

**Open**

## **Cabinet**

## **Agenda**

**6pm**  
**Tuesday, 20 December 2022**  
**Council Chamber**  
**Wyre Forest House**  
**Finepoint Way**  
**Kidderminster**

## **Cabinet**

### **The Cabinet Members and their responsibilities: -**

<b>Councillor H Dyke</b>	<b>Leader of the Council &amp; Economic Regeneration, Planning &amp; Localism</b>
<b>Councillor G Ballinger</b>	<b>Deputy Leader &amp; Culture, Leisure &amp; Community Safety</b>
<b>Councillor N Martin</b>	<b>Housing, Health, Well-being &amp; Democratic Services</b>
<b>Councillor M Rayner</b>	<b>Finance &amp; Capital Portfolio</b>
<b>Councillor J Thomas</b>	<b>Operational Services</b>

### **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 Monday 9 January 2023.*

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](mailto: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, DY11 7WF. Telephone: 01562 732763 or email [louisa.bright@wyreforestdc.gov.uk](mailto: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](http://www.wyreforestdc.gov.uk/council/meetings/main.htm)

Wyre Forest District Council

Cabinet

Tuesday, 20 December 2022

Council Chamber Wyre Forest House, Finepoint Way, Kidderminster

Part 1

Open to the press and public

Agenda item	Subject	Page Number
1.	<b>Apologies for Absence</b>	
2.	<b>Declarations of Interests by Members</b>  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.	<b>Minutes</b>  To confirm as a correct record the Minutes of the meeting held on the 7 November 2022.	7
4.	<b>CALL INS</b> a verbal update will be given on any decisions which have been "called in" since the last meeting of the Cabinet.	
5.	<b>Items Requiring Urgent Attention</b>  To consider any item which, in the opinion of the Chairman requires consideration at the meeting as a matter of urgency.	
6.	<b>Public Participation</b>  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 12 December 2022. (See front cover for contact details).	

<b>7.</b>		
<b>7.1</b>	<p style="text-align: right;"><b>Councillor N Martin</b></p> <p><b>Cost of Living Action Plan</b></p> <p>To consider a report from the Head of Strategic Growth which seeks approval to the cost-of-living action plan 2022-23.</p> <p>To also consider recommendations from the Overview &amp; Scrutiny Committee from its meeting on 1 December 2022.</p>	<p>10</p> <p>18</p>

<b>8.</b>		
<b>8.1</b>	<p style="text-align: right;"><b>Councillor J Thomas</b></p> <p><b>Car parking charges, 2023-2024</b></p> <p>To consider a report from the Head of Community &amp; Environment Services and the Chief Executive to decide car parking charges for 2023-24 having given consideration to the report and recommendations of the Car Parking Advisory Panel.</p>	<p>19</p>

<b>9.</b>		
<b>9.1</b>	<p style="text-align: center;"><b>Councillor M Rayner</b> <b>ICT Strategy 2023-28</b></p> <p>To consider a report from the Head of Resources / s151 Officer that provides information on the development of a new ICT Strategy to meet the future needs of the Council.</p>	<p>36</p>
<b>9.2</b>	<p><b>Medium Term Financial Strategy 2023-26</b></p> <p>To consider a report from the Head of Resources and s151 Officer that in accordance with the Council's Budget and Policy Framework Procedure Rules and in line with the Wyre Forest Forward programme, provides the Cabinet with financial information in order to make proposals for the Budget Strategy for the period 2023-26.</p> <p><i>The appendices to this report have been circulated electronically.</i></p>	<p>73</p>
<b>9.3</b>	<p><b>Capital Strategy 2023-33 and Capital Programme Update</b></p> <p>To consider a report from the Head of Resources to seek Council approval of a Capital Strategy for 2023-33.</p>	<p>166</p>

<b>10.</b>	<p><b>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.</b></p>	
<b>11.</b>	<p><b>Exclusion of the Press and Public</b></p> <p>To consider passing the following resolution:</p>	

	<p>“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”.</p>	
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## Part 2

Not open to the Press and Public

13.	<p><b>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.</b></p>	
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**WYRE FOREST DISTRICT COUNCIL**

**CABINET**

**COUNCIL CHAMBER, WYRE FOREST HOUSE, FINEPOINT WAY, KIDDERMINSTER**

**7TH NOVEMBER 2022 (6PM)**

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**Present:**

Councillors: H E Dyke (Chairman), G W Ballinger (Vice-Chairman), N Martin and J W R Thomas.

