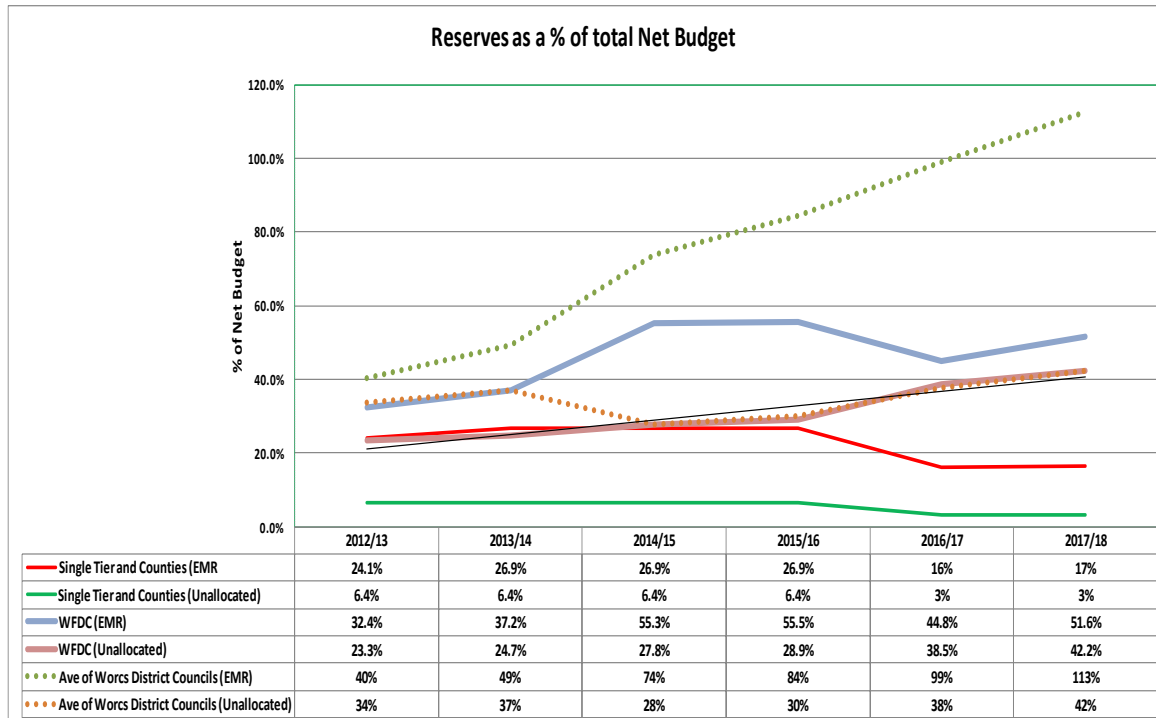
- 8.3 In addition the Council holds a working balance of £1m that following an external review by Link Asset Services last year it is now proposed to increase to £1.2m. The external report advised that we considered increasing the working balance up to £1.5m, £1.2m is considered to be adequate pending a further increase from Final Accounts savings, to provide additional risk mitigation for this MTFS and the position will continue to be kept under review.

- 8.4 The Council also currently holds earmarked reserves of £5.9m (as at 30th November 2018). It should be noted that the Council has commitments against such earmarked reserves and the forecast balance after commitments is £3.5m. A review of the methodology for EMRS was undertaken as part last year's MTFS. This review resulted in a release of circa £234k in to General Reserves for use to help balance the MTFS and creation of a new General Risks Reserve estimated at circa £712k as at 1st April 2018; the forecast balance after commitments is £475k (as at 30th November). The concept of a General Risk Reserve was supported by the Peer Review and was also included in recommendations from the Link Asset Services overall review of reserves undertaken last year. It is proposed that both the General Risk Reserve and the Innovation fund held separately to support transformational work will be replenished as part of the Final Accounts Process; the exact amount of the top-up will be based on a review of financial risk at that time. The end of November balance on the Innovation Fund taking into account known commitments is £280k. A new Planned Property Maintenance reserve has been created this year by taking 20% of the net proceeds from Capital Portfolio purchases to help mitigate future unknown risk.
- 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.

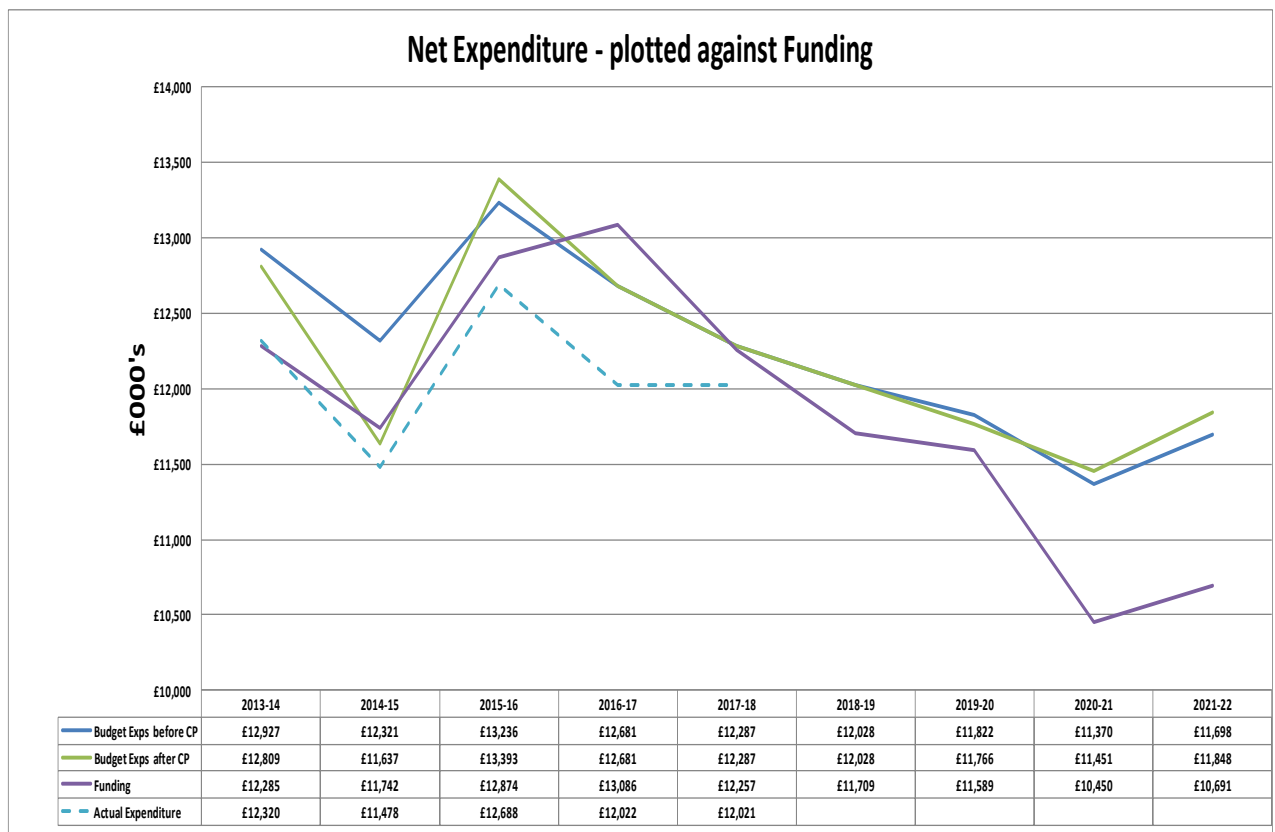
The anomalies in accounting for the current Business Rates Retention System caused a spike in the earmarked reserves for 2014-15 and 2015-16 due to increased reserves for appeals, which we have been obliged to allocate at the external auditor's request. We should be mindful that these EMRs are for specific 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 2021-22



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 2018-19.

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 about 2% and below the point at which a referendum would be triggered.
 - 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 development loans fund and capital portfolio fund balancing risk against reward.

11. BUDGET CONSULTATION STRATEGY

- 11.1 Following the presentation of this year's Financial Strategy to Cabinet in December 2018, 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 2019-20 above 3% would trigger a referendum. In 2018-19 the Government allowed all district councils to increase council tax by the greater of 3% or £5 (which represents 2.39% in Wyre Forest), and this report assumes the Government will propose to retain the same criteria for 2019-20.
- 12.3 Since Spending Review 2015 a Council's tax raising abilities have been taken into account when determining the balance of Central resources to be allocated. The shortfall in revenue raised by a tax increase below the maximum permissible level has to be wholly funded locally.

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 5.12 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.
- Emerging/unknown implications of Worcestershire County Council decisions.
- Homelessness cost pressures after 2018-19.

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 £2.10m. 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:

Table 14.7.1 Sensitivity Summary 2019-20					
Description	<i>Pessimistic</i>		<i>Assumed</i>	<i>Optimistic</i>	
	£'000	£'000	£'000	£'000	£'000
INCOME					
Council Tax	7,207	27	7,234	0	7,234
RSG	0	0	0	0	0
Business Rates	3,141	255	3,396	(85)	3,481
New Homes Bonus	864	45	909	(45)	954
EXPENDITURE					
Net Service Expenditure	12,118	296	11,822	(887)	10,935
Extreme Adverse Circumstances		623			
Extreme Positive Circumstances				(1,017)	
Table 14.7.2 Sensitivity Summary 2020-21					
Description	<i>Pessimistic</i>		<i>Assumed</i>	<i>Optimistic</i>	
	£'000	£'000	£'000	£'000	£'000
INCOME					
Council Tax	7,344	125	7,469	0	7,469
RSG	(250)	(107)	(357)	107	(464)
Business Rates	2,870	233	3,103	(78)	3,181
New Homes Bonus	223	12	235	(12)	247
EXPENDITURE					
Net Service Expenditure	11,654	284	11,370	(853)	10,517
Extreme Adverse Circumstances		547			
Extreme Positive Circumstances				(836)	
Table 14.7.3 Sensitivity Summary 2021-22					
Description	<i>Pessimistic</i>		<i>Assumed</i>	<i>Optimistic</i>	
	£'000	£'000	£'000	£'000	£'000
INCOME					
Council Tax	7,483	223	7,706	0	7,706
RSG	(250)	(107)	(357)	107	(464)
Business Rates	2,901	235	3,136	(78)	3,214
New Homes Bonus	195	10	205	(10)	215
EXPENDITURE					
Net Service Expenditure	11,990	292	11,698	(877)	10,821
Extreme Adverse Circumstances		653			
Extreme Positive Circumstances				(858)	

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 12th February 2019.
- 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 19th September 2018, Council approval September 2018
- 17.4 Cabinet Report on Capital strategy 2018-21 Cabinet 27th March 2018
- 17.5 Cabinet Report on updated Capital Strategy 2019-22 also on this agenda

WYRE FOREST DISTRICT COUNCIL

REVENUE BUDGET TOTAL REQUIREMENTS - DISTRICT COUNCIL PURPOSES

SERVICE	2018/19		2019/20			2020/21			2021/22		
	Original Estimate £	Revised Estimate £	At Nov.18 Prices £	Inflation £	TOTAL £	At Nov.18 Prices £	Inflation £	TOTAL £	At Nov.18 Prices £	Inflation £	TOTAL £
CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL	1,699,770	1,737,630	1,544,390	21,360	1,565,750	954,830	46,330	1,001,160	927,490	74,410	1,001,900
COMMUNITY WELL-BEING AND ENVIRONMENT	4,445,320	4,636,750	4,602,160	85,730	4,687,890	4,482,070	187,150	4,669,220	4,419,290	300,340	4,719,630
ECONOMIC PROSPERITY AND PLACE	2,400,470	2,723,760	2,454,630	53,180	2,507,810	2,243,720	114,950	2,358,670	2,254,480	182,890	2,437,370
RESOURCES	3,706,500	3,638,180	3,603,800	26,700	3,630,500	3,606,400	112,300	3,718,700	3,610,030	184,340	3,794,370
LESS: CAPITAL ACCOUNT	12,252,060	12,736,320	12,204,980	186,970	12,391,950	11,287,020	460,730	11,747,750	11,211,290	741,980	11,953,270
REVERSAL OF CAPITAL CHARGES	1,340,090	1,253,440	1,698,970	890	1,699,860	1,939,690	1,930	1,941,620	2,036,880	3,210	2,040,090
INTEREST RECEIVED	(1,560,510)	(1,636,510)	(1,715,410)	0	(1,715,410)	(1,644,770)	0	(1,644,770)	(1,601,910)	0	(1,601,910)
CAPITAL PORTFOLIO FUND AND DEVELOPMENT	(86,510)	(112,670)	(121,440)	0	(121,440)	(140,130)	0	(140,130)	(162,500)	0	(162,500)
LOANS FUND	(80,310)	(212,460)	(357,000)	390	(356,610)	(355,610)	830	(354,780)	(224,700)	1,360	(223,340)
INCREASES IN FEES AND CHARGES	0	0	(76,340)	0	(76,340)	(179,680)	0	(179,680)	(307,770)	0	(307,770)
TOTAL NET EXPENDITURE ON SERVICES	11,864,820	12,028,120	11,633,760	188,250	11,822,010	10,906,520	463,490	11,370,010	10,951,290	746,550	11,697,840
LESS: CONTRIBUTION FROM RESERVES	(455,830)	(319,130)			(233,310)			(920,040)			(1,007,160)
NET BUDGET REQUIREMENT	11,408,990	11,708,990			11,588,700			10,449,970			10,690,680
LESS: REVENUE SUPPORT GRANT	(100,680)	(100,680)			0			356,790			356,790
BUSINESS RATES	(2,981,510)	(3,281,510)			(3,395,610)			(3,102,520)			(3,136,410)
COLLECTION FUND SURPLUS	(50,000)	(50,000)			(50,000)			0			0
NEW HOMES BONUS	(1,272,700)	(1,272,700)			(908,900)			(235,490)			(204,760)
GENERAL EXPENSES -											
COUNCIL TAX INCOME	7,004,100	7,004,100			7,234,190			7,468,750			7,706,300
COUNCIL TAX LEVY		209.34			214.34			219.34			224.34
COUNCIL TAX BASE		33,458			33,751			34,051			34,351

OVERALL SERVICE BUDGET VARIATIONS
CURRENT APPROVED BUDGET COMPARED TO REVISED BUDGET 2018-19
BEFORE FUNDING

TOTAL REVISED BUDGET 2018-19	£ 12,028,120
LESS: TOTAL ORIGINAL BUDGET 2018-19	11,864,820
Supplementary Estimate for Homelessness agreed by Cabinet 19th September 2018	65,000
CURRENT APPROVED BUDGET 2018-19	<u>11,929,820</u>
INCREASED NET EXPENDITURE ON YEAR	<u><u>98,300</u></u>

<u>Description of Estimated Major Variances</u>	Extra Costs/ Reduced Income £	Savings/ Additional Income £
<u>Chief Executive and Solicitor to the Council</u>		
1. Elections - WFDC elections held in May 2018 - increased costs	21,070	
<u>Resources</u>		
1. ICT - Shared Service with Worcester City Council to provide Gazetteer services		(10,500)
<u>Community Well Being and Environment - Depot</u>		
1. Civil Enforcement - increase in fine income		(28,000)
2. Car Parking - reduction in car parking income	100,000	
<u>Community Well Being and Environment - Cultural Services</u>		
1. Town Hall - small reduction in rental income and profiling of wedding income	24,500	
<u>Economic Prosperity and Place</u>		
1. Property Rental and Maintenance Costs - resurfacing and reduced rental income from industrial and administrative property, including costs associated with Wyre Forest Golf Club and property rent reviews	82,100	
2. Land Charges - reduced income	27,500	
3. Local Enterprise Partnership (LEP) - increase in contribution to Greater Birmingham and Solihull LEP	150,000	
4. Development Control - reduction in income	25,000	
<u>Capital Account</u>		
1. Capital Account - interest received		(25,500)
2. Capital Portfolio Fund - net increase in income following first three acquisitions		(112,000)
3. MRP and Borrowing - reduction in external borrowing costs due to slippage in Capital Programme		(74,750)
<u>Corporate Variations</u>		
1. Bank Charges - increase due to move to digital payments	20,820	
2. Corporate Savings		(50,000)
	450,990	(300,750)
Other minor variations including Pay and Admin variances		(51,940)
Increased Net Expenditure on Year		<u><u>98,300</u></u>

OVERALL SERVICE BUDGET VARIATIONS
REVISED BUDGET 2018-19 COMPARED TO BASE BUDGET 2019-20
BEFORE FUNDING

TOTAL BASE BUDGET 2019-20	£ 11,633,760
ADD: Fees and Charges	76,340
	<u>11,710,100</u>
LESS: TOTAL REVISED BUDGET 2018-19	12,028,120
REDUCED NET EXPENDITURE ON YEAR	<u><u>(318,020)</u></u>

<u>Description of Estimated Major Variances</u>	Extra Costs/ Reduced Income £	Savings/ Additional Income £
<u>Resources</u>		
1. HUB - funding from Worcestershire County Council (WCC) withdrawn from August 2018	19,100	
2. HUB - reduction in rental costs as a result of the transfer of the HUB from the Town Hall to Green Street as part of Depot 2020		(37,500)
3. Council Tax - potential withdrawal of WCC funding for Recovery Officer	20,000	
<u>Community Well Being and Environment - Depot</u>		
1. Green Street Depot - miscellaneous income included in Depot 2020		(15,000)
<u>Community Well Being and Environment - Cultural Services</u>		
1. Bewdley Museum - increase in wedding ceremonies and receptions income		(10,000)
2. Town Hall - increase in wedding ceremonies and receptions income		(10,000)
<u>Economic Prosperity and Place</u>		
1. Property - reduction of maintenance budgets after resurfacing work in 2018-19 and increase in industrial and administrative property rental		(46,560)
2. Land Charges - return to original 2018-19 budget		(27,500)
3. District Local Development Framework Preparation - budget reduced		(78,250)
4. Upgrade to Licences and Software - combining 3 systems into one		(20,000)
5. Emergency Accommodation - reduction in the temporary increase in homelessness budget due to the impact of the Homelessness Reduction Act 2018		(60,000)
<u>Capital Account</u>		
1. Principal Paid -internal borrowing - MRP	238,830	
2. External Interest	201,350	
3. Interest Received		(9,500)
4. Direct Revenue Funding - use of State of the Area Funding in 2018-19, not in 2019-20		(20,000)
<u>Capital Portfolio/Development Loans Fund</u>		
1. Capital Portfolio Fund - net increase following first three acquisitions (full year effect in 2019-20)		(170,980)
<u>Corporate Variations</u>		
1. Localism Funds budget		(50,000)
2. Community Leadership Funds budget		(33,000)
3. WFF Savings - Increase in target savings		(140,210)
	479,280	(728,500)
Other minor variations including Pay and Admin variances		(68,800)
Reduced Net Expenditure on Year		(318,020)

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2019-2020****SUMMARY**

DIRECTORATE	KEY	CHANGES IN INCOME		
		2019-20 £	2020-21 £	2021-22 £
Fees and Charges - Noting Appendix 3 (Part 1)	C R S	- - -	- - -	- - -
Fees and Charges - Cabinet Appendix 3 (Part 2)	C R S	- 71,640 CR -	- 98,640 CR -	- 125,640 CR -
Fees and Charges - Council Appendix 3 (Part 3)	C R S	- 2,450 CR -	- 2,450 CR -	- 2,450 CR -
Late Revision	C R S	- 2,250 CR -	- 2,250 CR -	- - -
GRAND TOTAL	C R S	- 76,340 CR -	- 103,340 CR -	- 128,090 CR -

Key - Changes in Resources

C - Capital

R - Revenue

S - Staffing - Stated in FTE's

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

2019-20	2020-21	2021-22
£	£	£

76,340 CR	103,340 CR	128,090 CR
	76,340 CR	103,340 CR
		76,340 CR

76,340 CR	179,680 CR	307,770 CR
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WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2019-2020****NOTING**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY			
			2019-20 £	2020-21 £	2021-22 £
R500	<u>CHIEF EXECUTIVE</u>				
	<u>Elections - Sale of Registers</u>	C	-	-	-
	Charges in line with The Representation of the people (England and Wales) Regulations 2001.	R	-	-	-
		S	-	-	-
R185 R193	<u>COMMUNITY WELL-BEING AND ENVIRONMENT</u>				
	<u>Civil and Environmental Enforcement</u>	C	-	-	-
	To maintain Fixed Penalty Notices and Penalty Charge Notices at statutory levels.	R	-	-	-
		S	-	-	-
R605	<u>ECONOMIC PROSPERITY AND PLACE</u>				
	<u>Development Control</u>	C	-	-	-
	Planning application fees are set by statute. They were increased by 20% in 2018-19.	R	-	-	-
		S	-	-	-
R637	<u>Environmental Health - Pollution Control</u>	C	-	-	-
	To maintain LAPPC charges at statutory level (revised annually).	R	-	-	-
		S	-	-	-
R638	<u>Licensing Activities - Gambling Act 2005</u>	C	-	-	-
	To charge permit fees and certain premises fees as determined by Government.	R	-	-	-
		S	-	-	-
R638	<u>Licensing Activities - Licensing Act 2003</u>	C	-	-	-
	To maintain Liquor Licensing fees at statutory levels.	R	-	-	-
		S	-	-	-
	TOTALS	C	-	-	-
		R	-	-	-
		S	-	-	-