**Observers:**

Councillors: N J Desmond and F M Oborski MBE.

Observed remotely: Councillors: B Brookes, J F Byng, R H Coleman, C Edginton-White and M J Hart.

**CAB.24 Apologies for Absence**

Apologies for absence were received from Councillor: M Rayner.

**CAB.25 Declarations of Interests by Members**

No declarations of interest were made.

**CAB.26 Minutes**

**Decision: The minutes of the Cabinet meeting held on 22nd September 2022 were confirmed as a correct record and signed by the Chairman.**

**CAB.27 Call Ins**

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

**CAB.28 Items Requiring Urgent Attention**

There were no items requiring urgent attention.

**CAB.29 Public Participation**

There was no public participation.

**CAB.30 Council tax reduction scheme review 2023/24**

A report was considered from the Head of Revenues, Benefits and Customer Services Manager that provided the results of the consultation exercise that the Council is required to undertake if there are any proposed changes to the Council Tax Reduction Scheme; and invited the Cabinet to provide recommendations to the Council.

The report was presented by the Cabinet Member for Culture, Leisure and Community Safety in lieu of the Cabinet Member for Finance and Capital Portfolio.

It was noted that the proposal had been well received at the Overview and Scrutiny Committee last week. The scheme annual review had showed that 54% of respondents were happy with increased support for working age households. The move to 0% contributions had been considered but was felt that to be counter-productive in two ways: firstly, it could distance the end user (as they would lose any financial relationship with local government services including those provided by the council) and secondly, it could encourage a habit that they did not have to contribute to such services, making any future request for contributions more difficult. The 10% option had been agreed as the most sensible approach to endorse.

There was unanimous acknowledgement of the need to help those struggling to pay their bills and full support of the minimum 10% contribution as being fair and equitable.

**Decision: In line with the recommendations from the Overview and Scrutiny Committee from its meeting on 3 November 2022, the Cabinet RECOMMEND to Council that:**

**The minimum contribution for working age Council Tax Reduction Scheme claimants is reduced from 20% to 10% with effect from 1st April 2023.**

#### **CAB.31 Performance and budget monitoring Q2 update**

A report was considered from the Head of Resources and s151 Officer on the Council's financial and other performance at the end of Quarter 2 ending 30 September 2022. The report also presents the current projected outturn position for the 2022-23 financial year.

The report was presented by the Cabinet Member for Culture, Leisure and Community Safety in lieu of the Cabinet Member for Finance and Capital Portfolio.

The Cabinet Member for Culture, Leisure and Community Safety noted that estimated revenue seemed relatively good considering the pressures from inflation and pay compared to estimated income from fees, rents, and charges. WFDC performance was in line with target, though increased utility bills at the Leisure Centre could have a negative impact. There was good progress regarding Wyre Forest Forward, with localism being a success and a renewed focus on transformation. Some attempts have been made at shared services and collaborations and these are in motion thanks to the hard work from the Head of Community and Environment Services.

The Chair called on Councillor M Hart as Chair of Overview and Scrutiny Committee. He said the Committee had considered the report and had no further questions.

It was agreed that local government everywhere is currently suffering, and it would help greatly if central government were to help with finance and give direct communications: clarity about the budget was needed.

The Cabinet Member for Culture, Leisure and Community Safety noted that the recent salary uplift had been needed to offset difficult recruitment and retention issues. The next budget at the end of February will need to discuss this issue further and consider



the next wave of austerity.

Councillors discussed savings that had yet to be achieved and the need for the new Council, next May to be equipped to make very quick decisions. It was agreed that any new Councillors should have mandatory training, especially around finance and budgeting.

**Decision: Cabinet noted the report.**

## **CAB.32 Medium term financial strategy – strategic options analysis**

A report was considered from the Head of Resources and S151 Officer, and Chief Executive that provided an up-to-date analysis of the Council's financial position including projections about future years. The report also considered options on some matters that will be addressed in the medium-term financial strategy, a draft of which will be presented to the Cabinet meeting in December.

The Cabinet Member for Culture, Leisure and Community Safety asked that Cabinet agree to the consultation as outlined in the report.

A Councillor asked for clarity regarding pay inflation and shared services, especially in relation to operational services - also commercial income and localism.

It was acknowledged that the Head of Community and Environment Services was still working with the hope of a North Worcestershire collaboration in respect of waste services – thanks were given for his hard work on this. Other aspects of shared services are ongoing with lots of opportunities having been explored. Localism is still going well and is on track.

The Head of Community and Environment Services gave an update on work currently being done; they had looked at income raising and internal restructuring to free funds, the Depot offering potential to reposition business within a partnership. An example of good collaboration would be a shared waste scheme with North Worcestershire. Alongside this the aim is to be more commercially minded. This is an 18–24-month project and the business case was due by the end of the year.

All were concerned about the November 17<sup>th</sup> Autumn Statement, agreeing that it would be good to know what this will mean for the Public Sector. The hope is that we would have meaningful information before the Cabinet meeting on 20<sup>th</sup> December.

**Decision: The Cabinet NOTED the analysis set out in the report and AGREED that consultation should be undertaken on the principal options for the MTFS set out in paragraphs 3.8 to 3.12 of the report.**

The meeting closed at 19.10 pm.

## **WYRE FOREST DISTRICT COUNCIL**

### **CABINET** **20<sup>th</sup> December 2022**

#### **Cost of Living Action Plan 2022-23**

<b>OPEN</b>	
<b>CABINET MEMBER:</b>	Councillor Nicky Martin – Cabinet Member for Housing, Health, Wellbeing and Democratic Services
<b>RESPONSIBLE OFFICER:</b>	Head of Strategic Growth
<b>CONTACT OFFICER:</b>	Jennifer Moreton ext 2569 Rahma Dahir ext 2533
<b>APPENDICES:</b>	Cost of Living Action Plan

#### **1. PURPOSE OF REPORT**

The purpose of this report is to seek approval to the cost of living action plan 2022-23.

#### **2. RECOMMENDATION**

- 2.1 The Cabinet is invited to:**  
Agree the Cost of Living Action Plan.

#### **3. BACKGROUND**

- 3.1 The Council has worked to support households in economic distress for a number of years including through the use of the welfare assistance budget, Covid funding and more recently the Household Support Fund and have commenced work on a focused action plan to co-ordinate assistance across the Council.
- 3.2 At a full Council meeting on 21<sup>st</sup> September, Council decided an Emergency Summit should be held to explore how more local help can be provided for those struggling. The summit was held on 13<sup>th</sup> October and the Cost of Living Action Plan has been developed following this meeting. This meeting was well attended by partners from across the District. The summit attendees heard presentations from the Financial Inclusion Officers, County Council and Act on Energy on help currently available and identified future actions that could be considered in the Councils action plan.
- 3.3 The political and humanitarian turmoil of the Russian invasion of Ukraine has led to various consequences that have negatively affected the UK economy including higher energy prices and a global increase of inflation. Additionally, there has been an increase in inflation, with the Bank of England expecting the rate of inflation to peak at 11% in October. These impacts have affected many Britons in their day-to-day lives. The government has introduced policies to help manage the Cost of Living crisis however, much work is still yet to be done through the winter. The Government has announced the Energy Price Guarantee (EPG) on the 8<sup>th</sup> of September, this aims to cap the unit of energy. The EPG will cost the Government around £31 billion in 2022/23 and a further £29 billion for non-domestic users (business, charities, public sector, etc).