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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Elections and Electoral Registration			
SALE OF EDITED AND FULL ELECTORAL REGISTERS			
Charges for Marked Registers only (per legislation)			
Edited and Full Register			
Data	20.00	20.00	No VAT currently charged
	plus 1.50 per 1,000 entries	plus 1.50 per 1,000 entries	
Printed	10.00	10.00	No VAT currently charged
	plus 5.00 per 1,000 entries	plus 5.00 per 1,000 entries	
Overseas Electors			
Data	20.00	20.00	No VAT currently charged
	plus 1.50 per 1,000 entries	plus 1.50 per 1,000 entries	
Printed	10.00	10.00	No VAT currently charged
	plus 5.00 per 1,000 entries	plus 5.00 per 1,000 entries	
Marked Registers			
Data	10.00	10.00	No VAT currently charged
	plus 1.00 per 1,000 or part	plus 1.00 per 1,000 or part	
Printed	10.00	10.00	No VAT currently charged
	plus 2.00 per 1,000 or part	plus 2.00 per 1,000 or part	

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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Civil and Environmental Enforcement			
Fixed Penalty Notices			
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
Penalty Charge Notices			
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 TO 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Planning Applications - Statutory Fees Set By Central Government			
OPERATIONS			
New Dwellings			
<u>Outline planning permission</u>			
Site does not exceed 2.5 hectare - rate per 0.1 hectare	462.00	462.00	No VAT currently charged
Site exceeds 2.5 hectares	11,432.00	11,432.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 2.5 hectares	138.00	138.00	No VAT currently charged
Maximum	150,000.00	150,000.00	No VAT currently charged
<u>In other cases</u>			
New Dwellings - dwellings less than 50 houses - rate per dwelling	462.00	462.00	No VAT currently charged
New Dwellings - dwellings exceeds 50 houses	22,859.00	22,859.00	No VAT currently charged
rate per additional dwelling over 50 houses	138.00	138.00	No VAT currently charged
Maximum	300,000.00	300,000.00	No VAT currently charged
Buildings other than dwellings, agricultural building, plant or glasshouses etc.)			
<u>Outline planning permission</u>			
Site does not exceed 2.5 hectares - rate per 0.1 hectare	462.00	462.00	No VAT currently charged
Site exceeds 2.5 hectares	11,432.00	11,432.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 2.5 hectares	138.00	138.00	No VAT currently charged
Maximum	150,000.00	150,000.00	No VAT currently charged
<u>In other cases</u>			
No additional floor space	234.00	234.00	No VAT currently charged
Gross area less than 40 sq metres	234.00	234.00	No VAT currently charged
Gross floor area between 40 and 75 sq metres	462.00	462.00	No VAT currently charged
Rate in excess of 75 sq metres, but less than 3,750 (per 75 sq metres)	462.00	462.00	No VAT currently charged
Gross floor area in excess of 3,750 sq metres	22,859.00	22,859.00	No VAT currently charged
Rate per additional 75 sq meter in excess of 3,750 sq meters	138.00	138.00	No VAT currently charged
Maximum	300,000.00	300,000.00	No VAT currently charged
Agricultural buildings on agricultural land (other than glasshouses)			
<u>Outline planning permission</u>			
Site does not exceed 2.5 hectares - rate per 0.1 hectare	462.00	462.00	No VAT currently charged
Site exceeds 2.5 hectares	11,432.00	11,432.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 2.5 hectares	138.00	138.00	No VAT currently charged
Maximum	150,000.00	150,000.00	No VAT currently charged
<u>In other cases</u>			
Gross area less than 465 sq metres	96.00	96.00	No VAT currently charged
Gross floor area between 465 and 540 sq metres	462.00	462.00	No VAT currently charged
Gross floor area between 540 and 4,215 sq meters	462.00	462.00	No VAT currently charged
Rate per additional 75 sq metres in excess of 540 sq meters	462.00	462.00	No VAT currently charged
Gross floor area in excess of 4,215 sq metres	22,859.00	22,859.00	No VAT currently charged
Rate per additional 75 sq metres in excess of 4,215 sq meters	138.00	138.00	No VAT currently charged
Maximum	300,000.00	300,000.00	No VAT currently charged
Glasshouses on agricultural land			
Gross area less than 465 sq meters	96.00	96.00	No VAT currently charged
Gross floor area in excess of 465 sq meters	2,580.00	2,580.00	No VAT currently charged
Erection, alteration or replacement of plant or machinery			
Gross area less than 5 hectares	462.00	462.00	No VAT currently charged
Gross area in excess of 5 hectares	22,859.00	22,859.00	No VAT currently charged
Rate per additional 0.1 hectare in excess of 5 hectares	138.00	138.00	No VAT currently charged
Maximum	300,000.00	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 TO 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Planning Applications - Statutory Fees Set By Central Government			
Enlargement, improvement or alteration of dwellings for domestic purposes			
One dwelling	206.00	206.00	No VAT currently charged
2 or more dwellings	407.00	407.00	No VAT currently charged
Operations within residential curtilage for domestic purposes (including buildings, gates and fences etc.)	206.00	206.00	No VAT currently charged
Car parks, roads and access to serve a single undertaking where associated with existing use	234.00	234.00	No VAT currently charged
Operations not within above categories - rate per 0.1 hectare	234.00	234.00	No VAT currently charged
Maximum	2,028.00	2,028.00	No VAT currently charged
USES			
Change of use of a building to one or more dwellings			
From single dwelling to 50 or fewer dwellings	462.00	462.00	No VAT currently charged
From single dwelling to more than 50 dwellings	22,859.00	22,859.00	No VAT currently charged
Rate per additional dwelling in excess of 50 dwellings	138.00	138.00	No VAT currently charged
Maximum	300,000.00	300,000.00	No VAT currently charged
From other building to 50 or fewer dwellings	462.00	462.00	No VAT currently charged
From other building to more than 50 dwellings	22,859.00	22,859.00	No VAT currently charged
Rate per additional dwelling in excess of 50 dwellings	138.00	138.00	No VAT currently charged
Maximum	300,000.00	300,000.00	No VAT currently charged
Material changes of use on land or building(s) other than above	462.00	462.00	No VAT currently charged
ADVERTISEMENTS			
Advertisements on business premises or other land within the business curtilage relating to nature of business, goods sold, services provided, or name of persons undertaking business	132.00	132.00	No VAT currently charged
Sign relating to business in the locality but not visible from that site	132.00	132.00	No VAT currently charged
All other advertisements	462.00	462.00	No VAT currently charged
OTHER APPLICATIONS			
Certificate of existing use or development	As for a planning application	As for a planning application	
Certificate of proposed use or development	50% of planning application	50% of planning application	
Prior approval application under the General Permitted Development Order			
Application made under parts 6, 7 or 31	96.00	96.00	No VAT currently charged
Application made under part 24	462.00	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	68.00	68.00	No VAT currently charged
Major Development	690.00	690.00	No VAT currently charged
All other cases	234.00	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Planning Applications - Statutory Fees Set By Central Government			
Variation or removal of a condition	234.00	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)	34.00	34.00	No VAT currently charged
All other cases (per request)	116.00	116.00	No VAT currently charged
Application for Non-Material Amendments following a grant of planning permission			
Householder developments (per request)	34.00	34.00	No VAT currently charged
All other cases	234.00	234.00	No VAT currently charged
Applications for Certificates of Alternative Development	234.00	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:

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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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Pollution Control			
LAPPC CHARGES			
Application Fee			
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			
Annual Subsistence Charge			
Standard process - Low	739.00 (+99.00)*	739.00 (+99.00)*	No VAT currently charged
Standard process - Medium	1,111.00 (+149.00)*	1,111.00 (+149.00)*	No VAT currently charged
Standard process - High	1,672.00 (+198.00)*	1,672.00 (+198.00)*	No VAT currently charged
PVRI, SWOBs and Dry Cleaners - Low	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			
Transfer and Surrender			
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
Temporary transfer for mobiles			
First transfer	53.00	53.00	No VAT currently charged
Repeat following enforcement or warning	53.00	53.00	No VAT currently charged
Substantial Change			
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
LAPPC Mobile Plant Charges (not using simplified permits)			
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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Pollution Control			
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
LA-IPPC CHARGES			
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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Gambling Permits - Statutory Fee Set By Central Government			
Club Gaming			
New Application	200.00	200.00	No VAT currently charged
Renewal Application	200.00	200.00	No VAT currently charged
Grant (Club Premises Cert Holder)	100.00	100.00	No VAT currently charged
Renewal (Club Premises Cert Holder)	100.00	100.00	No VAT currently charged
Annual Fee	50.00	50.00	No VAT currently charged
Change of Name	100.00	100.00	No VAT currently charged
Copy of Permit	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Club Gaming Machine			
New Application	200.00	200.00	No VAT currently charged
Renewal Application	200.00	200.00	No VAT currently charged
Grant (Club Premises Cert Holder)	100.00	100.00	No VAT currently charged
Renewal (Club Premises Cert Holder)	100.00	100.00	No VAT currently charged
Annual Fee	50.00	50.00	No VAT currently charged
Variation of Permit	100.00	100.00	No VAT currently charged
Change of Name	25.00	25.00	No VAT currently charged
Copy of Permit	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Transfer of Permit	25.00	25.00	No VAT currently charged
Prize Gaming			
New Application	300.00	300.00	No VAT currently charged
Renewal Application	300.00	300.00	No VAT currently charged
Transitional Application Fee	100.00	100.00	No VAT currently charged
Change of Name	25.00	25.00	No VAT currently charged
Copy of Permit	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Family Entertainment Gaming Machines			
New Application	300.00	300.00	No VAT currently charged
Renewal Application	300.00	300.00	No VAT currently charged
Change of Name	25.00	25.00	No VAT currently charged
Copy of Licence	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Licensed Premises less than 2 Gaming Machines			
New Application	50.00	50.00	No VAT currently charged
Licensed Premises more than 2 Gaming Machines			
New Application	150.00	150.00	No VAT currently charged
Annual Fee	50.00	50.00	No VAT currently charged
Change of Name	25.00	25.00	No VAT currently charged
Copy of Permit	15.00	15.00	No VAT currently charged
Existing Operator	100.00	100.00	No VAT currently charged
Transfer of Permit	25.00	25.00	No VAT currently charged
Variation of Permit	100.00	100.00	No VAT currently charged
Small Society Lottery			
Lottery Application (New)	40.00	40.00	No VAT currently charged
Lottery Application (Renewal)	20.00	20.00	No VAT currently charged

NOTES:

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



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

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
Gambling Premises License Fees - Statutory Fee Set By Central Government	TO 31-03-2019 £ Charges inclusive of VAT (if applicable)	FROM 01-04-2019 £ Charges before VAT	FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Notification of Change			
Adult Gaming Centre	50.00	50.00	No VAT currently charged
Betting Premises (excluding Tracks)	50.00	50.00	No VAT currently charged
Betting Premises (Tracks)	50.00	50.00	No VAT currently charged
Bingo Club	50.00	50.00	No VAT currently charged
Family Entertainment Centre	50.00	50.00	No VAT currently charged
Copy of Licence			
Adult Gaming Centre	25.00	25.00	No VAT currently charged
Betting Premises (excluding tracks)	25.00	25.00	No VAT currently charged
Betting Premises (tracks)	25.00	25.00	No VAT currently charged
Bingo Premise	25.00	25.00	No VAT currently charged
Family Entertainment Centre	25.00	25.00	No VAT currently charged
Copy of Notice			
Temporary Use Notices	25.00	25.00	No VAT currently charged

NOTES:

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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Licensing Act 2003 - Statutory Fee Set By Central Government			
Club Premise Certificate (New & Variation)			
Band A - (rateable value £0 to £4,300)	100.00	100.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	190.00	190.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	315.00	315.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	450.00	450.00	No VAT currently charged
Band E - (rateable value over £125,000)	635.00	635.00	No VAT currently charged
Club Premises Certificate Annual Fee			
Band A - (rateable value £0 to £4,300)	70.00	70.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	180.00	180.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	295.00	295.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	320.00	320.00	No VAT currently charged
Band E - (rateable value over £125,000)	350.00	350.00	No VAT currently charged
Copy of Certificate	10.50	10.50	No VAT currently charged
Notification of change of name or alteration of club rules	10.50	10.50	No VAT currently charged
Change of relevant registered address of club	10.50	10.50	No VAT currently charged
Personal Licence			
Application	37.00	37.00	No VAT currently charged
Copy	10.50	10.50	No VAT currently charged
Premises Licence Application and Variation			
Band A - (rateable value £0 to £4,300)	100.00	100.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	190.00	190.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	315.00	315.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	450.00	450.00	No VAT currently charged
Band E - (rateable value over £125,000)	635.00	635.00	No VAT currently charged
Dx2	900.00	900.00	No VAT currently charged
Ex3	1,905.00	1,905.00	No VAT currently charged
Application for making of a provisional statement	315.00	315.00	No VAT currently charged
Copy of Licence	11.00	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)	11.00	11.00	No VAT currently charged
Interim authority notice following death etc of Licence Holder	23.00	23.00	No VAT currently charged
Right of freeholder etc to be notified of licensing matters	21.00	21.00	No VAT currently charged
Premises Licence Annual Fee			
Band A - (rateable value £0 to £4,300)	70.00	70.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	180.00	180.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	295.00	295.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	320.00	320.00	No VAT currently charged
Band E - (rateable value over £125,000)	350.00	350.00	No VAT currently charged
Dx2	640.00	640.00	No VAT currently charged
Ex3	1,050.00	1,050.00	No VAT currently charged
Temporary Events Notice			
Temporary Events Notice	21.00	21.00	No VAT currently charged
Copy of Temporary Events Notice	11.00	11.00	No VAT currently charged
Premises Licence Annual Fee - Large Venues			
Number of Persons Present :-			
5,000 to 9,999	500.00	500.00	No VAT currently charged
10,000 to 14,999	1,000.00	1,000.00	No VAT currently charged
15,000 to 19,999	2,000.00	2,000.00	No VAT currently charged
20,000 to 29,999	4,000.00	4,000.00	No VAT currently charged
30,000 to 39,999	8,000.00	8,000.00	No VAT currently charged
40,000 to 49,999	12,000.00	12,000.00	No VAT currently charged
50,000 to 59,999	16,000.00	16,000.00	No VAT currently charged
60,000 to 69,999	20,000.00	20,000.00	No VAT currently charged
70,000 to 79,999	24,000.00	24,000.00	No VAT currently charged
80,000 to 89,999	28,000.00	28,000.00	No VAT currently charged
90,000 and over	32,000.00	32,000.00	No VAT currently charged



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Directorate	Economic Prosperity & Place	Cabinet Member	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	FROM 01-04-2019 £ Charges before VAT	FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Premises Licence Additional Fee - Large Venues			
Number of Persons Present :-			
5,000 to 9,999	1,000.00	1,000.00	No VAT currently charged
10,000 to 14,999	2,000.00	2,000.00	No VAT currently charged
15,000 to 19,999	4,000.00	4,000.00	No VAT currently charged
20,000 to 29,999	8,000.00	8,000.00	No VAT currently charged
30,000 to 39,999	16,000.00	16,000.00	No VAT currently charged
40,000 to 49,999	24,000.00	24,000.00	No VAT currently charged
50,000 to 59,999	32,000.00	32,000.00	No VAT currently charged
60,000 to 69,999	40,000.00	40,000.00	No VAT currently charged
70,000 to 79,999	48,000.00	48,000.00	No VAT currently charged
80,000 to 89,999	56,000.00	56,000.00	No VAT currently charged
90,000 and over	64,000.00	64,000.00	No VAT currently charged
Minor Variation	89.00	89.00	No VAT currently charged

NOTES:

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

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

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 2019-2020****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2019-20 £	2020-21 £	2021-22 £
	<u>CHIEF EXECUTIVE</u>				
R500	<u>Elections - Sale of Stationery</u> Fees and charges reviewed and commercial judgement used.	C R S	- - -	- - -	- - -
R505	<u>Committee Administration - Sale of Agendas</u> Increase charges by 5% in line with Council Policy.	C R S	- 10 CR -	- 10 CR -	- 10 CR -
R515	<u>Legal Services - Road Closure Orders</u> Increase charges by 5% in line with Council Policy.	C R S	- 100 CR -	- 100 CR -	- 100 CR -
	<u>COMMUNITY WELL-BEING AND ENVIRONMENT</u>				
R002	<u>Driver Training</u> Fees and charges reviewed.	C R S	- 300 CR -	- 300 CR -	- 300 CR -
R002	<u>Domestic Waste - Extra Capacity Bins</u> Fees and charges reviewed.	C R S	- 400 CR -	- 400 CR -	- 400 CR -
R003	<u>Trade Waste</u> Increase charges by an average of 4% in order to remain competitive.	C R S	- 24,000 CR -	- 24,000 CR -	- 24,000 CR -
R005	<u>Garden Waste</u> Increase charges by an average of 2% in order to remain competitive.	C R S	- 6,000 CR -	- 6,000 CR -	- 6,000 CR -
R040	<u>Cemeteries</u> Increase charges by 5% in line with Council Policy.	C R S	- 5,000 CR -	- 5,000 CR -	- 5,000 CR -
R055	<u>Summer Playschemes</u> Fees and charges reviewed.	C R S	- - -	- - -	- - -
R065	<u>Bewdley Museum</u> Fees and charges reviewed. Increases are already reflected in the base budget.	C R S	- - -	- - -	- - -
R160	<u>Parks and Green Spaces</u> Fees and charges reviewed.	C R S	- 1,000 CR -	- 1,000 CR -	- 1,000 CR -
R163	<u>Rangers Services</u> Fees and charges reviewed.	C R S	- - -	- - -	- - -
R187	<u>Car Parks - Meter income</u> Freeze charges October 2019 then increase by CPI + 2% (currently 3%+2%)	C R S	- - -	- 24,750 CR -	- 49,500 CR -
R185	<u>Car Parks - Season Tickets</u> Freeze charges October 2019 then increase by CPI + 2% (currently 3%+2%)	C R S	- - -	- 2,250 CR -	- 4,500 CR -

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2019-2020****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2019-20 £	2020-21 £	2021-22 £
R189	<u>Car Parks</u> Management Fee only - increase charges by 4.5%.	C R S	- 7,550 CR -	- 7,550 CR -	- 7,550 CR -
R200	<u>Bulky waste - Domestic and Trade</u> Charge for fewer items increased to encourage customers to dispose of more items (5-10 items at higher price).	C R S	- 2,280 CR -	- 2,280 CR -	- 2,280 CR -
R200	<u>Cleansing - Contract Work</u> Increase charges by 5% in line with Council Policy.	C R S	- 4,230 CR -	- 4,230 CR -	- 4,230 CR -
R216	<u>Kidderminster Town Hall</u> Increase charges by 5% in line with Council Policy.	C R S	- 1,210 CR -	- 1,210 CR -	- 1,210 CR -
R229	<u>Garage</u> Increase charges by 5% in line with Council Policy (Class 4 MOT only).	C R S	- 1,600 CR -	- 1,600 CR -	- 1,600 CR -
R236	<u>Grounds Maintenance - Traffic Island Sponsorship</u> Fees and charges reviewed.	C R S	- - -	- - -	- - -
R236	<u>Grounds Maintenance</u> Increase charges by 5% in line with Council Policy.	C R S	- 3,830 CR -	- 3,830 CR -	- 3,830 CR -
R252	<u>Grounds Maintenance - Arboricultural Services</u> Fees and charges reviewed and commercial judgement used.	C R S	- 7,860 CR -	- 7,860 CR -	- 7,860 CR -
R251	<u>ECONOMIC PROSPERITY AND PLACE</u> <u>Wyre Forest House - Room Hire</u> Fees and charges reviewed.	C R S	- - -	- - -	- - -
R510	<u>Land Charges</u> Increase charges by 5% in line with Council Policy.	C R S	- 5,530 CR -	- 5,530 CR -	- 5,530 CR -
R625	<u>Building Control</u> To Implement charges as set by Worcestershire Regulatory Services.	C R S	- - -	- - -	- - -
R631	<u>Street Naming and Numbering</u> Increase charges by 5% in line with Council Policy.	C R S	- 430 CR -	- 430 CR -	- 430 CR -
R675	<u>Private Sector Housing</u> Licence fees and penalty charges for houses in multiple occupation. Increase some charges by 5% in line with Council Policy.	C R S	- 50 CR -	- 50 CR -	- 50 CR -