- 3.4 The Office of National Statistics has reported 93% of Adults in Great Britain reported an increase in their cost of living between August-September 2022. The Trussell Trust charity reported an increase in food parcels nationally of more than 1.2 million between April and September of this year, an increase of 33 per cent. Nearly 330,000 people were referred to food banks for the first time and one in five food bank users were from working households. Locally, the Trussell Trust charity recorded 2,584 parcels handed out in their Wyre Forest Foodbank in the 6 months to September 2022. In contrast to the last year's figures of 1,356 over the same period, an increase of 91 per cent. Food insecurity is a growing problem, the Food Foundation reported larger families are more at risk – families of 3 or more children are 42.2 per cent more likely to experience food insecurity. Another adverse effect of Cost-of-Living crisis is fuel poverty, the Department of Business, Energy and Industrial Strategy reported the West Midlands had the highest proportion of fuel poor households in 2020 (17.8 per cent). In 2020, fuel poverty was an issue affecting 15.7 per cent of households (7,258) in Wyre Forest. Charity National Energy Action predicts that from April 2023, one in three households will need to spend at least ten percent of their income on fuel costs, which would equate to around 15,452 households in Wyre Forest.

#### **4. KEY ISSUES**

- 4.1 It will be essential to ensure officers are targeting information at those who might not come forward for help. In Wyre Forest this may include a focus on helping elderly people or those who are homeless or in temporary accommodation who might not have access to support or internet to find necessary information.
- 4.2 The Council have identified several key actions that need to be undertaken to best support the communities struggling in the cost of living crisis. This can be broken down into the following areas that will form actions within the plan.

##### **Raising Awareness**

The Cost of Living Crisis has proved that many people are unaware of the help that already exists. Wyre Forest District Council aims to raise awareness on the topic of Cost of Living whilst also promoting services the Council provides. It is important for officers to reach different groups and spread the awareness of services provided by the Council or its partners organisations. A big element of this is signposting people to organisations which could be helpful for them.

##### **Partnership working through the Cost of Living Summit**

From the feedback officers received from the Cost of Living Summit, organisations were very keen on working together to signpost and spread awareness of organisations and their services that could be useful. Officers will aim to hold at least one summit a year.

##### **Energy saving**

One of the major causes of the Cost of Living crisis is the increase of energy prices. Worcestershire has higher proportion of households living in fuel poverty than the national average, with particularly high proportions in Wyre Forest, Malvern Hill and Worcester. Recent increases in energy prices are very likely to exacerbate this for the most vulnerable families (60%+ in fuel poverty). Officers will work with organisations like Act on Energy and the private Sector Housing team to reduce fuel poverty and to raise awareness services to help people manage energy prices increasing.

##### **Warm Spaces**

The increase of Cost of Living crisis has called for Voluntary and Community Organisations and other organisations to think of create ways to tackle the problem. One way is setting up Warm Spaces. The "Warm Welcomes" website is the largest online host of information about Warm Spaces in the UK, with 3000 organisations registered this winter across the UK. These organisations have been helpful in providing a safe and warm spaces for their

communities however, rising domestic bills costs also means the rise in non-domestic bills costs. Therefore, organisations require more support to meet their own energy costs in hosting these spaces,. Many councils have introduced grants to support these VCS, Wyre Forest District Council are in the process of allocating their Warm Spaces grant.

### **Financial Assistance**

The Council currently provides a range of financial assistance to households including Discretionary Housing Payments, Council Tax Reduction Scheme, Housing Benefit, Welfare Assistance to help with food, utilities and furniture and help with rent bonds/deposits. Through the Private Sector Housing team, Health and Sustainability Team and Act on Energy there are also grants and loans available to improve the energy efficiency / thermal comfort within people's homes. Further help will be made available to households through the distribution of the second tranche of the Household Support Fund.

## **5. FINANCIAL IMPLICATIONS**

- 5.1 The costs of delivering the plan mostly relate to staff time and grant funding that is available to the council through the Household Support Fund (est 207k), Contain Outbreak Management Fund (approximately 45k towards rent and mortgage arrears) and the health related ear marked reserves (approximately 10k). There is also funding for Discretionary Housing Payments of £108k.