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2019-2020****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2019-20 £	2020-21 £	2021-22 £
R679	<u>Housing Strategy & Enabling</u> Custom and self build register charges. Increase charges by 5% in line with Council Policy.	C R S	- 10 CR -	- 10 CR -	- 10 CR -
R704	<u>Regeneration and Economic Development</u> Charges are being proposed to aim to make 2019 the year of entrepreneurship for NWEDR, so charges being reduced for new businesses and being increased for more established businesses/national charities.	C R S	- 250 CR -	- 250 CR -	- 250 CR -
	TOTALS	C R S	- 71,640 CR -	- 98,640 CR -	- 125,640 CR -



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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Elections			
SUPPLY OF MINUTES / AGENDAS TO OUTSIDE BODIES / COMPANIES			
Address Labels (per property)	0.10	0.10	No VAT currently charged
Political Party Address Labels (per 1000 or part thereof)	20.00	20.00	No VAT currently charged
Street Index (each)	20.00	20.00	No VAT currently charged
Printed copies of maps Election results (per sheet)	0.10	0.10	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	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 31-03-2019	FROM 01-04-2019	FROM 01-04-2019
	£	£	£
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Legal Services Administration			
Fees relating to surveys prior to lettings	Commercial Judgement	Price on Application	Price on Application
NOTE			
Pricing decisions 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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Committee Administration			
SUPPLY OF MINUTES / AGENDAS TO OUTSIDE BODIES / COMPANIES			
Cabinet and Full Council Agendas (per annum)	106.00	111.00	No VAT currently charged
Scrutiny Committees Agendas (per annum)	100.00	105.00	No VAT currently charged
Development Control Agendas (per annum)	122.00	128.00	No VAT currently charged
Other Committee Agendas - individual (per annum)	21.00	22.00	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Road Closure Orders			
Charitable / community events (if the application received less than 6 weeks in advance of the event)	140.00	147.00	No VAT currently charged
Charitable / community events (if the application received more than 6 weeks in advance of the event)	106.00	111.00	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)	176.00	185.00	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)	140.00	147.00	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
LGV Courses			
Practical driving test on a 1 to 1 basis (2 to 1 price on application) <i>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.</i>	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 <i>1 day course includes loan of materials (books, DVD): 4 hour practice classroom based and the booking of an official test in Worcester.</i>	85.00	85.00	No VAT currently charged
2 day course CPC theory / CPC practical course <i>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.</i>	200.00	250.00	No VAT currently charged
2 Day course (as above) not in conjunction with HGV test	250.00	300.00	No VAT currently charged
CPC Course per 7 hour module	64.00 + upload fee 9.50	84.00	No VAT currently charged
Information Only			
DVD			
Theory test / hazard perception	38.00	38.00	No VAT currently charged
BOOKS			
Theory Test	19.00	19.00	No VAT currently charged
CPC	10.00	10.00	No VAT currently charged
Highway Code / Signs	9.00	9.00	No VAT currently charged

NOTES:

Pricing decisions 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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Domestic Waste Collections Trade and Domestic Bulky Collections			
BULKY CHARGES – DOMESTIC *			
1-2 items	22.50	23.50	No VAT currently charged
3-4 items	45.00	45.00	No VAT currently charged
5-6 items	60.00	Price on application	No VAT currently charged
7-8 items	80.00		No VAT currently charged
9-10 items	100.00		No VAT currently charged
11+ items	Price on application		No VAT currently charged
Large Capacity Domestic Bin Hire	Not Applicable	79.00	No VAT currently charged
Charges for the Supply of a Replacement Wheelie Bin	30.00	36.00	No VAT currently charged
Extra capacity bin (covers a 3 year period)	50.00	60.00	No VAT currently charged
Developers / RSL's bin charge for delivery			
240 litre	36.00	36.00	43.20
1100 litre	438.00	365.00	438.00
Unscheduled waste collection fee	28.00	28.00	No VAT currently charged
Garden Waste Contracts			
Annual collection contract - 240ltr bin	48.50	49.50	No VAT currently charged
Annual collection contract - 140ltr bin	32.00	34.00	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Trade Waste and Commercial Waste Collections - Refuse			
WEEKLY COLLECTION			
COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax			
140 litre (one lift per week) - existing customers only	260.00	270.00	No VAT currently charged
240 litre (one lift per week)	315.00	325.00	No VAT currently charged
360 litre (one lift per week) - existing customers only	395.00	410.00	No VAT currently charged
660 litre (one lift per week)	602.00	630.00	No VAT currently charged
1100 litre (one lift per week)	841.00	870.00	No VAT currently charged
COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax			
140 litre (one lift per week) - existing customers only	223.00	235.00	No VAT currently charged
240 litre (one lift per week)	237.00	245.00	No VAT currently charged
360 litre (one lift per week) - existing customers only	269.00	280.00	No VAT currently charged
660 litre (one lift per week)	389.00	405.00	No VAT currently charged
1100 litre (one lift per week)	483.00	505.00	No VAT currently charged
1100 litre Schools (40 weeks)	409.00	425.00	No VAT currently charged
ALTERNATE WEEKLY COLLECTION			
COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax			
140 litre (one lift every other week) - existing customers only	141.00	146.00	No VAT currently charged
240 litre (one lift every other week)	172.00	180.00	No VAT currently charged
360 litre (one lift every other week) - existing customers only	216.00	225.00	No VAT currently charged
660 litre (one lift every other week)	362.00	380.00	No VAT currently charged
1100 litre (one lift every other week)	504.00	520.00	No VAT currently charged
COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax			
140 litre (one lift every other week) - existing customers only	123.00	130.00	No VAT currently charged
240 litre (one lift every other week)	133.00	140.00	No VAT currently charged
360 litre (one lift every other week) - existing customers only	159.00	165.00	No VAT currently charged
660 litre (one lift every other week)	257.00	270.00	No VAT currently charged
1100 litre (one lift every other week)	324.00	335.00	No VAT currently charged
1100 litre Schools (40 weeks every other week)	290.00	300.00	No VAT currently charged
PLASTIC SACKS			
Pack of 25	112.50	125.00	No VAT currently charged
Pack of 50	200.00	225.00	No VAT currently charged
Additional One-Off Collections - Single Lift Fee			
140 litre - 360 litre	20.00	28.00	No VAT currently charged
600 litre - 1100 litre	28.00	40.00	No VAT currently charged
Multiple Collections as above	Commercial Judgement	Price on Application	No VAT currently charged
Trade Waste Bulky Collections	Commercial Judgement	Price on Application	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.

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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Trade Waste and Commercial Waste Collections -Recycling			
WEEKLY COLLECTIONS			
COUNCIL OWNED WHEELIE BINS - Cat 1 -			
liable to Recycling gate Fee			
240 litre (one lift per week)	265.00	275.00	No VAT currently charged
660 litre (one lift per week)	469.00	490.00	No VAT currently charged
1280 litre (one lift per week)	622.00	645.00	No VAT currently charged
ALTERNATE WEEKLY COLLECTION			
COUNCIL OWNED WHEELIE BINS - Cat 1 -			
liable to Recycling gate Fee			
240 litre (one lift every other week)	148.00	155.00	No VAT currently charged
660 litre (one lift every other week)	296.00	310.00	No VAT currently charged
1280 litre (one lift every other week)	398.00	415.00	No VAT currently charged
Additional One-Off Collections - Single Lift Fee			
120 litre - 360 litre	20.00	28.00	No VAT currently charged
660 litre - 1280 litre	28.00	40.00	No VAT currently charged
Multiple Collections as above	Commercial Judgement	Price on Application	No VAT currently charged
Trade Waste Bulky Collections	Commercial Judgement	Price on Application	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.

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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Cemetery Fees			
CHARGES ONLY APPLY TO KIDDERMINSTER CEMETERY			
INTERMENTS - RESIDENTS ONLY **			
Child up to 5 years*	Free	Free	No VAT currently charged
Child aged 5 to 16 years*	163.00	175.00	No VAT currently charged
Persons over 16 years*	520.00	550.00	No VAT currently charged
Burial of cremated remains*	210.00	225.00	No VAT currently charged
INTERMENTS - NON-RESIDENTS OF WYRE FOREST			
Child up to 16 years*	328.00	350.00	No VAT currently charged
Persons over 16 years*	1,042.00	1,100.00	No VAT currently charged
Burial of cremated remains*	380.00	400.00	No VAT currently charged
PURCHASED GRAVES - RESIDENTS ONLY **			
Purchase of burial rights - Child up to 5 years	Free	Free	No VAT currently charged
Purchase of burial rights - 5 years upwards	593.00	625.00	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	310.00	325.00	No VAT currently charged
PURCHASED GRAVES - NON-RESIDENTS OF WYRE FOREST			
Purchase of burial rights	1,181.00	1,240.00	No VAT currently charged
Purchase of burial rights for cremated remains	620.00	650.00	No VAT currently charged
MISCELLANEOUS CHARGES			
Maintenance of grave. Planting with Spring and Summer bedding per annum (specified areas of the Cemetery only)	134.40	120.83	145.00
CHARGES OF USE OF STAFF/FACILITIES			
For attendance of Registrar other than between 9:00am and 10:00am (weekdays other than Bank/Public Holidays)	66.00	58.33	70.00
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	48.00	41.67	50.00
MONUMENTS / GRAVE STONES ETC			
The right to place or erect a memorial including first inscription	260.40	229.17	275.00
The right to place or erect a commemorative plaque or kerb stone	133.20	116.67	140.00
Each additional inscription	45.60	41.67	50.00
Vase	45.60	41.67	50.00
Certified copy of entry in Register of Burials / Burial Grant	26.40	25.00	30.00
Transfer of exclusive Right of Burial	79.20	70.83	85.00
Surrender of exclusive Right of Burial	52.80	45.83	55.00

NOTES:

* Subject to attendance charge for Registrar

** 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.

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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Community Development and Museums			
COMMUNITY DEVELOPMENT			
RANGER SERVICES			
Minimum Charge	Free	Free	No VAT currently charged
Maximum Charge	55.00	55.00	No VAT currently charged
Young Rangers (per term)	28.00	28.00	No VAT currently charged
SPORTS, ARTS AND PLAY DEVELOPMENT ACTIVITIES			
Per session Minimum Charge	Free	Free	No VAT currently charged
Per session Maximum Charge	50.00	55.00	No VAT currently charged
SUMMER PLAYSCHMES (dependent on schedule of events which can vary each year)	Commercial Judgement	Price on Application	No VAT currently charged
NATURE RESERVES			
Small charitable or community events (less than 20 people) up to 3 hrs	Free to commercial judgement	Price on Application	No VAT currently charged
over 3 hrs	Free to commercial judgement	Price on Application	No VAT currently charged
Medium charitable or community events (more than 20 people less than 100) up to 3 hrs	Free to commercial judgement	Price on Application	No VAT currently charged
over 3 hrs	Free to commercial judgement	Price on Application	No VAT currently charged
Large charitable or community events (more than 100 people) up to 3 hrs	Free to commercial judgement	Price on Application	No VAT currently charged
over 3 hrs	Free to commercial judgement	Price on Application	No VAT currently charged
Commercial and fund raising events	Commercial Judgement	Price on Application	No VAT currently charged
MUSEUMS			
Bewdley Museum			
Adults	Free	Free	No VAT currently charged
Senior Citizen	Free	Free	No VAT currently charged
Accompanied Children	Free	Free	No VAT currently charged
Unaccompanied Children	Free	Free	No VAT currently charged
Residents' Season Ticket	Free	Free	No VAT currently charged
School Parties Admission Charge	Free to commercial judgement	Price on Application	No VAT currently charged
General Enquiries (per hour)	15.00	16.67	20.00
Weddings and Special Occasions	Commercial Judgement	Price on Application	No VAT currently charged
Hire of Education Room			
Minimum Charge	Free	Free	No VAT currently charged
Maximum Charge (per half day)	Commercial Judgement	Price on Application	No VAT currently charged
Commercial Bookings	Commercial Judgement	Price on Application	No VAT currently charged
Hire of Wyre Forest Gallery			
Charge for local organisations & emerging community artists (per week)	Free	Free	No VAT currently charged
Commercial Bookings	Commercial Judgement	Price on Application	No VAT currently charged
Hire of Sawyard Gallery			
Charge for local organisations & emerging community artists (per week)	Free	Free	No VAT currently charged
Commercial Bookings	Commercial Judgement	Price on Application	No VAT currently charged
Hire of Guild Hall			
Minimum Charge	Free	Free	No VAT currently charged
Maximum Charge	Commercial Judgement	Price on Application	No VAT currently charged

NOTES:

Pricing decisions 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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Parks Events			
GREEN SPACES - Parks and Green Spaces (not Nature Reserves)			
Fund Raising and Charity Events - Ground Hire - Per Day - Minimum Charge	Free	Free	No VAT currently charged
Fund Raising and Charity Events - Ground Hire - Per Day - Maximum Charge	Commercial Judgement	Price on application	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	Price on application	No VAT currently charged
Health and Safety Outdoor Event check	N/A	45.00	54.00
Grounds maintenance - external contracts			
Based upon an hourly rate	Commercial Judgement	Price on application	No VAT currently charged
Arborists	Commercial Judgement	Price on application	No VAT currently charged
Plus Vehicle and Materials at cost	Commercial Judgement	Price on application	No VAT currently charged
Advertising and Sponsorships			
Refuse vehicle banner production - (designed by customer)	210.00	Price on application	VAT charged at current rate
Refuse vehicle banner production - (design work by WFDC)	315.00	Price on application	VAT charged at current rate
Refuse vehicle banners displayed - cost per month to advertise	265.00	Price on application	VAT charged at current rate
Refuse vehicle banners	-	Price on application	VAT charged at current rate
Website - cost per month on website homepage	Commercial Judgement	-	-
KAF Sponsorship			
Gold Sponsorship	Commercial Judgement	Price on application	VAT charged at current rate
Silver Sponsorship	Commercial Judgement	Price on application	VAT charged at current rate
Bronze Sponsorship	Commercial Judgement	Price on application	VAT charged at current rate
Roundabout Sponsorship			
Traffic Island Sponsorship	Commercial Judgement	Price on application	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Parking Restrictions and Event Support			
Parking Dispensations			
Charge per application - daily rate	12.00	12.00	No VAT currently charged
Charge per application - up to 7 days	50.00	50.00	No VAT currently charged
Charge per application - more than 7 days	Commercial Judgement	Price on application	No VAT currently charged
EVENTS SUPPORT			
Trailer cabin unit - charge per unit	Commercial Judgement	Price on Application	VAT charged at current rate
The provision of above, but on a more permanent basis	Commercial judgement based upon full actual cost	Price on Application	VAT charged at current rate
Facilitating access or removing bollards - charge per hour	Commercial Judgement	Price on Application	VAT charged at current rate
Car Boot events	Commercial Judgement	Price on Application	No VAT currently charged
Private Cleansing work	Commercial Judgement	Price on application	VAT charged at current rate

NOTES:

Pricing decisions 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 30-09-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-10-2019 £ Charges before VAT	Proposed Charge FROM 01-10-2019 £ Charges inclusive of VAT (if applicable)
Car Parks Fees and Charges				
Short Term - up to 2 hours				
Kidderminster	Up to 1 hour	140 p	117 p	140 p
Market Street Surface Vehicle Park	Up to 2 hours	200 p	167 p	200 p
Bewdley				
Load Street Surface Vehicle Park (Upper)				
Stourport-on-Severn				
Raven Street Surface Vehicle Park				
Bridge Street Surface Vehicle Park				
(All days between 08:00 and 18:30)				
Long Term - up to 48 hours				
Kidderminster	Up to 1 hour	140 p	117 p	140 p
Aldi Store Surface Vehicle Park	Up to 2 hours	200 p	167 p	200 p
Batemans Yard	Up to 3 hours	280 p	233 p	280 p
Pike Mills Surface Vehicle Park	3 to 6 hours	460 p	383 p	460 p
Bewdley	6 to 24 hours	690 p	575 p	690 p
Dog Lane Surface Vehicle Park	24 to 48 hours	920 p	767 p	920 p
Load Street Surface Vehicle Park (Lower)				
Stourport-on-Severn				
Riverside Meadows Surface Vehicle Park				
Severn Meadows No. 1 Surface Vehicle Park				
Severn Meadows No. 2 Surface Vehicle Park				
Severn Meadows No. 3 Surface Vehicle Park				
(All days between 08:00 and 18:30)				
Long Term - up to 48 hours with free options				
Kidderminster	Up to 1 hour	Free	Free	Free
Castle Road Surface Vehicle Park	Up to 2 hours	200 p	167 p	200 p
Comberton Place Surface Vehicle Park	Up to 3 hours	280 p	233 p	280 p
Bromsgrove Street Surface Vehicle Park	3 to 6 hours	460 p	383 p	460 p
St. Mary's Church Surface Vehicle Park	6 to 24 hours	690 p	575 p	690 p
Bewdley	24 to 48 hours	920 p	767 p	920 p
Gardners Meadow Surface Vehicle Park				
Stourport-on-Severn				
Vale Road Surface Car Park				
Blakedown				
The Avenue Surface Car Park				
(All days between 08:00 and 18:30)				

NOTES:

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



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

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION		Current Charge TO 30-09-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-10-2019 £ Charges before VAT	Proposed Charge FROM 01-10-2019 £ Charges inclusive of VAT (if applicable)
Car Parking Season Tickets				
FULL SEASON TICKET	1 month	82.00	68.33	82.00
Kidderminster	6 months	389.00	324.17	389.00
Aldi Store Surface Vehicle Park	12 months:	706.00	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				
Bewdley				
Load Street Surface Vehicle Park				
Stourport-on-Severn				
Raven Street Surface Vehicle Park				
Severn Meadows No. 1 Surface Vehicle Park				
Bridge St Surface Vehicle Park				
RESTRICTED SEASON TICKET	1 month	41.00	34.17	41.00
Kidderminster	6 months	194.00	161.67	194.00
Castle Road Surface Vehicle Park	12 months:	353.00	294.17	353.00
Comberton Place Surface Vehicle Park	Payable as 10			
St. Mary's Church Surface Vehicle Park	monthly DD			
Bewdley				
Dog Lane Surface Vehicle Park				
Gardners Meadow Surface Vehicle Park				
Stourport-on-Severn				
Vale Road Surface Vehicle Park				
Severn Meadows Nos. 2 & 3 Surface Vehicle Parks				
Blakedown				
The Avenue Surface Vehicle Park				
SENIOR CITIZEN SEASON TICKET	6 months	98.00	81.67	98.00
All vehicle parks	12 months:	176.00	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Town Hall Fees and Charges			
KIDDERMINSTER TOWN HALL			
MUSIC ROOM			
General Bookings, Meetings, Rehearsals, Set Ups, Dances, Concerts and Parties.	Price on Application	Price on Application	Price on Application
CORN EXCHANGE ONLY			
General Bookings, Meetings, Rehearsals, Set Ups, Dances, Concerts and Parties.	Price on Application	Price on Application	Price on Application
MUSIC ROOM & CORN EXCHANGE			
General Bookings, Meetings, Rehearsals, Set Ups, Dances, Concerts and Parties.	Price on Application	Price on Application	Price on Application
KING CHARLES ROOM, COURT ROOM OR COUNCIL CHAMBER			
General Bookings, Meetings, Rehearsals, Set Ups, Dances, Concerts and Parties.	Price on Application	Price on Application	Price on Application
WEDDING CEREMONIES AND RECEPTIONS	Price on Application	Price on Application	Price on Application
Bar Charge - charge will apply to the Hirer when booking the services of a bar.	25.00	25.00	30.00
Health and Safety Check - charge may apply to the Hirer. NB Functions that require Technical support are inclusive of the health and safety check.	54.00	45.00	54.00
Technical Support - Health and Safety Check, enhanced Lighting a Technician present during the booking to assist with sound and lighting requirements.	120.00	100.00	120.00
Hire of Steinway Grand Piano - including tuning per event	126.00	110.00	132.00
- on stage	350.00	304.17	365.00
Refreshments: Tea / coffee with biscuit per serving	1.60	1.38	1.65
Box Office Service- To sell hirers tickets	10% of ticket sales	10% of ticket sales	10% of ticket sales
Booking Fee for Tickets			
Booking fee for ticket sales (included in ticket price)	1.00	0.83	1.00