## **6. LEGAL AND POLICY IMPLICATIONS**

- 6.1 The development and delivery of the action plan support the Council in its Corporate Plan priorities including to "support a successful local economy".
- 6.2 The council can support residents through welfare schemes and in other ways under a variety of powers including under general powers in section one of the Localism Act 2011, section13A of the Local Government Finance Act 1992 and the Homelessness Reduction Act 2017.

## **7. EQUALITY IMPACT NEEDS ASSESSMENT**

- 7.1 An equality impact screening assessment has been undertaken and no negative impacts identified. The plan includes actions aiming to help overcome barriers to people accessing support e.g. due to a language barrier, transport poverty or digital exclusion. The plan also includes schemes to support people most impacted by deprivation and health inequalities, such as support schemes for food and energy/ keeping warm.

## **8. RISK MANAGEMENT**

- 8.1 Helping households to access financial assistance and maximise their income will support the councils wider ambitions around economic growth and helping the health and wellbeing of the residents of Wyre Forest.

## **9. CONCLUSION**

- 9.1 A Cost of Living crisis is affecting many households in the District and the Council has responded by holding a Cost of Living Summit on the 13th of October 2022 and developing a Cost of Living action plan to support the community.
- 9.2 Existing council practice and insights gained from the Summit have created the actions in the plan.

**10. CONSULTEES**

10.1 CLT

**11. BACKGROUND PAPERS**

11.1 Not applicable

## WFDC Cost of Living - 2022-23 Action Plan

Raising Awareness	Who?	Expected Outcomes/ Timescale	Resources required	Notes/ Further Info
Utilising services to raise awareness on the Cost of Living including using the WFDC website to post inviting and useful information. Website to have messages about financial support and employment support provided by WFDC.	Media team & H&S Wyre Forest.	Amend website by December 2022	Officer time	
Introducing financial literacy through sessions and help with Financial Inclusion team Wyre Forest.	Financial Inclusion team	By the end of financial year	Officer time	
Creating a leaflet for Cost of Living Crisis. including all services provided by WFDC and signposting other organisations.	Strategic Growth team	By December 2022	Design / printing leaflet	
Making WFDC a presence at schools and colleges; Making contacts at schools to promote services WFDC provides and signposting to organisations. Using schools newsletters to connect with parents. Liaising with Worcestershire Child First to work together on getting into schools. Meeting with Get Ready Steady Worcestershire to work on providing funding for children over school holidays	Community Builders. H&S Team Financial Inclusion Officers	By March 2023	Officer time	Community builders have already established good connections with schools to work with.

Reaching out to communities where there are barriers. Finding out more information to help access these communities e.g., Bangladeshi community where there is a language barrier. Connecting with community leaders to engage with and build a strong connection with to promote WFDC services that could help.	Councillors, community leaders & H&S team	By March 2023	Officer time	
Make the Council more accessible for people to approach re cost of living issues through Cost of Living Roadshows and outreach into communities including in the town centre and at different events, markets etc.	H&S Team Financial Inclusion team	Attend a minimum of two events / venues per year.	Officer time	
Provide different ways for people to access services including options for those who are digitally deprived. Explore options around having specific telephone number for people to call.	H&S team CS team	By March 2023	Leaflets and all services being accessible and available.	
Hosting further Cost of Living forums for organisations to come together and network to encourage partnership working and as a useful way of keeping current on new themes and problems and how to tackle them with organisations.	H&S Team	Host a minimum of one event a year.	Officer time Small refreshment budget	Feedback from organisations last Cost of Living Forum recommended these event happen often so the problem of cost of living is tackled together.