NOTES:

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.
 Performing Rights Society fees are in addition to the above charges.
 Wi-Fi is available to Hirers free of charge.
 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 to allow for a flexible approach.
 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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Fleet Management			
External contracts based upon	Commercial Judgement	Price on Application	VAT charged at current rate
Staff and Members Servicing			
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%			
Car Inspection	54.00	45.00	54.00
Staff / Members Cars			
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			
MOT			
Class 4	40.00	45.00	No VAT currently charged
Class 5	58.00	58.00	No VAT currently charged
Class 7	58.00	58.00	No VAT currently charged
Taxi Fees' & Charges			
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	40.00	40.00	No VAT currently charged
Taxi Missed Inspection (Less than 24hrs) - Direct Charge	40.00	40.00	No VAT currently charged
Taxi MOT (as part of above scheduled inspection) - Direct Charge	25.00	30.00	No VAT currently charged
Taxi MOT Independently Booked - Direct Charge	40.00	45.00	No VAT currently charged

NOTES:

Pricing decisions 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	Proposed Charge	Proposed Charge
	TO 31-03-2019 £ Charges inclusive of VAT (if applicable)	FROM 01-04-2019 £ Charges before VAT	FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Hire of Facilities			
WYRE FOREST HOUSE			
Partnership and Commercial rate (hourly)			
Council Chamber	Price on Application	Price on Application	Price on Application
SoS & Bewdley rooms combined	Price on Application	Price on Application	Price on Application
SoS & Bewdley rooms separately	Price on Application	Price on Application	Price on Application
Kidderminster & Rock rooms combined	Price on Application	Price on Application	Price on Application
Kidderminster & Rock rooms separately	Price on Application	Price on Application	Price on Application
Wolverley room	Price on Application	Price on Application	Price on Application
Chaddesley Corbett room	Price on Application	Price on Application	Price on Application
Delegate Day Rate (per person)			
Includes room hire up to 10 hours (full day) 5 hours (half day), choice of refreshments, flipchart/AV equipment/microphones in Council Chamber			
Council Chamber - minimum delegates 30	Price on Application	Price on Application	Price on Application
Stourport/Bewdley joined - minimum delegates 20	Price on Application	Price on Application	Price on Application
Kidderminster/Rock joined - minimum delegates 15	Price on Application	Price on Application	Price on Application
Kidderminster - minimum delegates 10	Price on Application	Price on Application	Price on Application

NOTES:

Pricing decisions 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 TO 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Land Charges			
LAND CHARGES - RESIDENTIAL & COMMERCIAL			
Basic Land Charges Search Fee LLC1	24.00	25.00	No VAT currently charged
Con 29 Part 1	89.40	78.50	94.20
Highway Information Payable to Worcs County Council Con 29 Highway	38.40	34.00	40.80
Total	151.80	137.50	160.00
Each additional residential/commercial property/parcel of land LLC1	24.00	25.00	No VAT currently charged
Con 29 Part 1	20.40	18.00	21.60
Total	44.40	43.00	46.60
Each Optional Enquiry - Residential and Commercial			
Questions answered by WFDC	21.60	19.00	22.80
Question 4 WFDC	10.80	9.50	11.40
Question 4 payable to Worcs County Council Highways	12.00	10.50	12.60
Total	22.80	20.00	24.00
Question 22 payable to Worcs County Council Commons	25.20	21.00	25.20

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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Building Control - Fees Set By North Worcestershire Building Control Shared Service			
STANDARD CHARGES FOR THE CREATION OR CONVERSION TO NEW HOUSING			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Additional Charge *	Price on application	Price on application	VAT Charged at Current Rate
DOMESTIC EXTENSIONS TO A SINGLE BUILDING			
Conversion of attached garage into habitable room:			
Application Charge	360.00	300.00	360.00
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
Extension where floor area is less than 10m ² :			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Additional Charge *	Price on application	Price on application	VAT Charged at Current Rate
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 *	Price on application	Price on application	VAT Charged at Current Rate
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 *	Price on application	Price on application	VAT Charged at Current Rate
Detached Garage over 30m ²			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Additional Charge *	Price on application	Price on application	VAT Charged at Current Rate
Electrical Works by Non-Qualified Electrician:			
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
Renovation of Thermal Element:			
Application Charge	220.00	183.33	220.00
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Installing Steel Beams(s) within an Existing House:			
Application Charge	215.00	179.17	215.00
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Window Replacement:			
Application Charge	215.00	179.17	215.00
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Installing New Boiler or Wood Burner, etc:			
Application Charge	420.00	350.00	420.00
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
ALL OTHER WORK - ALTERATIONS			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Supplementary Charges			
Archived plans			
Re-open archived file and issue completion certificate	51.30	44.03	52.83
Site Visit relating to archived case - per site visit	66.90	57.42	68.90



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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Building Control - Fees Set By North Worcestershire Building Control Shared Service			
Withdrawn Applications			
Process request - Admin Charge	51.30	44.03	52.83
Building Notice - No inspection having taken place	refund fee less admin charge	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 £57.42 per visit	refund fee less admin charge less £68.90 per visit
Full Plans - not checked, no inspections	refund fee less admin charge	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	refund inspection fee less admin charge
Full Plans - checked, with site inspections	refund fee less admin charge less £64 per visit	refund fee less admin charge less £57.42 per visit	refund fee less admin charge less £68.90 per visit
Redirected Inspection fees/issue copy documents			
Re invoice to new address	51.30	44.03	52.83
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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Street Naming and Numbering			
Existing Properties			
Renaming an existing street	282.00	296.00	No VAT currently charged
Additional charge per premise	70.00	74.00	No VAT currently charged
Renaming (where the premise is NOT also numbered) or renumbering a premise	140.00	147.00	No VAT currently charged
Additional charge per premise	27.00	28.00	No VAT currently charged
Adding a name to or renaming a premise (where the premise is also numbered)	27.00	28.00	No VAT currently charged
Additional charge where this includes naming of a building (e.g. a block of flats)	70.00	74.00	No VAT currently charged
New Developments			
Naming a New Street	282.00	296.00	No VAT currently charged
Naming and Numbering a new Premises	140.00	147.00	No VAT currently charged
Additional charge for each adjoining premise	27.00	28.00	No VAT currently charged
Additional Charge where this includes naming of a building (e.g. a block of flats)	70.00	74.00	No VAT currently charged
Confirmation of address to solicitors/conveyancers/occupiers or owners	27.00	28.00	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	Proposed Charge	Proposed Charge
	TO 31-03-2019 £	FROM 01-04-2019 £	FROM 01-04-2019 £
Private Sector Housing	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
HMO Licence - 5 year licence	750.00	785.00	No VAT currently charged
HMO Licence if application submitted and complete within 21 days	550.00	575.00	No VAT currently charged
Residential Caravan Site New Application	750.00	785.00	No VAT currently charged
Residential Caravan Site New Application if submitted and complete within 21 days	550.00	575.00	No VAT currently charged
Residential Caravan Site Annual Inspection Fee	200.00	210.00	No VAT currently charged
Smoke & CO Regulations Penalty Charges as per Published Statement of Principles*			
Penalty fee where no previous action has been taken	550.00	575.00	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	1,650.00	1,730.00	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	3,310.00	3,475.00	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**	550.00	575.00	No VAT currently charged
Administration Costs	275.00	290.00	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	FROM 01-04-2019 £ Charges before VAT	FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Housing Strategy and Enabling			
Custom and self build register charges	25.00	26.50	No VAT currently charged

NOTES:

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



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

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
Regeneration and Economic Development	TO 31-03-2019 £ Charges inclusive of VAT (if applicable)	FROM 01-04-2019 £ Charges before VAT	FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Town Centre Promotions			
National brand - Bus, van or marquee per day	100.00	110.00	No VAT currently charged
National brand - Bus, van or marquee per week	500.00	550.00	No VAT currently charged
Established local business - Bus, van or marquee per day	100.00	110.00	No VAT currently charged
Established local business - Bus, van or marquee per week	500.00	550.00	No VAT currently charged
New local business or start-up - first occasion	Free	Free	
New local business or start-up - second occasion	55.00	25.00	No VAT currently charged
New local business or start-up - thereafter - per day	80.00	50.00	No VAT currently charged
New local business or start-up - thereafter - per week	400.00	350.00	No VAT currently charged
Leafleting only (without stall or table) per day	30.00	40.00	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	100.00	No VAT currently charged
Registered charities (national) per week	375.00	400.00	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 2019-2020****COUNCIL**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2019-20 £	2020-21 £	2021-22 £
R605	<u>ECONOMIC PROSPERITY AND PLACE</u>				
	<u>Development Control - Planning Advice</u>	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R S	40 CR -	40 CR -	40 CR -
R605	<u>Development Control - Pre-application advice/ Permitted Development</u>	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R S	760 CR -	760 CR -	760 CR -
R625	<u>Building Control - Decision Notices</u>				
	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	<u>Development Control - Sale of Documents</u>	C	-	-	-
	Increase charges by 5% in line with Council Policy.	R S	250 CR -	250 CR -	250 CR -
R637	<u>Environmental Health - Water Sampling</u>	C	-	-	-
	Water sampling and analysis charges are set by Worcs Regulatory Services. No increase is being proposed in 2019-20.	R S	- -	- -	- -
R637	<u>Environmental Health - Control of Dogs</u>				
	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 2019-20.	C R S	- - -	- - -	- - -
R638	<u>Licensing Activities - Hackney Carriages</u>	C	-	-	-
	No increase are being proposed in 2019-20 to Hackney Carriage licences.	R S	- -	- -	- -
R638	<u>Licensing Activities - Animal Activity Licensing</u>				
	New Animal Activity licensing charges were introduced in October 2018, covering animal boarding, dog breeding, pet shops, riding establishments and performing animals. The additional income raised across the whole shared service will pay for two additional licensing officers.	C R S	- - -	- - -	- - -
R638	<u>Licensing Activities - Other General Licensing</u>				
	To increase charges by 5% in line with Council Policy where appropriate (some exceptions detailed on backing sheets).	C R S	- 870 CR -	- 870 CR -	- 870 CR -
R638	<u>Licensing Activities - Gambling Act 2005 (Premises)</u>	C	-	-	-
	Increase charges by either 5% in line with Council Policy or up to prescribed maximum level (if this is lower).	R S	530 CR -	530 CR -	530 CR -

WYRE FOREST DISTRICT COUNCIL**FEES AND CHARGES 2019-2020****COUNCIL**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2019-20 £	2020-21 £	2021-22 £
R638	<u>Licensing Activities - Scrap Metal Dealers Licence</u> Scrap metal dealers licence is a 3 year licence which was introduced in 2014. Level of charges are recommended by Worc's Regulatory Services. No increase is being proposed in 2019-20.	C R S	- - -	- - -	- - -
R310	<u>RESOURCES</u> <u>Council Tax and NNDR</u> Summons Costs £50 Liability Order Costs <u>£30</u> <u>£80</u> Bi-annual review of summons costs and liability orders to reflect inflation and additional Magistrates Court costs.	C R S	- - -	- - -	- - -
	TOTALS	C R S	- 2,450 CR -	- 2,450 CR -	- 2,450 CR -



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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
High Hedge Applications			
High Hedge Applications			
Householder	300.00	350.00	No VAT currently charged
Other	300.00	350.00	No VAT currently charged
Concession (for those in receipt of housing or council tax benefits)	100.00	120.00	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	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Planning Advice			
Building Control Decision Notices (Pre 01-01-2012)			
Sale of Copy Documents			
Reply to general individual queries, Planning or Building Control for up to 6 questions (after that the full Local Land Charge Search fee will be charged)	26.00 per Question	27.00 per Question	No VAT currently charged
If any query requires a site visit to be made (e.g. compliance with conditions)	71.00	75.00	No VAT currently charged
Charges for Copy Documents			
See Note 2 below			
Monthly Decision List - Emailed	Free	Free	Free
Weekly Planning Application List - Emailed	Free	Free	Free
Decision Notices	21.00	18.33	22.00
Decision Notices Additional Copies	1.30	1.17	1.40
A4 - For each copy	1.30	1.17	1.40
A3 - For each copy	1.30	1.17	1.40
A2 - For each copy	3.60	3.17	3.80
A1 - For each copy	4.80	4.25	5.10
A0 - For each copy	5.90	5.17	6.20

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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Permitted Developments and Pre-application Advice			
Permitted Development enquiries			
Proposed development type			
Householder	Free	Free	Free
Other	Free	Free	Free
Pre-Application advice			
Householder	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Residential Development (see note 1)			
1 dwelling	80.00	70.00	84.00
Cost of each additional meeting	40.00	35.00	42.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
2-3 dwellings	200.00	175.00	210.00
Cost of each additional meeting	100.00	87.50	105.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
4-5 dwellings	310.00	271.67	326.00
Cost of each additional meeting	160.00	140.00	168.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
6-7 dwellings	450.00	394.17	473.00
Cost of each additional meeting	225.00	196.67	236.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
8-9 dwellings	620.00	542.50	651.00
Cost of each additional meeting	310.00	271.67	326.00
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
10-24 dwellings	1,436.00	1,256.67	1,508.00
Cost of each additional meeting	719.00	629.17	755.00
Cost of Highway Advice	504.00	440.83	529.00
Cost of each additional meeting with Highway Authority	251.00	220.00	264.00
25-49 dwellings	1,436.00	1,256.67	1,508.00
Cost of each additional meeting	719.00	629.17	755.00
Cost of Highway Advice	504.00	440.83	529.00
Cost of each additional meeting with Highway Authority	251.00	220.00	264.00
50 - 99 dwellings	2,874.00	2,515.00	3,018.00
Cost of each additional meeting	1,064.00	930.83	1,117.00
Cost of Highway Advice	1,006.00	880.00	1,056.00
Cost of each additional meeting with Highway Authority	373.00	326.67	392.00
100 - 199 dwellings	2,874.00	2,515.00	3,018.00
Cost of each additional meeting	1,064.00	930.83	1,117.00
Cost of Highway Advice	1,006.00	880.00	1,056.00
Cost of each additional meeting with Highway Authority	373.00	326.67	392.00
200 - 299 dwellings	4,311.00	3,772.50	4,527.00
Cost of each additional meeting	1,436.00	1,256.67	1,508.00
Cost of Highway Advice	1,508.00	1,319.17	1,583.00
Cost of each additional meeting with Highway Authority	504.00	440.83	529.00
300+ dwellings	4,311.00	3,772.50	4,527.00
Cost of each additional meeting	1,436.00	1,256.67	1,508.00
Cost of Highway Advice	1,508.00	1,319.17	1,583.00
Cost of each additional meeting with Highway Authority	504.00	440.83	529.00



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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Permitted Developments and Pre-application Advice			
Non Residential/Commercial Development (see note 1)			
Gross floor area up to 500m2 (site up to 0.5ha)	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
Gross floor area 501m2 - 999m2 (site 0.5 - 1ha)	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Cost of Highway Advice	Free	Free	Free
Cost of each additional meeting with Highway Authority	Free	Free	Free
Gross floor area 1,000 - 2,499m2 (site 1-1.25ha)	1,436.00	1,256.67	1,508.00
Cost of each additional meeting	719.00	629.17	755.00
Cost of Highway Advice	504.00	440.83	529.00
Cost of each additional meeting with Highway Authority	251.00	220.00	264.00
Gross floor area 2,500 - 9,999m2 (site 1.26-2ha)	2,874.00	2,515.00	3,018.00
Cost of each additional meeting	1,064.00	930.83	1,117.00
Cost of Highway Advice	1,006.00	880.00	1,056.00
Cost of each additional meeting with Highway Authority	373.00	326.67	392.00
Gross floor area +10,000m2 (site +2ha)	4,311.00	3,772.50	4,527.00
Cost of each additional meeting	1,436.00	1,256.67	1,508.00
Cost of Highway Advice	1,508.00	1,319.17	1,583.00
Cost of each additional meeting with Highway Authority	504.00	440.83	529.00
Other Categories			
Advertisements	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Change of Use	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Telecommunications	Free	175.00	210.00
Cost of each additional meeting	Free	87.50	105.00
Glasshouses/Poly Tunnels	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Others (see note 2)	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Historic Environmental and Tree related enquiries			
Separate Listed Building and Conservation Area Advice (Up to 3 Separate Matters)	45.00	39.17	47.00
(More than 3 Separate Matters)	88.00	76.67	92.00
Cost of each additional meeting	22.00	19.17	23.00
Separate Tree related Advice - number of trees not exceeding 10	45.00	39.17	47.00
Cost of each additional meeting	22.00	19.17	23.00
Separate Tree related Advice - number of trees over 10 but not exceeding 30	88.00	76.67	92.00
Cost of each additional meeting	22.00	19.17	23.00
Exemptions			
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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Water Sampling and Analysis Charges - Fees Recommended By Worcestershire Regulatory Services			
POLLUTION CONTROL			
Water Sampling Charges			
The Regulations allow local authorities to charge a fee, to enable reasonable costs of services (lab fees etc) to be recovered			
Proposed Fees and Charges			
Risk Assessment	55.00 per hour	55.00 per hour	No VAT currently charged
Sampling (each visit)	55.00 per hour	55.00 per hour	No VAT currently charged
Investigation	55.00 per hour	55.00 per hour	No VAT currently charged
Analysing a sample taken under regulation 10 (small supplies) (Plus extra lab costs for additional parameters where required)	lab analysis cost	lab analysis cost	No VAT currently charged
taken during monitoring for Group A parameters	lab analysis cost	lab analysis cost	No VAT currently charged
taken during audit monitoring	lab analysis cost	lab analysis cost	No VAT currently charged

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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Hackney Carriage/Private Hire Fees			
Hackney Carriage Vehicle (includes renewal plates and twice yearly vehicle inspections)	416.00	416.00	No VAT currently charged
Private Hire Vehicle (includes renewal plates and twice yearly vehicle inspections)	416.00	416.00	No VAT currently charged
Change of Business (Sell Car and Transfer Plate)	105.00	105.00	No VAT currently charged
Temporary Replacement HC & PH vehicle (excluding plates & decals)	104.00	104.00	No VAT currently charged
Initial or Replacement Licences/Plates (if lost or damaged)			
External Car Plate	49.00	49.00	No VAT currently charged
Internal (Executive Vehicles) Car Plate	21.00	21.00	No VAT currently charged
Vehicle Decals - Replacements	19.00	19.00	No VAT currently charged
Exemption Notice (Executive Vehicles)	29.00	29.00	No VAT currently charged
Vehicle Testing			
Vehicle Retest Fee (if re-tested within 48 hours of failure)	31.00	25.83	31.00
Vehicle Retest Fee (if re-tested after 48 hours of failure)	59.00	49.17	59.00
Hackney Carriage/Private Hire Drivers Licence (valid for 3 years)	415.00	415.00	No VAT currently charged
Disclosure Scotland check	62.00	62.00	No VAT currently charged
Drivers Badge	25.00	25.00	No VAT currently charged
Drivers' Knowledge Test	54.00	54.00	No VAT currently charged
Private Hire Operators (valid for 1 year)	463.00	463.00	No VAT currently charged
Private Hire Operators (valid for 5 years)	1,760.00	1,760.00	No VAT currently charged

NOTES:

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



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

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 30-09-2018 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-10-2018 £ Charges before VAT	Proposed Charge FROM 01-10-2018 £ Charges inclusive of VAT (if applicable)
Licensing and Registration - Animal Activity Licence			
Animal Boarding Establishments Initial	391.00	Repealed	No VAT charged
Renewal	258.00	Repealed	No VAT charged
Vet fees/Animal welfare visit (if applicable)	Charged at Cost		
Dog Breeding Establishments Initial	391.00	Repealed	No VAT charged
Renewal	258.00	Repealed	No VAT charged
Vet fees/Animal welfare visit (if applicable)	Charged at Cost		
Pet Shops Initial	391.00	Repealed	No VAT charged
Renewal	258.00	Repealed	No VAT charged
Vet fees/Animal welfare visit (if applicable)	Charged at Cost		
Riding Establishments Initial	391.00	Repealed	No VAT charged
Renewal	258.00	Repealed	No VAT charged
Vet fees/Animal welfare visit (if applicable)	Charged at Cost		
Animal Activity Licence			
Animal Boarding, Dog Breeding, Pet Shops, Riding Establishments			
Application Fee	N/A	322.00	No VAT currently charged
1 Year Licence Fee	N/A	180.00	No VAT currently charged
2 Year Licence Fee	N/A	357.00	No VAT currently charged
3 Year Licence Fee	N/A	535.00	No VAT currently charged
Variation Fee	N/A	235.00	No VAT currently charged
Inspection Fee	N/A	160.00	No VAT currently charged
Vet Fees	N/A	Charged at Cost	
Animal Activity Licence			
Performing Animals (No Risk Assessment)			
Application Fee	N/A	215.00	No VAT currently charged
1 Year Licence Fee	N/A	N/A	No VAT currently charged
2 Year Licence Fee	N/A	N/A	No VAT currently charged
3 Year Licence Fee	N/A	290.00	No VAT currently charged
Variation Fee	N/A	155.00	No VAT currently charged
Inspection Fee	N/A	160.00	No VAT currently charged
Vet Fees	N/A	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	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 31-03-2019	FROM 01-04-2019	FROM 01-04-2019
		£	£	£
		Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Licensing and Registration				
Dangerous Wild Animals	Initial	391.00	411.00	No VAT currently charged
	Renewal	258.00	271.00	No VAT currently charged
	Vet fees/Animal welfare visit (if applicable)	Charged at Cost		
Zoo Licences	Initial	1,882.00	1,976.00	No VAT currently charged
		(plus Inspector's expenses)	(plus Inspector's expenses)	
	Renewal	1,692.00	1,777.00	No VAT currently charged
		(plus Inspector's expenses)	(plus Inspector's expenses)	
	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		190.00	200.00	No VAT currently charged
(b) Premise		274.00	288.00	No VAT currently charged
(c) Persons & Premises		462.00	No Longer Available	
Sex Establishments	Initial	4,977.00	5,226.00	No VAT currently charged
	Renewal	1,911.00	2,007.00	No VAT currently charged
	Transfer	380.00	400.00	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Gambling Premises Licence Fees			
Gambling Premises Licence - New Application			
Adult Gaming Centre	1,601.00	1,681.00	No VAT currently charged
Betting Premises (excluding Tracks)	2,402.00	2,522.00	No VAT currently charged
Betting Premises (Tracks)	2,000.00	2,100.00	No VAT currently charged
Bingo Club	2,798.00	2,938.00	No VAT currently charged
Family Entertainment Centre	1,601.00	1,681.00	No VAT currently charged
Temporary Use Notices	408.00	428.00	No VAT currently charged
Gambling Premises Licence - Annual Fee			
Adult Gaming Centre	801.00	841.00	No VAT currently charged
Betting Premises (excluding Tracks)	481.00	505.00	No VAT currently charged
Betting Premises (Tracks)	801.00	841.00	No VAT currently charged
Bingo Club	801.00	841.00	No VAT currently charged
Family Entertainment Centre	599.00	629.00	No VAT currently charged
Provisional Statement Application			
Adult Gaming Centre	1,601.00	1,681.00	No VAT currently charged
Betting Premises (excluding Tracks)	2,402.00	2,522.00	No VAT currently charged
Betting Premises (Tracks)	2,000.00	2,100.00	No VAT currently charged
Bingo Club	2,798.00	2,938.00	No VAT currently charged
Family Entertainment Centre	1,601.00	1,681.00	No VAT currently charged
Licence Application (Provisional Statement Holders)			
Adult Gaming Centre	759.00	797.00	No VAT currently charged
Betting Premises (excluding Tracks)	962.00	1,010.00	No VAT currently charged
Betting Premises (Tracks)	759.00	797.00	No VAT currently charged
Bingo Club	962.00	1,010.00	No VAT currently charged
Family Entertainment Centre	759.00	797.00	No VAT currently charged
Application to Transfer			
Adult Gaming Centre	759.00	797.00	No VAT currently charged
Betting Premises (excluding Tracks)	962.00	1,010.00	No VAT currently charged
Betting Premises (Tracks)	759.00	797.00	No VAT currently charged
Bingo Club	962.00	1,010.00	No VAT currently charged
Family Entertainment Centre	759.00	797.00	No VAT currently charged
Application to Vary			
Adult Gaming Centre	801.00	841.00	No VAT currently charged
Betting Premises (excluding Tracks)	1,199.00	1,259.00	No VAT currently charged
Betting Premises (Tracks)	999.00	1,049.00	No VAT currently charged
Bingo Club	1,402.00	1,472.00	No VAT currently charged
Family Entertainment Centre	801.00	841.00	No VAT currently charged
		0.00	
Reinstatement of Licence			
Adult Gaming Centre	759.00	797.00	No VAT currently charged
Betting Premises (excluding Tracks)	962.00	1,010.00	No VAT currently charged
Betting Premises (Tracks)	759.00	797.00	No VAT currently charged
Bingo Club	962.00	1,010.00	No VAT currently charged
Family Entertainment Centre	759.00	797.00	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Street Trading			
Single Unit up to 12 x 12 (max 5m length) Food - Initial	2,332.00	2,450.00	No VAT currently charged
- Renewal	2,218.00	2,330.00	No VAT currently charged
Single Unit up to 12 x 12 (max 5m length) Non-Food - Initial	1,949.00	2,045.00	No VAT currently charged
- Renewal	1,754.00	1,842.00	No VAT currently charged
For every additional 12 x 12 or part thereof or length more than 5m	962.00	1,010.00	No VAT currently charged
Mobile Traders - Initial	916.00	962.00	No VAT currently charged
Mobile Traders - Renewal	916.00	962.00	No VAT currently charged
Street Amenities (Control of Street Furniture)	369.00	387.00	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 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Scrap Metal Dealers Act 2013 - Fees Recommended By Worcestershire Regulatory Services			
Site Licence - Initial (3 year licence)	290.00	290.00	No VAT currently charged
Site Licence - Renewal (3 year licence)	240.00	240.00	No VAT currently charged
Collectors Licence - Initial (3 year licence)	145.00	145.00	No VAT currently charged
Collectors Licence - Renewal (3 year licence)	95.00	95.00	No VAT currently charged
Variation of Licence	65.00	65.00	No VAT currently charged
Copy of licence (if lost or stolen)	25.00	25.00	No VAT currently charged

NOTES:

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



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

PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31-03-2019 £ Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2019 £ Charges before VAT	Proposed Charge FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Control of Dogs - Fees Recommended By Worcestershire Regulatory Services			
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

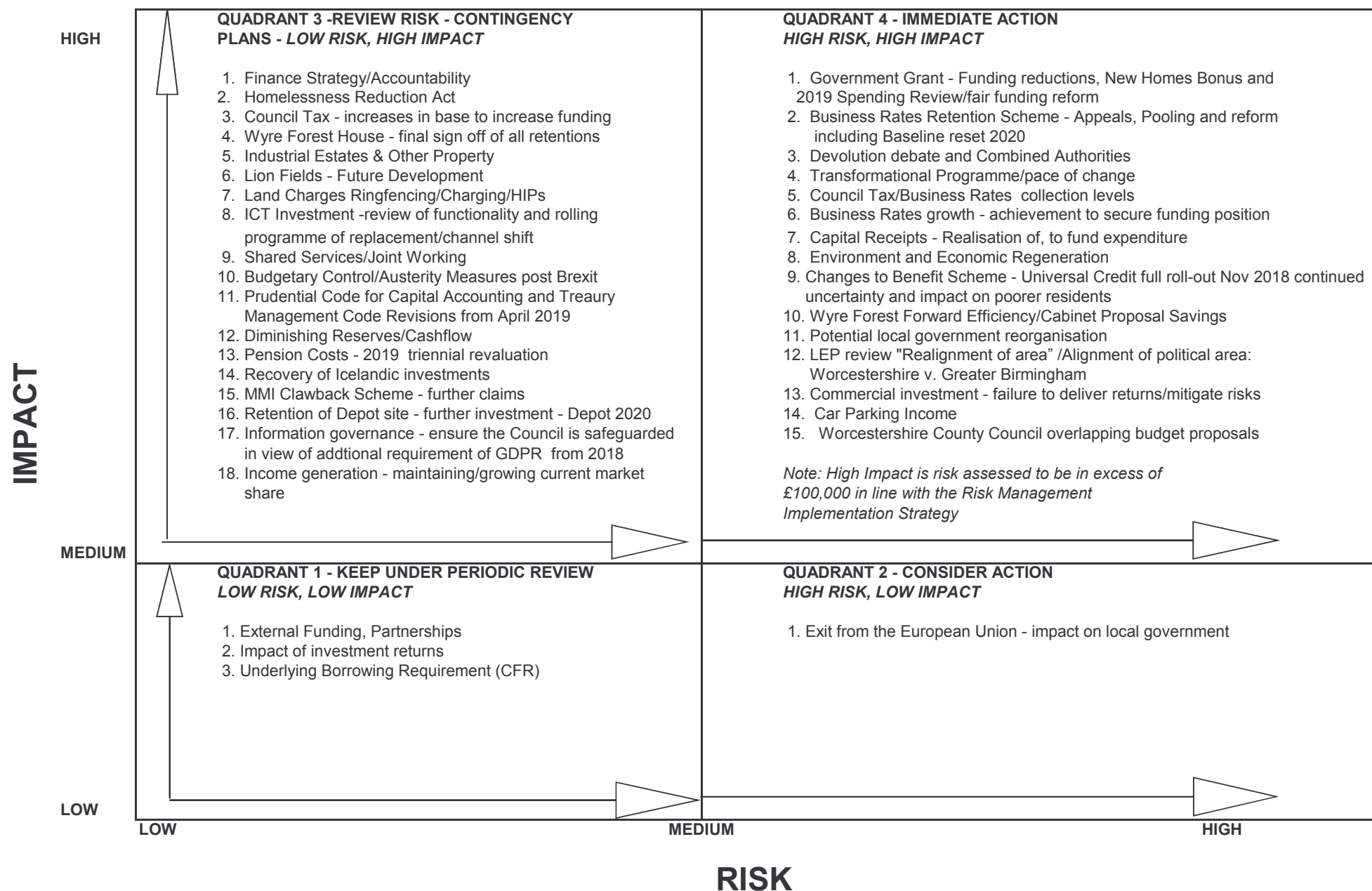
PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31-03-2019 £ Charges inclusive of VAT (if applicable)	FROM 01-04-2019 £ Charges before VAT	FROM 01-04-2019 £ Charges inclusive of VAT (if applicable)
Council Tax and NNDR			
Council Tax and NNDR			
Summons costs	50.00	50.00	No VAT currently charged
Liability Orders	30.00	30.00	No VAT currently charged

NOTES:

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

BUDGET RISK MATRIX 2019/2022



APPENDIX 4 (Part 2)

Budget Risk Matrix

ISSUE	BUDGETARY RESPONSE
Quadrant 1 - Low Risk, Low Impact 1. External Funding, Partnerships 2. Impact of Investment Returns 3. Underlying Borrowing Requirement (CFR)	Keep under periodic review 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 0.75% over the terms of the MTFP. 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.
Quadrant 2 - High Risk, Low Impact 1. Exit from the European Union	Consider Action To-date the impact has not been significant but this will be closely monitored.
Quadrant 3 - Low Risk, High Impact 1. Finance Strategy/Accountability 2. Homelessness Reduction Act 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	Review Risk - Contingency Plans Council are required to adopt a three year Balanced Budget Strategy. Supplementary estimate agreed at September Cabinet, use of New Street facility, close monitoring and management of housing advice service brought back in-hour from June 2018. Assumption of increase of 300 pa should hopefully be realised. Managed closely by Chief Executive and CLT/Cabinet Managed through Property Disposal Strategy Development opportunities continue to be explored. Reduced income allowed for within Base Budget reduces the scale of any challenge. 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 £22m, 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 2016 revaluation contained within existing budgets but risk remains going forward for this significant expenditure area. 2019 Revaluation confirmed rather than a move to every 4 years Under £1m in outstanding and work will continue to achieve maximum recovery.

APPENDIX 4 (Part 2)

<p>Quadrant 3 Continued</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>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 and invest in 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 has informed marketing strategy and new Commercial Manager now recruited.</p>
<p>Quadrant 4 - High Risk, High Impact</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>Immediate Action</p> <p>Significant issue given the scale of the Spending deficit. The Cabinet Financial Strategy Advisory Panel process will assist Wyre Forest Forward coordinating Councils future Plans.</p> <p>Application for pan-Worcestershire Pilot submitted for 2019-20. 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 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 Corporate Director: Resources Revised CTRS scheme proposed from April 2019 to align with Universal credit</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 from November 2018 to be carefully managed and impact monitored</p> <p>Progress continues to be monitored and reported regularly to members.</p>

APPENDIX 4 (Part 2)

12. Potential Local Government Reorganisation	Macroeconomic area strategically assessed and managed by the Leadership team.
13. Realignment of area/political area	Kept under strategic review by the Leadership team in liaison with two LEPS. The three LEP footprint proposals are also within our radar.
14. Car parking income	Income levels are down in the new MTFP; usages/Income level closely monitored, new simplified policy is now in place.
15. WCC overlapping budget proposals – adverse impact	Liaison with WCC to work to minimise/mitigate the impact of any overlapping proposals to protect the financial position of both parties as far as possible.

WYRE FOREST DISTRICT COUNCIL

CABINET MEETING
18TH DECEMBER 2018

CAPITAL STRATEGY 2019-22

OPEN	
CABINET MEMBERS:	Councillor Nathan Desmond Cabinet Member for Resources
RESPONSIBLE OFFICERS:	Tracey Southall: Corporate Director: Resources and Mike Parker, Corporate Director: Economic Prosperity and Place
CONTACT OFFICERS:	Tracey Southall Ext 2100 e-mail tracey.southall@wyreforestdc.gov.uk Mike Parker Ext 2500 e-mail mike.parker@wyreforestdc.gov.uk
APPENDIX 1 APPENDIX 2 APPENDIX 3	Capital Programme 2018-19 onwards Quantitative Indicators for assessment of risk exposure Capital Strategy/Scheme of Delegation The Role of the Section 151 Officer

1. PURPOSE OF REPORT

- 1.1 To seek Council approval of a Capital Strategy for 2019-22.
- 1.2 To consider the Capital Programme 2018-19 onwards and set out the detail to support the recommendations within the separate Medium Term Financial Strategy also on this agenda.
- 1.3 To seek approval of set limits for non financial investments.
- 1.4 To fulfil the key requirements of the MHCLG Investment Guidance.

2. RECOMMENDATIONS

- 2.1 The **CABINET** is asked to **ENDORSE** and **RECOMMEND** to the Cabinet Financial Strategy Advisory Panel for scrutiny:
- 2.2 The Council's updated Capital Strategy:
 - a) Approve the Capital Strategy 2019-22 including the associated Quantitative Indicators in Appendix 2;
 - b) Approve variations to the Capital Programme and Vehicle, Equipment and Systems Renewals Schedule as set out in Appendix 1, Appendices A and B;

c) Approve the limits for gross debt of non treasury investments compared to net service expenditure and for commercial income as a percentage of net service expenditure as set out in Appendix 2;

d) Approve the limits for loan investments as set out in Section 5.1.

2.3 The Cabinet is asked to APPROVE:

2.3.1 That delegation is given to the Corporate Director: Economic, Prosperity and Place in consultation with the Corporate Director: Resources and Solicitor to the Council and the Cabinet Member for Resources to update the Development Loans Fund and Capital Portfolio Strategy Policies

3. BACKGROUND

3.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires local authorities to produce a capital strategy to demonstrate that capital expenditure and investment decisions are taken in line with service objectives and take account of stewardship, value for money, prudence, sustainability and affordability.

3.2 The Capital Strategy is a key document for the Council and forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

3.3 Ownership of the Capital Strategy sits at the highest level - corporately with members and key officers. It is a primary document for all capital decision making, together with the Corporate Plan and other strategies.

3.4 The Council's Capital Programme is the delivery plan for the Capital Strategy and is under-pinned by the borrowing strategy contained in the approved TMSS.

3.5 This Capital Strategy includes all capital expenditure and capital investment decisions, not only as an individual local authority but also those entered into under group arrangements. It sets out the longer term context in which decisions are made with reference to the life of the projects/assets.

3.6 Our current policy is that it will always be the Council's preference to invest within the district area to support regeneration and local economic development whilst also allowing the Council to consider opportunities within the wider geographical area of the two Local Enterprise Partnerships, (LEP) which the district is a member of. This report retains this policy.

3.7 Capital vs. Treasury Management Investments

- 3.7.1 Treasury Management investment activity covers those investments which arise from the organisation's cash flows and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business.
- 3.7.2 For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Treasury Management Policy and the Annual Investment Strategy.
- 3.7.3 The CIPFA Treasury Management Code recognises that organisations may make investments for policy reasons outside of normal treasury management activity. These may include service and multiple objective investments. For the avoidance of doubt, the definition of an investment also covers loans made by a local authority to one of its wholly-owned companies or associates, to a joint venture, or to a third party.
- 3.7.4 Treasury Management investments are covered in the TMSS approved annually by Council each February. This Capital Strategy clearly links to, and is complementary to the TMSS. The non treasury investments - the Capital Portfolio Fund and Development Loans Fund approved by Council on 22nd February 2017 are included in the Capital Financing Requirement (CFR) and within the Operational Boundary and statutory Authorised Limit for prudential borrowing. The separate strategies for the Capital Portfolio Fund and Development Loans Fund set out specific detail including reporting, risk and governance of these non treasury investments. The detail of the Development Loans Fund Strategy will be updated now the fund management agreement has been finalised in liaison with Finance Birmingham under the delegation proposed at 2.3.1. The key principles of the current strategy will be retained.

3.8 Strategic Context

- 3.8.1 This strategy is a high level summary of WFDC's approach to capital investment in the interests of the district. It guides the development of service capital plans, and sets out the policies and practices that the authority uses to establish monitor and manage the Council's capital programme, in line with the Medium Term Financial Strategy also on this agenda. The Capital Strategy will take account of both local improvement priorities and national priorities that are established through effective consultation with residents and our partners; as well as recognising the contribution the Council makes within the Local Enterprise Partnership (LEP) geographies of which it is a member. These priorities inform resource allocation. Progress on achieving these objectives is closely monitored in accordance with the performance framework.
- 3.8.2 The Wyre Forest Forward transformation programme for the period 2019-2022 is being developed to meet the anticipated further significant reduction in Government Funding. Its key objectives are to help the Council to become less

reliant on this source of funding, through reduced expenditure and increased income, but also to continue to provide its statutory services, protect its most vulnerable residents and attract investment to deliver economic development to the District.

The non treasury investments strategies for the Capital Portfolio Fund and Development Loans Fund are part of the transformation Programme forming a key part of the MTFS from 2017-18. Whilst they will not alone close the funding gap this Council continues to face, they can make a proportionate contribution to achieving ongoing financial sustainability. The original modest assumptions have already been exceeded and based on the performance of acquisitions secured so far are forecast to have reduced the funding gap by an average £311k per annum by 2021-22 (average 2019-20 to 2021-22). Whilst there is undoubtedly risk attached to the progression of these strategies, the greater risk to our financial future is to do nothing. Risk analysis is set out and explored in detail as part of this report.

The diagram below shows how this Capital Strategy fits into the overall Strategic Planning Model for the Council.

Simple Strategic Planning Model



3.9 Strategic Links

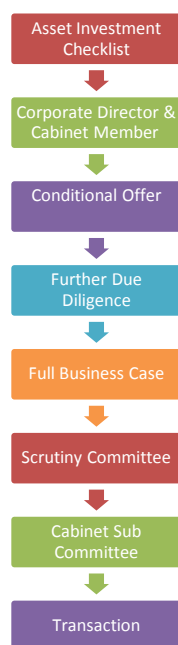
This report links to a number of other key strategies and approvals including the Medium Term Financial Strategy and Treasury Management Strategy Statement. A full list of all linked strategic documents is given in Section 18 – Background Papers.

3.10 Reporting Requirements

- 3.10.1 The Council is required to receive and approve a Capital Strategy report at least once a year to meet the requirements of the MHCLG Guidance. The Strategy will be considered by the Cabinet Financial Strategy Advisory Panel before presentation to Cabinet and then onward recommendation to Council. The Treasury Management Review Panel will continue to be used for treasury

management investments but the separate reporting and governance arrangements approved by Cabinet on the 20th September 2017 will be followed for non treasury investments. These are summarised in the diagram below:

Process Flow for Governance Process for Non Treasury Investments - Capital Portfolio Fund and Development Loans Fund



3.10.2 The Strategy focuses on core principles that underpin the three year capital programme. It has regard to the requirements of the latest MHCLG Investment Guidance therefore including investments that are not managed as part of normal treasury management processes or under treasury management delegations. It gives a position statement with regards to capital expenditure and the resources available in terms of funding for these non treasury policies. The Strategy focuses on the key issues and risks that will impact on the delivery of the Capital Programme including the Capital Portfolio Fund and Development Loans Fund Strategies and the governance framework required to ensure the overall Capital Strategy is delivered.

3.11 Capital Strategy for 2019-22

The strategy for 2019-22 covers the following main areas:

1. Capital Issues

- The Council's Capital Programme is under-pinned by the borrowing strategy contained in the approved Treasury Management Strategy Statement, the Property Disposal Strategy and also the Capital Portfolio and Development Loans Fund Strategies.

2. Disclosure and reporting requirements required by the Statutory Guidance on Local Government Investments

- Limits for non treasury investments
- Agreement of the types of loan to be made and self assessed limit that cannot be exceeded for such loans
- Agreement of the types of property investments to be made and self assessed limit for total exposure to these investments;
- Definition of types of contribution non-financial investments can make for this Council;
- Processes and procedures for how risk assessment will be managed including security, debt recovery, liquidity and performance monitoring;
- How balance is achieved between Security, Liquidity and Yield based on risk appetite and contributions of investment activities;
- Quantitative Indicators to help measure total risk exposure in terms of proportionality;
- Capacity, skills and culture including policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003 and the MHCLG Guidance on Local Authority Investments. Treasury Management Prudential Indicators (PI's) will continue to be reported within the Treasury Management Strategy Statement and for completeness property PI's will also be included.

4 KEY ISSUES

4.1 CAPITAL PROGRAMME UPDATE

- 4.1.1 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.
- 4.1.2 The Council entered into further external borrowing as predicted in last year's report; as at the end of November 2018 the total was £22m. The majority of these loans were with the PWLB, except for £2m with Charnwood Borough Council and £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. The further progression of the Capital Portfolio Fund and Development Loans Fund totalling £35m funded by borrowing will increase the future borrowing requirement. Progress in respect of these schemes is detailed in section 9.2.3. 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.
- 4.1.3 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 very slow in the first half of 2018-19 with the Council share currently forecast to be approximately £6k at 30th September 2018. From 2018-19, RTB receipts are allocated to the Evergreen Investment Fund to support investments and new residential development undertaken by the Council or

through its companies as approved by Council 21st February 2018.

- 4.1.4 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.
- 4.1.5 The Autumn Budget 2018 announced £55m of additional funding for the Disabled Facilities Grant being provided in 2018-19. This Council's share of the additional funding has been confirmed as £141,030, and is reflected in the Capital Programme.
- 4.1.6 Any final adjustments to the Capital Programme 2019-22 and associated Prudential Indicators will be updated in the February 2019 reports to Council.

4.2 **CORE PRINCIPLES OF CAPITAL STRATEGY INCLUDING NON FINANCIAL INVESTMENTS**

Core principles of this Council's Capital Strategy can be summarised as follows:

Table 1 – Core Principles

Principle 1 – Managing the impact of investment decisions on our revenue budgets
We will do this by:
<ul style="list-style-type: none"> Ensuring capital investment decisions do not place unnecessary additional pressure on Council Tax or our MTFS
<ul style="list-style-type: none"> Taking investment decisions that generate an appropriate rate of return to cover costs of funding within an acceptable risk range as set out in the Capital Portfolio and Development Loans Fund Strategies, whilst also meeting Corporate Priorities
<ul style="list-style-type: none"> Purchase rather than leasing vehicles such as the refuse fleet with programmes for replacement that maximise efficiency and minimise revenue budget costs
<ul style="list-style-type: none"> Promote capital investment which allows invest to save outcomes and which contribute to the Council's Corporate priorities and complement the Wyre Forest Forward Transformation programme .
<ul style="list-style-type: none"> Focus on Resources and spending programmes the Council will use to maximise the use and financial return on assets within an acceptable risk appetite
<ul style="list-style-type: none"> Have a defined framework for the management of risk for investments that applies the Security, Liquidity, Yield principles and considers longer term risks and opportunities.
<ul style="list-style-type: none"> Have appropriate exit strategies and contingency plans in place to protect the Council's long term position including maintaining appropriate risk reserves

Principle 2 – Optimise the availability of capital funding where that funding supports the priorities of WFDC

We will do this by:

- Disposal of surplus assets and use them to reinvest via the Evergreen Investment Fund, using them to supplement prudential borrowing to expedite delivery of capital schemes in line with Corporate priorities.
- Effective working relationships with potential funders including the Worcestershire and GBSLEPs and through our Limited Liability Partnership with Public Sector Plc (PSP)
- Listen to and support effective partnering arrangements
- Generating capacity within the services' revenue budgets to deliver ongoing contributions towards necessary capital investment.
- Have clear policies for the consumption of our reserves

Principle 3 – Ensure we have effective pre and post project appraisal

We will do this by:

- Developing projects that fully support the council's Corporate Priorities and Wyre Forest Forward Programme
- Ensuring a system of competition exists for project/loan approval
- Build into project appraisal recognition of environmental sustainability
- Fully consider project risk
- Carefully consider Value for Money and Efficiency of every project
- Only adding schemes once an affordable business plan is in place

Principle 4 – Performance manage our capital programme

- Integrating the capital programme into our performance management framework
- Ensure our capital schemes use appropriate project management tools
- Expect responsibility for the delivery of the capital programme to be clearly defined
- Make sure our assets perform at an optimal level through effective ongoing asset management, consistent with levels of investment
- Reporting regularly on the performance of our property and non treasury portfolios including updates on risk and recommendations for appropriate mitigation measures.

Key Objectives for non-treasury capital portfolio property investments

- Acquire properties that provide investment value in accordance with the Council's corporate and financial objectives,
- Maximise return whilst minimising risk through the management processes as outlined in this strategy,
- Prioritise properties that yield optimal rental growth and stable income,
- Protect capital invested in acquired properties
- Work within the developed governance framework that enables the Council to move at a timely pace in line with the market
- Build a balanced property portfolio that is proportionate to the overall financial position of the Council

5 LIMITS FOR NON-TREASURY INVESTMENTS FOR 2019-2022

5.1 LOAN TYPES AND SELF ASSESSED LIMIT FOR SUCH THIRD PARTY LOANS

Council on the 22nd February 2017 approved the £10m Development Loans Fund as part of the MTFS. The detailed Strategy for the loans was subsequently approved by Cabinet on 14th June 2017; this set out types of loan that can be made and the detail in relation to the approval process. The Strategy will be refreshed now the Fund Management Agreement to deliver this initiative is in place under the delegation requested in recommendation 2.3.1. The current limit for expenditure on the Development Loans Fund is £10m to be funded in full from prudential borrowing. The Council finalised the appointment of Finance Birmingham as Fund Manager on 29th October 2018 to manage the loans and the plan is that loan durations are kept short to pump prime investment projects **within the district** that would not be supported by high street banks with the optimum loan period being 3 - 5 years and the longest duration being up to 15 years. These relatively short durations will hopefully negate the need for a Minimum Revenue Provision to be made as the repayment of the funds will repay debt and thus make the proposals more affordable. However, a prudent view that MRP will be levied for all loans has been taken in the business case for this proposal. The MHCLG recommended limit for debt compared to net service expenditure (NSE) is presented below, together with debt compared to gross service expenditure. These ratios are based on the current expenditure profiling for these loans included in the Capital Programme; **approval is requested for the upper limit in 2021-22** to provide cover if suitable loan applications are received at a faster pace than currently projected.

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Development Loans Fund		2019-20	2020-21	2021-22
DEBT TO GROSS SERVICE EXPENDITURE RATIOS				
Non treasury development loans investments debt to gross service expenditure (GSE) ratio	<i>Gross debt of non treasury development loans investments as a percentage of gross service expenditure, where gross service expenditure is a proxy for the size and financial strength of a local authority.</i>	19.18%	19.51%	19.33%
DEBT TO NET SERVICE EXPENDITURE RATIOS				
Non treasury development loans investments debt to net service expenditure (NSE) ratio	<i>Gross debt of non treasury development loans investments as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	84.59%	87.95%	85.49%

The limit for debt compared to NSE looks high since this is comparing the total gross debt for these loans classed as capital expenditure to the net revenue budget. As the financing costs in relation to such debt would be borne by the revenue budget rather than 100% of the debt at any one time, and debt will only be taken subject to affordability, with due regard to risk, this limit is considered to be acceptable.

However, Net Service Expenditure may not be the best measure of the Council's financial strength and for this reason a number of other quantitative ratios are also included in Appendix 2 to provide additional transparency around the potential risk of this proposal. Key indicators from this Appendix are also included in Section 7.4.1 and demonstrate that the Development Loans Fund planned capital expenditure is a relatively modest proportion of the Balance Sheet total for Property Plant and Equipment and the total Capital Financing Requirement. The financing costs are also a small proportion of total NSE.

5.2 TYPES OF PROPERTY INVESTMENTS TO BE CONSIDERED AND SELF ASSESSED LIMIT FOR TOTAL EXPOSURE

Council on the 22nd February 2017 approved £25m Capital Portfolio Fund. The detailed Strategy for the Capital Portfolio Fund was updated in the Capital Strategy approved by Council in May 2018. The current limit for expenditure on the Capital Portfolio Fund is £25m to be funded in full from prudential borrowing. The MHCLG recommended limit for debt compared to net service expenditure is presented below, together with debt compared to gross service expenditure. These ratios are based on the current expenditure profiling for Capital Portfolio purchases included in the Capital Programme.

A number of other quantitative indicators to provide additional transparency and a better indicator of the potential risk of this policy are also provided in Appendix 2 and Section 7.4.2.

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Capital Portfolio Fund		2019-20	2020-21	2021-22
DEBT TO GROSS SERVICE EXPENDITURE RATIOS				
Non treasury property investments debt to gross service expenditure (GSE) ratio	<i>Gross debt of non treasury property investments as a percentage of gross service expenditure, where gross service expenditure is a proxy for the size and financial strength of a local authority.</i>	47.77%	48.58%	48.13%
DEBT TO NET SERVICE EXPENDITURE RATIOS				
Non treasury property investments debt to net service expenditure (NSE) ratio	<i>Gross debt of non treasury property investments as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	210.62%	219.00%	212.86%

The limit for debt compared to NSE looks much higher than the ratio for the Development Loans Fund since this is comparing the total gross debt of £25m for these investments classed as capital expenditure to the net revenue budget. As the financing costs in relation to such debt would be borne by the revenue budget rather than 100% of the debt at any one time, and debt will only be taken subject to affordability, with due regard to risk exposure in each business case proposal, this limit is considered to be acceptable.

6 **DETERMINATION OF TYPES OF CONTRIBUTION OF NON- FINANCIAL INVESTMENTS**

6.1 Non- financial investments can be categorised in accordance with the different types of contribution they make to the corporate priorities of the Council recognising that each investment can have more than one type of contribution.

Types of contribution this Council will consider include:

- Regeneration including provision of housing
- Economic benefit/business rates growth
- Support for local business objectives (eg fulfilling demand for key target sectors); ReWyre led initiatives
- Enabling Enterprise and Business Growth in line with Wyre Forest Strategic aims
- Creation or protection of social value in the local area
- Safeguarding or creation of local jobs
- Supporting neighbourhood strategy
- Responding to local market failure/gaps in market supply of eg certain types of funding
- Regeneration, economic growth across the area the Council has a functional economic geography including the two Local Enterprise Partnerships (LEPS) – Worcestershire and Greater Birmingham and Solihull of which this Council enjoys membership in accordance with their Strategic Economic Plans (SEP) and emerging Local Industrial Strategies (LIS) as this will benefit the district.
- Investment in Local Authority Trading Company or associates, Joint Ventures or to other third parties
- Income generation
- Mix of the above

6.3 Ethical considerations for Development Loan and Property Investments

Business case proposals for the council to invest in property either by direct acquisition or Development Loan Funding will include the consideration of ethical issues and will exclude investment in the following types of activity:

- Violence
- The Sex Industry
- Gambling or betting
- Material that may be regarded as offensive or discriminatory
- Political Parties
- Organisations opposed to or campaigning against council policies
- Companies or organisations providing services in competition to WFDC except where, at the discretion of the council, these are partner organisations that are considered complementary to the WFDC services.

7. RISK ASSESSMENT FOR ONGOING MANAGEMENT OF PROPERTY PORTFOLIO

- 7.1 Processes and procedures for how risk assessment will be managed including security, debt recovery, liquidity and performance monitoring were set out in the Capital Portfolio Strategy contained in Appendix 2 of last year's report http://www.wyreforest.gov.uk/council/docs/doc53006_20180327_cabinet_agenda.pdf . An overarching Property Portfolio Management Strategy will also be developed by the external Property Management contractor for which procurement is in progress at the date of writing. This will set out further detail in relation to the ongoing monitoring and management of the properties.
- 7.2 The balance between security, liquidity and yield based on risk appetite and contributions of investment activities will be achieved by use of the more sophisticated Risk Matrix included in Appendix 2 of last years' report that continues to be refined (see above for hyperlink). This set out a prescribed scoring threshold system. This will allow the Council to have a robust means of comparing multiple opportunities whilst taking into account balance between security, liquidity and yield.
- 7.3 Quantitative Indicators to help measure total risk exposure in terms of proportionality are as set out in full in Appendix 2 – key indicators around proportionality are detailed in Section 7.4 below and Section 9 Financial Implications provides further explanation and detail.

7.4 Proportionality

7.4.1 Development Loans Fund

These relatively short-term loans are intended to pump prime the local economy and will be spread over a number of third parties. This means that the Development Loans Fund carries less risk than the Capital Portfolio Fund. This £10m approval is shown below as a proportion of the total CFR, together

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with the proportion of total Balance Sheet Fixed Assets (ie Property Plant and Equipment). These are a better indicator of proportionality than Debt to net service expenditure (NSE) ratio:

Development Loans Fund		2019-20	2020-21	2021-22
LOAN TO VALUE RATIOS				
Loan to PPE value ratio (development loans)	<i>The amount of non treasury development loans investment debt compared to the total asset value (Long term assets - PPE).</i>	13.16%	13.16%	13.16%
CFR RATIOS				
CFR - Development Loans	<i>Development Loans CFR as a proportion of the gross CFR</i>	16.64%	16.57%	16.54%
FINANCING COSTS TO NET SERVICE EXPENDITURE RATIOS				
Development loans investments financing costs to net service expenditure (NSE) ratio	<i>Non treasury development loans investments financing costs as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	3.59%	4.27%	4.06%
INCOME/INVESTMENT COVER RATIOS				
Developments loan investment cover ratio	<i>The total net income from development loans investments, compared to the interest expense.</i>	14.00%	14.06%	14.06%

7.4.2 Capital Portfolio Fund

The £25m total approval for the Capital Portfolio Fund is shown below as a proportion of the total CFR, together with the proportion of total Balance Sheet Fixed Assets (ie Property Plant and Equipment).

Capital Portfolio Fund		2019-20	2020-21	2021-22
LOAN TO VALUE RATIOS				
Loan to PPE value ratio (property)	<i>The amount of non treasury property investment debt compared to the total asset value (Long term assets - PPE).</i>	32.76%	32.76%	32.76%
Loan to value ratio (property only)	<i>The amount of property debt compared to the total property asset value (property portfolio only).</i>	99.60%	99.60%	99.60%
CFR RATIOS				
CFR - Property	<i>Property CFR as a proportion of the gross CFR</i>	41.53%	41.42%	41.34%
FINANCING COSTS TO NET SERVICE EXPENDITURE RATIOS				
Property investments financing costs to net service expenditure (NSE) ratio	<i>Non treasury property investments financing costs as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	9.12%	11.47%	11.16%
INCOME/INVESTMENT COVER RATIOS				
Property investment cover ratio	<i>The total net income from property investments, compared to the interest expense.</i>	45.94%	38.72%	22.29%
Property target income returns (excluding financing costs)	<i>Net revenue income (excluding financing costs) compared to equity. This is a measure of achievement of the portfolio of properties.</i>	5.60%	6.46%	5.93%
Property target income returns (including financing costs)	<i>Net revenue income compared to equity. This is a measure of achievement of the portfolio of properties.</i>	1.29%	1.24%	0.71%
Commercial income to NSE ratio	<i>Dependence on non-fees and charges income to deliver core services. Fees and charges should be netted off gross service expenditure to calculate NSE.</i>	2.59%	2.91%	2.88%

Whilst this shows that the Capital Portfolio Fund is a relatively high proportion of the total CFR and Fixed Assets, risk will be mitigated by the robust due diligence included as part of each individual business case as proposals are progressed. The objective is to hold a balanced portfolio to spread risk that is proportionate to the overall financial position of the Council. As shown in section 9.4.5 for future expenditure, the MTFs only assumes a modest net return on investment leaving scope for a proportion of actual net yield achieved to be set aside as a Risk Reserve if appropriate. For acquisitions already completed 20% of the net yield is being set aside in a Planned Property Maintenance reserve.

8. CAPACITY, SKILLS AND CULTURE, INCLUDING POLICY ON USE OF EXTERNAL SERVICE PROVIDERS

- 8.1 The Council recognises that it needs to resource this challenging new policy area appropriately including the blending of more commercial skills into its more traditional local government culture. It is in the process of procuring independent asset purchase and sale investment advisors, together with asset portfolio managers and contractors for property management services. Commercial property investment opportunities often arise unexpectedly and/or 'off market' and it is important to have appropriate professional net-working contacts and to be nimble in order to take advantage of opportunities when they arise. The Council's external advisors will be responsible for identifying suitable opportunities. The Corporate Director Economic Prosperity and Place has the necessary delegations to negotiate conditional offers and, in conjunction with the Council's Financial Services Manager to develop the viability appraisal and business case for the Council to invest; this Strategy is important to provide a framework to guide the Council in identifying appropriate investment opportunities.
- 8.2 The Council has commissioned external experts to support its decision making process and has established a framework of suitably qualified valuers and building surveyors to ensure that decisions taken by the Council are based on appropriate valuations and building condition surveys. This framework will be renewed every three years and experts will only be used that hold the appropriate and current qualifications. Further, the Council has retained the services of KPMG, initially to provide an external independent health check reporting on the property evaluation model and process and also to provide advice on specific property acquisitions proposals at competitive call-off rates. During 2018-19, this advice has been used on the more complex acquisitions and the viability model has been developed further to cover a wider range of potential scenarios and also to expedite use of the model.
- 8.3 The contract was finalised on the 29th October 2018 with Finance Birmingham who are FSA accredited Fund Managers with a proven track record, to deliver the Development Loans Fund. It contains provision for regular reporting of performance management of the Fund. The option for a 2 year review and break clause is included within the contract to provide an exit strategy for the Council if the performance of the Fund is failing to reach projected expectations.

- 8.4 Member training will be provided at least annually. The external Fund Managers will prepare reports for development loan proposals and present to Overview and Scrutiny to provide full explanation to members. For particularly complex proposals external specialist advice may be taken and advisors may attend member meetings for additional assurance and explanation.

9. **FINANCIAL IMPLICATIONS**

9.1 **Base Capital Programme**

- 9.1.1 The Revised Capital Programme of approved schemes, including details of actual expenditure, prior to 1st April 2018 and technical officers' estimates of projected costs, is set out in Appendix 1A.

9.2. **Capital Schemes**

- 9.2.1 The Capital Programme is detailed at Appendix 1 and includes the Depot 2020 capital redevelopment project. This is our last significant operational base that has not benefited from investment. The project will mean we have a site that is fit for the future and support growth of commercial income whilst making a welcome revenue positive contribution towards the funding gap.
- 9.2.2 Following demolition of the former Wyre Forest Glades Leisure Centre (WFGLC) the first land parcel of Lion Fields has been marketed and a preferred partner has been appointed from bids received. It is hoped that the much needed redevelopment of this key site will commence soon.
- 9.2.3 The approved allocation of up to £35m, funded by borrowing, for investment in a Capital Portfolio Fund (£25m) and Development Loans Fund (£10m), are a key part of the Capital Programme. The Capital Portfolio Fund supports 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.

Allocations that have been approved so far from the Capital Portfolio Fund are shown in the table below; this includes a £40k lift replacement sum for the Worcester/High Street properties in Kidderminster previously held within the revenue budget. Where schemes are allocated but not spent this is subject to approval of full business cases.

Capital Portfolio Fund	£	£
Capital approval (all years)		25,000,000
Spend to date:		
17-18 High Street and 77-84 Worcester Street Kidderminster	1,092,330	
Stratford Court	6,569,550	
1 The Courtyard, Buntsford Gate Business Park, Bromsgrove B60 3DJ	1,577,650	
<i>Total Spend to Date</i>		<i>9,239,530</i>
Allocated Schemes:		
Industrial units	428,190	
Residential Units	250,000	
Industrial Unit	774,500	
<i>Total Allocated to Date</i>		<i>1,452,690</i>
Unallocated balance		14,307,780

- 9.2.4 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. Further space is expected to be released for external use as part of the Depot 2020 scheme. 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.
- 9.2.5 The laying out of the new Load Street car park was successfully completed in 2018 being the final stage of the complex partnership Bewdley Medical Centre capital scheme
- 9.2.6 Following approval by Council on the 14th December 2016 the conversion of the former Council property in New Street Stourport-on-Severn is now complete and the facility is operational as alternative temporary accommodation for households who are in housing need or homeless. This was approved on a “spend to save” basis, the final cost being £294k. 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 9.2.7).
- 9.2.7 Any future capital receipts from asset disposals together with RTB receipts from 2018-19 will be allocated to the Evergreen Investment 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 totalling £850k towards the New Street temporary accommodation, Industrial Units developments and Stratford Court property acquisition now included within the Capital Programme. 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.

- 9.3 It should also be noted that the future funding of the Capital Programme includes an estimated underlying Capital Financing Requirement of £57.482m (as at 31/03/2022 – the end of the Finance Strategy).

9.4 Prudential Borrowing

- 9.4.1 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 new Leisure Centre and other relevant approvals. These assumptions result in a Capital Financing Requirement (CFR) (taking into account MRP repayments) summarised in the Table in paragraph 9.4.4.

- 9.4.2 The Council had £22m external borrowing as at 30th November 2018, as detailed in paragraph 4.1.2. 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 9.4.4 below.

- 9.4.3 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.

9.4.4 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. Borrowing is undertaken for the CFR as a whole rather than being specific to individual capital programme items or individual property acquisitions.

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). Internal borrowing is often an effective method of reducing funding costs whilst also avoiding counterparty risk (ie when investing reserves and balances).

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Whether to use internal or external borrowing is purely an operational decision based on current market conditions and cash balances available. Borrowing rates currently remain low and this authority has also signed up to the PWLB Certainty Rate Scheme giving us a reduction of 20bps on borrowing interest rates. The timing of external borrowing is carefully considered in liaison with Link Asset Services our Treasury Management advisors. The current CFR and the elements attributable to the Capital Portfolio Fund and Development Loans Fund are shown in the table that follows:

Description	2018-19 (and prior to 01/04/2018) £'000	2019-20 £'000	2020-21 £'000	Closing CFR (at 31/03/2022) £'000
CFR - General Capital Programme	22,975	24,693	24,492	24,214
CFR - Capital Portfolio Fund	19,900	24,522	24,143	23,763
CFR - Development Loans Fund	6,000	9,825	9,660	9,505
Current estimated Capital Financing Requirement as at 31st March	48,875	59,040	58,295	57,482

A more detailed analysis of the impact of planned capital expenditure, the CFR and Minimum Revenue Provision giving forward balance sheet projections is shown in the table below. These projections will be extended over a longer timeframe in future reports:

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	Actual £'000	Estimate £'000	Estimate £'000	Estimate £'000	Estimate £'000
Capital Expenditure					
Supported Spend (RSG Settlement)	0	0	0	0	0
Unsupported Spend	3,452	34,967	14,935	1,995	1,936
Total Spend	3,452	34,967	14,935	1,995	1,936
Financed by:					
Borrowing/Leasing	1,104	31,416	11,590	958	936
Capital Receipts	396	1,361	1,705	0	0
Capital Grants	1,360	1,456	1,640	1,037	1,000
Revenue	592	734	0	0	0
Capital Financing Requirement (CFR)					
CFR	18,067	48,875	59,040	58,295	57,482
Movement in CFR	522	30,808	10,165	(745)	(813)
External Debt					
Borrowing	18,001	47,000	59,000	58,000	57,000
Other Long Term Liabilities	0	0	0	0	0
Total Debt at 31st March	18,001	47,000	59,000	58,000	57,000
Under/(Over) borrowing	66	1,875	40	295	482
MRP	582	608	1,425	1,703	1,749

RATIO OF FINANCING COSTS TO NET REVENUE STREAM									
					2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
					Actual	Estimate	Estimate	Estimate	Estimate
					%	%	%	%	%
General Fund *Prudential Code					7.02	11.31	21.48	24.92	25.37
General Fund *Local Indicator					N/A	5.92	8.70	10.62	11.30
* A local indicator has been introduced from 2018/19 onwards to reflect the impact of the estimated rental income stream for the Capital Portfolio Fund scheme (currently excluded from the Prudential Code calculation) demonstrating that the capital investment continues to be prudent and sustainable.									

- 9.4.5 The financial implications for the Council arising from this report are included in the MTFS also being considered by December 2018 Cabinet. The very modest net returns assumed previously for the £35m Capital Portfolio Fund and Development Loans Fund have now been revised to reflect actual returns for completed acquisitions. A modest approach has been retained for the balance of the approvals yet to be spent to mitigate the risk of underachieving the forecasts within the MTFS. A summary of the latest forecasts compared to original assumptions is shown in the following table:

	2018-19	2019-20	2020-21	2021-22
Development Loans Fund	£	£	£	£
Capital	6,000,000	4,000,000		
Revenue Budget Net Income	(10,000)	(35,000)	(45,000)	(45,000)
	2018-19	2019-20	2020-21	2021-22
Capital Portfolio Fund	£	£	£	£
Capital	20,000,000	5,000,000		
Revenue Budget Net Income	(202,460)	(321,610)	(309,780)	(178,340)
COMBINED NET INCOME IN REVISED MTFS	(212,460)	(356,610)	(354,780)	(223,340)

As known returns are confirmed these will be reported as each business case is approved and revisions reflected in the annual MTFS.

9.4.6 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 £37m within the period of the current Finance Strategy, based upon the latest estimate of the Capital Financing Requirement detailed above. This is mainly in respect of the two major capital schemes detailed in 9.2.3.

9.4.7 Vehicle, Equipment and Systems Renewal Schedule

A revised Schedule has been prepared and set out as Appendix 1B. Under capital rules vehicles, equipment and systems may be purchased out of Loan, Leasing, Capital Receipts or Revenue. The Corporate Director: Resources currently recommends that the Council use Prudential Borrowing where Capital Receipts or Direct Revenue Funding are not available.

9.5 Reserves and Balances

The Council held £5.151m in General Reserves at the 1st April 2018 including a £1m Working Balance. It also held £6.293m in Earmarked Reserves and merged some of these to create a General Risk Reserve from the 31st March 2018. It is recognised that there may be limited scope within the current levels of Reserves to mitigate the risk arising from the £35m overall capital allocation. We have therefore started to build up these reserves as part of the business case for each Capital Portfolio Fund and Development Loans Fund proposal with 20% of the net yield being taken to a Planned Property Maintenance Reserve. This approach is considered to be commensurate with assessed future risk, and if necessary will be supplemented by transfers from future final accounts savings that this Council has a strong history of achieving.

As more proposals are progressed, each business case proposal will include an assessment of cumulative risk in terms of the level of reserves required to mitigate such risk. If the Council is unable to maintain appropriate levels of reserve to mitigate risk, proposals will not be recommended for approval. Ongoing reporting of Portfolio Performance will include a review of risk vis a vis reserve levels.

9.6 Fair Values – Implications of Proposals

In accordance with the most recent MHCLG Guidance, an allowed “expected credit loss” model for loans and receivables as set out in International Financial Reporting Standing (IFRS) 9, will be used to measure the credit risk of the £10m Development Loans Fund portfolio. The agreement with the external Fund Manager includes provision for appropriate credit control arrangements including the option for either the Fund Manager or the Council to undertake more complex debt recovery, to be assessed on a case by case basis.

10. LEGAL AND POLICY IMPLICATIONS

- 10.1 Capital schemes must comply with legislation such as the Disability Discrimination Act, and also Council policies, Contract Procedure Rules and Financial Regulations.
- 10.2 The Council has adopted policies for the Capital Portfolio Fund and Development Loans Fund including legal considerations were set out in depth in appendices 3/1 and 3/2 to the medium term financial strategy report, which was considered by Cabinet on 20 December 2016. These remain current so will not be repeated but can be found at <http://www.wyreforestdc.gov.uk/media/2639628/20161220FinancialStrategy2017-2020IncludingCover.pdf> (pages 34 to 54).
- 10.2 The latest MHCLG Guidance on investments that should be read in conjunction with the new Prudential Code introduces the requirement for additional disclosures with increased emphasis on transparency, accountability, proportionality and the risk management framework. The Solicitor to the Council is satisfied that the underlying legal powers for these policies remain

unchanged and can still be relied upon and that this new Capital Strategy has appropriate regard to the new Investment Guidance.

11. STRATEGIC RISK MANAGEMENT

- 11.1 To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.
- 11.2 It is important to identify the risk appetite for each scheme and for the capital programme as a whole, especially when investing in property assets acquired for multiple objectives including a financial return. Under the CIPFA Prudential Code these are defined as non- treasury investments and so the key principle of control of risk and optimising returns consistent with the level of risk applies.
- 11.3 The Corporate Director: Resources will work in liaison with Service Managers to report explicitly on the affordability and risk associated with the Capital Strategy. Where appropriate they will have access to specialised advice to enable them to reach their conclusions.
- 11.4 An assessment of risk should therefore be built into every capital project and major risks recorded in a Risk Register.

11.5 Credit Risk

This is the risk that the organisation with which we have invested capital monies becomes insolvent and cannot pay us our investment returns or complete the agreed contract. Accordingly, the Council will ensure that robust due diligence procedures cover all external capital investment. Where possible contingency plans will be identified at the outset and enacted when appropriate.

11.6 Liquidity Risk

- 11.6.1 This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. There is also the risk that the cash inflows will be less than expected, for example due to the effects of inflation or interest rates. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes.
- 11.6.2 Development Loans Fund

The planned relatively short term durations of the Development Loans Fund and engagement of external Fund Managers with FSA accreditation and proven, directly relevant private sector experience should ensure the £10m allocation remains relatively liquid. Whilst it is currently envisaged that repayments will be used for the repayment of debt, net yield over and above this requirement can be used to support the overall liquidity of the Council.

11.6.3 Capital Portfolio Fund

Property investments are by their very nature illiquid but regular valuation refreshes, structured project management and ongoing analysis of market conditions will enable risk to be continuously monitored. The weekly economic market analysis that Link Asset Services provide as part of retained Treasury Management Services contract will be useful as an overall indicator of market confidence and this will be supplemented with specific property market intelligence gathered regularly by our appointed independent advisors.

A longer term view will be taken on property market risk with the intention to “ride-out” any downward spikes in the property market as a result of dynamic property market conditions; this is particularly important given the potential for volatility as a result of Brexit.

Subject to regular advice including updates on market conditions, we may adopt a “revolving door” approach to the Capital Portfolio Fund investments. This could involve the disposal of assets once for example, regeneration objectives have been met and the private sector is willing to take on the investments, to recycle resource by either the repayment of debt or use of capital receipts for further portfolio purchases. Decisions would be dependent on prevailing market conditions, consideration of each business case proposal and appropriate capital approvals.

12. STRATEGIC RISK MANAGEMENT- CAPITAL PORTFOLIO AND DEVELOPMENT LOANS FUNDS

- 12.1 The risks associated with the Capital Portfolio and Development Loans Fund Strategies and the steps to be adopted to mitigate them, were set out in depth in appendices 3/1 and 3/2 to the medium term financial strategy report, which was considered by Cabinet on 20 December 2016 (see hyperlink at section 10.2). The latest MHCLG Investment Guidance introduces additional controls, key areas being of proportionality and purely commercial investments that are out of the area. Our current policy for the Capital Portfolio Fund is that it will always be the Council’s preference to invest within the district area to support regeneration and local economic development whilst also allowing the Council to consider opportunities within the wider geographical area of the two Local Enterprise Partnerships, (LEP) which the district is a member of as this will benefit the district. The Development Loans Fund will be used to support regeneration within the district. Due regard is evidenced in this Capital Strategy to proportionality and a transparent approach adopted to ensure Members are fully aware of the potential impact of these plans.
- 12.2 The appointment of Finance Birmingham as the Fund Managers for the Development Loans fund will also include further assurance and risk mitigation.
- 12.3 The latest version of the CIPFA Prudential Code that must be read alongside the MHCLG Investment Guidance requires the chief financial officer reports explicitly on the risks associated with the capital strategy. Further guidance may be issued by CIPFA to add clarity around commercial investments and if necessary further revisions will be made to this Capital strategy in due course.

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Based on the current guidance the risks associated with the Capital Strategy are summarised in the Risk Matrix that follows:

RISK REGISTER FOR CAPITAL PORTFOLIO FUND (CPF) & DEVELOPMENT LOANS FUND (DLF)	Impact (H/M/L)	Likelihood (H/M/L)	Risk Rating (R/A/G)	Risk Mitigation
External challenge that proposals do not satisfy MHCLG Investment Guidance/other statutory requirements	H	L	A	<p>Identification of objectives – links to corporate priorities/income generation – this will include determination of whether or not proposals meet regeneration and economic objectives; each proposal will be considered on a case by case basis.</p> <p>Due Diligence – including check against statutory powers ie legal basis for proposal.</p>
Market/economic conditions deteriorate from initial risk assessment and the Council is tied into long term borrowing costs that cannot be covered by future income.	M	M	A	<p>Risks will be refreshed as part of regular reporting on Property Portfolio and Development Loans Fund (DLF) and any “red flags” raised with mitigating actions proposed on a case by case basis. Risk assessments will be considered over the short, medium and longer term as part of due diligence. External borrowing will be profiled so there will be structural options for the future management of overall debt. The transparency of limits for these strategies mean the Council is fully cognisant of proportionality.</p>
100% prudential borrowing due to lack of capital receipts available for funding reduces net yield and means the return is too low compared to the relative risk. This could lead to greater risks being taken to increase yields	H	M	A	<p>Due Diligence processes in place will ensure risk is fully assessed in each business case proposal. Funding by 100% prudential borrowing will reduce the number of viable opportunities but evidence shows this can still work and provide useful income streams whilst also meeting corporate priorities of regeneration etc, increasing business rates, council tax and potentially new homes bonus.</p>
Lack of internal capacity, commercial knowledge and skills; both officers and members.	M	L	A	<p>Successful procurement of external specialist advice. Member training will be provided. For DLF external Fund Managers will attend Overview and Scrutiny committee and for CPF external advice will be taken and provided as appropriate.</p>

RISK REGISTER FOR CAPITAL PORTFOLIO FUND (CPF) & DEVELOPMENT LOANS FUND (DLF)	Impact (H/M/L)	Likelihood (H/M/L)	Risk Rating (R/A/G)	Risk Mitigation
Borrowing costs fluctuate and could increase; Council is unable to making ongoing costs of refinancing debt.	M	L	A	Each business case proposal will consider forecasts for the costs of borrowing and build in headroom to allow for reasonable movement. External debt will be taken in different tranches taking advice from Link Asset Services (to give a spread of maturity dates) to spread this risk and internal borrowing used where possible to reduce costs. An appropriate level of reserves will be held and regularly reviewed to help mitigate this risk.
Bad debts as a result of failure of third parties to make loan repayments or tenant rental default.	M	L	A	Fund manager for DLF will manage debt portfolio, assessing the likelihood of default; provision for an appropriate percentage will be included in business case proposals. A proactive approach will be taken to debt management with advice and assistance offered by the Property Portfolio Management team and early legal action where necessary to realise security/collateral on DLF.
DLF - Failure to secure sufficient value of loans to cover the fixed cost of the external Fund Managers;	M	M	A	Professional Fund Managers consider there is demand in the district to fill the gap in loan requirements left by banks. Flat fee for minimum 2 year contract period can be met from reserves in worst case scenario.
DLF - Collateral/Security on loans granted is insufficient to cover bad debts;	M	L	A	Ongoing monitoring of covenants and credit quality of borrower may require mitigating action, exit strategies and or risk reserves.
DLF - State Aid considerations;	M	L	G	Due diligence checks will explore State Aid requirements in full and a commercial rate will be set for loans well above the basic PWLB rates.
Management costs are	M	L	A	For DLF Management costs are part of contract. For CPF Initially, existing

RISK REGISTER FOR CAPITAL PORTFOLIO FUND (CPF) & DEVELOPMENT LOANS FUND (DLF)	Impact (H/M/L)	Likelihood (H/M/L)	Risk Rating (R/A/G)	Risk Mitigation
excessive				internal resource to be used to manage portfolio with other options considered and evaluated as part of each business case, costs to be covered by income generated.
Minimum Revenue Provision Policy is not sufficiently flexible	M	L	G	Policy change to introduce further flexibility approved as part of TMSS Council 21 st February 2018.
Capital values and rental values can fall as well as rise.	M	M	A	Regular asset valuations will be undertaken and reported with Fair Value adjustments reflected in annual accounts as per accounting requirements. Historically, property investments have performed well and generally values increased over time. Our adopted MRP policy ensures that debt is repaid over the asset life and our evaluation model does not assume capital appreciation when determining viability.
Vacancies (voids) in the portfolio will reduce average yield. As well as lost rental income on vacant units, the Council could find itself liable for a share of on- going costs which a tenant would normally pay such as empty property rates.	M	M	A	Proactive Property Portfolio Management and maintenance of appropriate risk reserves will mitigate this.
Disputes with tenants. Common disputes include ongoing maintenance and repair costs of buildings and the ability to recover those costs from tenants	M	L	A	Proactive Property Portfolio Management and maintenance of appropriate risk reserves will mitigate this.
External factors. Property investment is subject to factors the Council cannot control, e.g. failure of tenants, poor building management, changes in perception of what is a	H	L	A	External investment advisors will scan external horizon and report as part of regular monitoring reports.

RISK REGISTER FOR CAPITAL PORTFOLIO FUND (CPF) & DEVELOPMENT LOANS FUND (DLF)	Impact (H/M/L)	Likelihood (H/M/L)	Risk Rating (R/A/G)	Risk Mitigation
good location, economic downturn etc.				
Ease of market exit (sale)	H	M	R	To be assessed on a case by case basis as part of initial business case and ongoing property portfolio management reports.
Changes in government policy	H	L	A	Latest MHCLG Investment Guidance received in February 2018 and fully taken into account. Any further changes will be considered and revisions made to the Capital Strategy if appropriate.

- 12.4 The Council is further protected since as more proposals are progressed the Detailed Business Case /Due Diligence reports will include a review of specific risks and also consider the cumulative risks of the Capital Portfolio and Development Loans Fund strategies with particular emphasis on proportionality.
- 12.5 A schedule setting out risk exposure will be maintained as proposals are progressed and presented to Members as part of the ongoing Property Portfolio reporting process.
- 12.6 The latest slightly increased forecasts for interest rate rises present a risk to financial business case viability for potential property acquisitions since the historically low PWLB interest rates have proven extremely beneficial for local authorities over the last few years.

13. SCHEME OF DELEGATION

- 13.1 The Council's Capital Strategy and Non-Treasury Investments Scheme of Delegation is detailed in Appendix 3.

14 ROLE OF SECTION 151 OFFICER

- 14.1 The Treasury Management Role of the Section 151 Officer is detailed in Appendix 3. The revision of the Treasury Management Code of Practice last year significantly extended the specific role of this officer to include a series of new roles in respect of the capital strategy and also a specific role in respect of investment in non-financial assets.

15. EQUALITY IMPACT ASSESSMENT

- 15.1 This is a financial report and there is no requirement to consider an Equality Impact Assessment

16. CONCLUSION

- 16.1 This Capital Strategy, sets out the Capital Plans for 2019-22 including the Capital Portfolio Fund and Development Loans Fund and has due regard to the latest MHCLG Guidance on Investments. The Strategy also identifies and cross-references the various policies and strategies of the Council that are linked and together form the overall Corporate Governance Framework. It is useful to have this in a single document for transparency of assurance around what is recognised to be an area where risk needs to be carefully managed in the short, medium and longer term.

17. CONSULTEES

- 17.1 Link Asset Services
17.2 CLT
17.3 Cabinet
17.4 KPMG

18. BACKGROUND PAPERS

- The annual Medium Term Financial Strategy including the revenue implications of this Capital Strategy Capital is to be considered by Cabinet on 18th December 2018 and 12th February 2019 and proposed to Full Council on 27th February 2019, together with this report
- the Treasury Management Strategy Statement (TMSS) 2018-19 approved by Council on 21st February 2018 that covers financial investments
- The Medium Term Financial Strategy 2018-21 including the Capital Programme Report Appendix 6 considered by Cabinet on 19th December 2017 and 7th February 2018 and approved by Full Council on 21st February 2018
- Approval of Cabinet Proposals for a £25m Capital Portfolio Fund and £10m Loans to Third Parties (now renamed Development Loans Fund) by Council as part of the MTFS 2016-19 on 22nd February 2017
- The Strategies for the Capital Portfolio Fund and Loans to Third parties approved by Cabinet on 14th June 2017
- Approval Process for Capital Portfolio and Loans to Third Parties approved by Cabinet 20th September 2017 and process for Scrutiny of business cases in respect of the capital portfolio fund and development loan fund approved by Overview and Scrutiny Committee 5th October 2017
- The Strategic Asset Management Plan (SAMP) approved by Council 2016
- The Enabling Enterprise and Business Growth In Wyre Forest strategy adopted in 2016

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- ReWyre Initiative and Kidderminster Regeneration Prospectus adopted in 2009 and ReWyre ReNewed adopted in 2014.
- Greater Birmingham & Solihull LEP Strategic Economic Plan 2016-30 'A Greater Birmingham for a Greater Britain' 2016
- Worcestershire LEP Strategic Economic Plan 2014-2024 'World Class Worcestershire' 2014
- Corporate Plan 2014-19, Key Priorities and Local Plan Core Strategy 2006-2026
- MHCLG Statutory Guidance on Local Government Investments (3rd edition) 2nd February 2018

CAPITAL PROGRAMME 2019 TO 2022

Detail	2018-19		2019-20 Estimate £	2020-21 Estimate £	2021-22 Estimate £	Prior to 01/04/2018 £	Total £
	Original £	Revised £					
1. COMMITTED EXPENDITURE							
1. CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL							
New Headquarters - Office Accommodation	413,610	413,610	-	-	-	9,586,390	10,000,000
Boundary Wall at 49 Worcester Street	10,000	10,000	-	-	-	-	10,000
SUB TOTAL	423,610	423,610	0	0	0	9,586,390	10,010,000
2. COMMUNITY WELL-BEING AND ENVIRONMENT							
Future Leisure Provision (including demolition costs)	-	1,100	-	-	-	13,914,560	13,915,660
Northwood Lane Improvements	-	330	-	-	-	19,670	20,000
Franchise Street S106 - Brinton Park	-	-	-	37,430	-	24,780	62,210
Franchise Street S106 - Arts Development	-	9,330	-	-	-	-	9,330
Parking Facilities: Improvement to Car Parks	50,010	40,000	34,530	-	-	419,970	494,500
Bewdley Museum Improvements	-	8,090	-	-	-	29,870	37,960
Green Street Depot Investment	3,150,000	3,689,660	-	-	-	190,340	3,880,000
Bewdley Medical Centre	20,000	218,120	-	-	-	684,620	902,740
Spennells Valley Boardwalk Improvements	38,000	38,000	-	-	-	-	38,000
Brinton Park HLF Scheme (subject to successful HLF bid)	-	-	-	100,000	-	-	100,000
Commercial Activity Capital Funding*	250,000	250,000	-	-	-	-	250,000
* Subject to Business Cases & approval by the Commercial Activity Board							
SUB TOTAL	3,508,010	4,254,630	34,530	137,430	0	15,283,810	19,710,400
3. ECONOMIC PROSPERITY AND PLACE							
Housing Strategy:							
Disabled Facilities Grants (subject to confirmation 2019-20, 2020-21 & 2021-22)	1,475,370	1,341,030	1,683,840	1,000,000	1,000,000	11,129,090	16,153,960
Conversion of 2-3 New Street, Stourport	-	9,430	-	-	-	287,630	297,060
Comberton Place Residential Investment*	440,000	-	440,000	-	-	-	440,000
Housing Assistance - Private Sector Measures (including Decent Homes Grant)	68,540	80,000	103,830	-	-	1,876,540	2,060,370
Planning Delivery Grant Capital Projects	-	11,000	-	-	-	246,760	257,760
Flood Relief	18,410	10,000	18,410	-	-	170,590	199,000
North Worcs Water Management Capital Projects - Redditch Schemes	-	17,230	18,870	-	-	98,700	134,800
Regeneration and Economic Development	-	181,810	-	-	-	2,804,160	2,985,970
Carbon Management Plan	15,000	20,000	-	-	-	83,150	103,150
Worcester Street Improvements Grant (Match Funding)	500,000	450,000	375,000	-	-	-	825,000
Future Investment Evergreen Fund*	-	60,580	-	-	-	-	60,580
Industrial Units Development - Silverwoods	1,075,020	215,000	1,935,040	-	-	-	2,150,040
Capital Portfolio Fund*	9,750,000	20,000,000	4,750,000	-	-	-	24,750,000
Loans to Third Parties*	4,000,000	6,000,000	4,000,000	-	-	-	10,000,000
* Subject to Business Cases & Due Diligence							
SUB TOTAL	17,342,340	28,396,080	13,324,990	1,000,000	1,000,000	16,696,620	60,417,690
4. RESOURCES							
ICT Strategy (2018-19 FMS Upgrade £69,500 included in Renewals Schedule)	706,500	760,230	558,000	113,000	260,000	2,590,550	4,281,780
SUB TOTAL	706,500	760,230	558,000	113,000	260,000	2,590,550	4,281,780
5. VEHICLE, EQUIPMENT & SYSTEMS RENEWAL SCHEDULE							
Vehicles & Equipment & Systems Renewal Schedule	884,920	1,132,900	1,017,000	745,000	676,000	7,066,610	10,637,510
SUB TOTAL	884,920	1,132,900	1,017,000	745,000	676,000	7,066,610	10,637,510
TOTAL COMMITTED EXPENDITURE	22,865,380	34,967,450	14,934,520	1,995,430	1,936,000	51,223,980	105,057,380

CAPITAL PROGRAMME 2019 TO 2022

Detail	2018-19		2019-20 Estimate £	2020-21 Estimate £	2021-22 Estimate £	Prior to 01/04/2018 £	Total £
	Original £	Revised £					
2. FINANCING							
Capital Receipts: Funding Approved	1,267,940	1,360,810	695,260	-	-		2,056,070
Future Leisure Provision Scheme - Prudential Borrowing	-	1,100	-	-	-		1,100
Prudential Borrowing for Spennells Valley Boardwalk Improvements	38,000	38,000	-	-	-		38,000
Prudential Borrowing for Regeneration and Economic Development Scheme	-	134,180	-	-	-		134,180
Prudential Borrowing for Carbon Management Scheme	15,000	20,000	-	-	-		20,000
Prudential Borrowing for Worcester Street Improvements Grant (Match Funding)	500,000	450,000	375,000	-	-		825,000
Prudential Borrowing for Industrial Units Development	1,075,020	-	1,650,040	-	-		1,650,040
Prudential Borrowing for Loans to Third Parties	4,000,000	6,000,000	4,000,000	-	-		10,000,000
Prudential Borrowing for Capital Portfolio Fund	10,000,000	19,900,000	5,000,000	-	-		24,900,000
Prudential Borrowing for Green Street Depot Investment	2,550,000	2,729,660	-	-	-		2,729,660
Prudential Borrowing for Brinton Park HLF Scheme	-	-	-	100,000	-		100,000
Prudential Borrowing for ICT Strategy	706,500	760,230	558,000	113,000	260,000		1,691,230
Prudential Borrowing for Commercial Activity Capital Funding	250,000	250,000	-	-	-		250,000
Public Realm Funding (from Worcestershire County Council)	-	41,830	-	-	-		41,830
Better Care Fund Grant (from Worcestershire County Council)	1,276,440	1,200,000	1,482,410	1,000,000	1,000,000		4,682,410
Additional Disabled Facilities Grants Funding (from MHCLG)	-	141,030	-	-	-		141,030
Planning Delivery Grant	-	11,000	-	-	-		11,000
S.106 Funding (Parking - Contractual Agreement)	28,150	18,140	34,530	-	-		52,670
S.106 Funding (Franchise Street)	-	9,330	-	37,430	-		46,760
S.106 Funding (Sutton Park Road)	85,000	-	85,000	-	-		85,000
Flood Relief Grant (from DCLG)	18,410	10,000	18,410	-	-		28,410
West Midlands Museum Development Grant	-	8,090	-	-	-		8,090
North Worcs Water Management Capital Projects - Redditch BC Funding	-	17,230	18,870	-	-		36,100
Vehicles, Equipment & Systems (Prudential Borrowing)	884,920	1,132,900	1,017,000	745,000	676,000		3,570,900
<u>Direct Revenue Funding:</u>							
Bewdley Medical Centre	20,000	218,120	-	-	-		218,120
Green Street Depot Investment	150,000	510,000	-	-	-		510,000
Regeneration of Economic Development	-	5,800	-	-	-		5,800
	22,865,380	34,967,450	14,934,520	1,995,430	1,936,000		53,833,400

VEHICLE, EQUIPMENT AND SYSTEMS RENEWALS SCHEDULE 2019 TO 2022

Agenda Item No. 7.2
APPENDIX 1/B

DETAIL	Fleet Number	2018-19		2019-20	2020-21	2021-22
		Original £	Revised £	Estimate £	Estimate £	Estimate £
1. VEHICLES						
CMP - Engine Management System & Electric Bin Lifts						
EMS & BIN LIFTS		9,000	22,500	13,500	-	4,500
GARAGE EQUIPMENT		23,420	23,420	-	-	-
TIPPER 3500kg	AV064	30,000	30,000	-	-	-
TIPPER 3500kg	AV200	30,000	30,000	-	-	-
TIPPER 3500kg	AV201	30,000	30,000	-	-	-
TIPPER 3500kg	AV202	30,000	30,000	-	-	-
TIPPER 3500kg	AV214	30,000	30,000	-	-	-
TIPPER 3500kg	AV216	30,000	30,000	-	-	-
RIDE ON MOWER	AV269	30,000	30,000	-	-	-
TIPPER 3500kg	AV177	30,000	30,000	-	-	-
TIPPER 3500kg	AV193	30,000	30,000	-	-	-
REFURBISHMENT FUND	N/A	-	30,000	-	-	-
REFUSE FREIGHTER 26000kg	AV241	91,000	91,000	-	-	-
REFUSE FREIGHTER 26000kg	AV237	-	95,500	-	-	-
REFUSE FREIGHTER 26000kg	AV238	-	95,500	-	-	-
REFUSE FREIGHTER 24000kg	AV234	100,000	95,500	-	-	-
REFUSE FREIGHTER 26000kg	AV268	100,000	100,000	-	-	-
REFUSE FREIGHTER 26000kg	AV239	100,000	100,000	-	-	-
MEDIUM REFUSE FREIGHTER 12000kg RCV	AV211	80,000	100,000	-	-	-
RIDE ON MOWER	AV226	-	-	25,000	-	-
4x4	AV252	-	-	30,000	-	-
TIPPER 3500kg	AV220	-	-	30,000	-	-
TIPPER 3500kg	AV063	-	-	30,000	-	-
TIPPER 3500kg	AV221	-	-	30,000	-	-
TIPPER 3500kg	AV222	-	-	30,000	-	-
TIPPER 3500kg	AV223	-	-	30,000	-	-
TRACTOR	AV070	-	-	32,000	-	-
RIDE ON MOWER	AV212	-	-	32,000	-	-
TIPPER 7000kg	AV181	-	-	48,000	-	-
REFUSE FREIGHTER 24000kg	AV245	-	-	170,500	-	-
REFUSE FREIGHTER 26000kg	AV246	-	-	170,500	-	-
REFUSE FREIGHTER 26000kg	AV083	-	-	170,500	-	-
REFUSE FREIGHTER 26000kg	AV084	-	-	175,000	-	-
ATV WEED SPRAYER	AV271	-	-	-	15,000	-
LIGHT VAN	AV218	-	-	-	25,000	-
LIGHT VAN	AV230	-	-	-	25,000	-
LIGHT VAN	AV229	-	-	-	25,000	-
MIDI TRACTOR	AV189	-	-	-	30,000	-
MOWING MACHINE	AV240	-	-	-	35,000	-
TIPPER 3500kg	AV255	-	-	-	35,000	-
TIPPER 3500kg	AV256	-	-	-	35,000	-
JCB DIGGER	AV183	-	-	-	50,000	-
PAVEMENT SWEEPER	AV258	-	-	-	80,000	-
SMALL REFUSE FREIGHTER 7500kg RCV	AV261	-	-	-	85,000	-
ROAD SWEEPER 15000kg	AV184	-	-	-	130,000	-
REFUSE FREIGHTER 26000kg	NEW	-	-	-	175,000	-
CAR	AV279	-	-	-	-	10,000
CAR	AV272	-	-	-	-	15,000
FORK LIFT	FORKLIFT	-	-	-	-	15,000
PAVEMENT SWEEPER	AV275	-	-	-	-	60,000
PAVEMENT SWEEPER	AV276	-	-	-	-	60,000
REFUSE FREIGHTER 26000kg	AV186	-	-	-	-	170,500
REFUSE FREIGHTER 26000kg	AV187	-	-	-	-	170,500
REFUSE FREIGHTER 18000kg	AV185	-	-	-	-	170,500
2. OTHER						
Post handling machines replacements	POST1, POST2	12,000	9,980	-	-	-
Parking & Enforcement - replacement handsets	DECRIM2	30,000	30,000	-	-	-
Financial Management System Replacement	FMS001	69,500	69,500	-	-	-
		884,920	1,132,900	1,017,000	745,000	676,000

Quantitative ratios are presented in this appendix in colour coded categories as follows:

Green	Debt to gross Service expenditure (GSE) ratios				
Yellow	Debt to net service expenditure (NSE) ratios				
	For these first two categories, ratios are provided for total debt and also for non treasury debt relating to the Capital Portfolio Fund (property) and separately for the Development Loan Fund				
Pink	Loan to Value ratios				
Beige	Capital Financing ratios				
Purple	Financing costs to net service expenditure (NSE) ratio				
Light Blue	Income/investment cover ratios				
Light Yellow	Trends/benchmarks				

Capital Programme		2019-20	2020-21	2021-22
DEBT TO GROSS SERVICE EXPENDITURE RATIOS				
Gross debt to gross service expenditure (GSE) ratio	<i>Gross debt as a percentage of gross service expenditure, where gross service expenditure is a proxy for the size and financial strength of a local authority.</i>	115.10%	115.10%	114.03%
Non treasury property investments debt to gross service expenditure (GSE) ratio	<i>Gross debt of non treasury property investments as a percentage of gross service expenditure, where gross service expenditure is a proxy for the size and financial strength of a local authority.</i>	47.77%	48.58%	48.13%
Non treasury development loans investments debt to gross service expenditure (GSE) ratio	<i>Gross debt of non treasury development loans investments as a percentage of gross service expenditure, where gross service expenditure is a proxy for the size and financial strength of a local authority.</i>	19.18%	19.51%	19.33%
DEBT TO NET SERVICE EXPENDITURE RATIOS				
Gross debt to net service expenditure (NSE) ratio	<i>Gross debt as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	507.53%	518.91%	504.37%
Non treasury property investments debt to net service expenditure (NSE) ratio	<i>Gross debt of non treasury property investments as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	210.62%	219.00%	212.86%
Non treasury development loans investments debt to net service expenditure (NSE) ratio	<i>Gross debt of non treasury development loans investments as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	84.59%	87.95%	85.49%
LOAN TO VALUE RATIOS				
Loan to value ratio (Gross)	<i>The amount of gross debt compared to the total asset value (Long term assets - PPE).</i>	78.93%	77.62%	77.62%
Loan to PPE value ratio (property)	<i>The amount of non treasury property investment debt compared to the total asset value (Long term assets - PPE).</i>	32.76%	32.76%	32.76%
Loan to PPE value ratio (development loans)	<i>The amount of non treasury development loans investment debt compared to the total asset value (Long term assets - PPE).</i>	13.16%	13.16%	13.16%
Loan to PPE value ratio (total non treasury investments)	<i>The amount of total non treasury investment debt compared to the total asset value (Long term assets - PPE).</i>	45.91%	45.91%	45.91%
Loan to value ratio (property only)	<i>The amount of property debt compared to the total property asset value (property portfolio only).</i>	99.60%	99.60%	99.60%

APPENDIX 2

Capital Programme		2019-20	2020-21	2021-22
CFR RATIOS				
CFR - Property	<i>Property CFR as a proportion of the gross CFR</i>	41.53%	41.42%	41.34%
CFR - Development Loans	<i>Development Loans CFR as a proportion of the gross CFR</i>	16.64%	16.57%	16.54%
CFR - Combined	<i>Property and Development Loans CFR as a proportion of the gross CFR</i>	58.18%	57.99%	57.88%
FINANCING COSTS TO NET SERVICE EXPENDITURE RATIOS				
Property investments financing costs to net service expenditure (NSE) ratio	<i>Non treasury property investments financing costs as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	9.12%	11.47%	11.16%
Development loans investments financing costs to net service expenditure (NSE) ratio	<i>Non treasury development loans investments financing costs as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	3.59%	4.27%	4.06%
Total non treasury investments financing costs to net service expenditure (NSE) ratio	<i>Total non treasury investments financing costs as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.</i>	12.71%	15.74%	15.22%
INCOME/INVESTMENT COVER RATIOS				
Property investment cover ratio	<i>The total net income from property investments, compared to the interest expense.</i>	45.94%	38.72%	22.29%
Developments loan investment cover ratio	<i>The total net income from development loans investments, compared to the interest expense.</i>	14.00%	14.06%	14.06%
Total non treasury investment cover ratio	<i>The total net income from non treasury investments, compared to the interest expense.</i>	37.54%	31.68%	19.94%
Property target income returns (excluding financing costs)	<i>Net revenue income (excluding financing costs) compared to equity. This is a measure of achievement of the portfolio of properties.</i>	5.60%	6.46%	5.93%
Property target income returns (including financing costs)	<i>Net revenue income compared to equity. This is a measure of achievement of the portfolio of properties.</i>	1.29%	1.24%	0.71%
Commercial income to NSE ratio	<i>Dependence on non-fees and charges income to deliver core services. Fees and charges should be netted off gross service expenditure to calculate NSE.</i>	2.59%	2.91%	2.88%
TRENDS				
Gross income	<i>The income received from the investment portfolio at a gross level over time.</i>	(£2,106,300)	(£2,353,170)	(£2,335,370)
Operating costs	<i>The trend in operating costs of the non-financial investment portfolio over time, as the portfolio of non-financial investments expands.</i>	£246,750	£209,260	£331,680
Financing costs	<i>The trend in financing costs of the non-financial investment portfolio over time, as the portfolio of non-financial investments expands.</i>	£1,502,940	£1,789,130	£1,780,350
Net income	<i>The income received from the investment portfolio at a net level (less costs) over time.</i>	(£356,610)	(£354,780)	(£223,340)

APPENDIX 3: CAPITAL STRATEGY SCHEME OF DELEGATION**(i) Full Council**

- receiving and reviewing reports on Capital Strategy policies, practices and activities
- approval of annual strategy and strategies for Capital Portfolio Fund and Development Loans Fund.

(ii) responsible body - Cabinet after receiving recommendation from Overview and Scrutiny Committee

- recommending approval of/amendments to the organisation's Capital Strategy
- receiving and reviewing regular monitoring reports and acting on recommendations

(iii) Body/person(s) with responsibility for scrutiny – Overview and Scrutiny Committee

- reviewing the Capital Strategy policy and procedures and making recommendations to the responsible body.

Note: Cabinet on the 20th September 2017 delegated to a sub-committee its decisions on individual Capital Portfolio investments and on Loans from the Development Loans Fund.

The Overview and Scrutiny Committee decided on the 5th October 2017 to establish a sub-committee with terms of reference to scrutinise, and make recommendations upon business cases in respect of the capital portfolio fund and development loan fund.

APPENDIX 3 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER (with revisions to include non-treasury investments)**The S151 (responsible) officer**

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- recommending the appointment of external service providers
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term (20 year) timeframe
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following (*TM Code p54*): -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*

- *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
- *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*
- *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
- *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*