Energy saving	Who?	Timescale	Resources	Notes/ Further Info
Utilising the Household Support Fund; Helping people buy energy efficient kitchen appliances. Offering grants to organisations to help distribute this help to those in need.	Financial Inclusion team Housing Advice & Strategy and Enabling Teams Voluntary and Community Services	By March 2023	Household Support Fund	
Working on reducing carbon footprint and food wastage.	WFDC Wyre Forest Green Alliance.	By December 2023	Officer time	Working with Wyre Forest Green Alliance to promote education on how to reduce carbon footprint and increasing energy saving in households.
Signposting to Act on Energy and supporting their work on reducing energy inefficiency and fuel poverty	Act on Energy H&S	Ongoing.	Officer time	
Working together with organisations to push the agenda of sustainability e.g. Repair Cafes	H&S	Ongoing	Officer time	
Warm spaces	Who?	Timescale	Resources	Notes/ Further Info
Setting up Warm Spaces in the local area accessible to all individuals.	Strategic Growth team.	By December 2022.	Grant funding to support provision via health funding.	
Promoting the Warm Spaces grant provided by WFDC. This helps organisations with costs of Warm Spaces up to £1000.	Strategic Growth team.	In progress.	Grant funding to support provision via health funding..	



Promoting these Warm Spaces using IT services on WFDC website and social media to help people identify and use them. Promoting Warm Spaces on the Warm Spaces HUB network which is Nationwide.	Strategic Growth and Media team.	In progress	IT services to provide up to date information on Warm Spaces where and when.	
<b>Training</b>	<b>Who?</b>	<b>Timescale</b>	<b>Resources</b>	<b>Notes/ Further Info</b>
Training front facing officers across the council to give advice re cost of living and where to go for help	H&S	By March 2023	Officer time	
<b>Financial assistance</b>	<b>Who?</b>	<b>Timescale</b>	<b>Resources</b>	<b>Notes/ Further Info</b>
Ensure take up of benefits and other forms or income and assistance (e.g. Council Tax Reduction Scheme) are maximised	Financial Inclusion Officers	Ongoing	Officer time	
Refresh the procedure for supporting tenants with rent arrears to provide financial support (via the prevention panel)	Housing Advice Team	March 2023	District Contain Outbreak Management Fund (COMF)	
Work with CHG to identify shared ownership cases in arrears and provide package of assistance	HAT / Strategy and Enabling team	March 2023	District COMF	
Grants /loans for energy efficiency improvements (insulation, heating improvements, solar panels); subject to eligibility criteria.	Private Sector Housing Team/ Act on Energy	Ongoing	Better Care Fund LADS3 and HUGS Eco4	

**WYRE FOREST DISTRICT COUNCIL**

**Cabinet  
Tuesday 20 December 2022**

**Recommendations from the Overview and Scrutiny Committee  
Thursday 1 December 2022**

**Cost of Living Action Plan 2022-23**

The Committee considered a draft of a Cabinet report from the Head of Strategic Growth that sought approval to the cost of living action plan 2022-23.

The Committee fully scrutinised the report and action plan. Members supported the key actions that had been identified and welcomed the setting up of warm spaces across the district.

**The Overview and Scrutiny Committee unanimously agreed to:**

**Note the report and action plan. The Committee endorsed the direction of travel and were keen for the work on raising awareness of the plan to continue to ensure people were able to get support when they needed it most. In relation to the wording of paragraph 3.4 of the report, the Committee agreed that it should have a sharper focus on the context of Wyre Forest.**

**Background papers:**

See the report on page 9 of the pdf at this link:

[https://forms.wyreforestdc.gov.uk/council/docs/doc58124\\_20221201\\_o\\_and\\_s\\_agenda.pdf](https://forms.wyreforestdc.gov.uk/council/docs/doc58124_20221201_o_and_s_agenda.pdf)

## **WYRE FOREST DISTRICT COUNCIL**

### **CABINET** **20th DECEMBER 2022**

#### **Car parking charges, 2023-2024**

<b>OPEN</b>	
<b>CABINET MEMBER:</b>	Councillor John Thomas
<b>RESPONSIBLE OFFICERS:</b>	Head of Community & Environment Services Chief Executive
<b>CONTACT OFFICER:</b>	Jim.balcon@wyreforestdc.gov.uk
Appendices	Appendix 1 Report of the Car Parking Advisory Panel, November 2022 Appendix 2 Car parking charges, 2023-24

#### **1. PURPOSE OF REPORT**

- 1.1 To decide car parking charges for 2023-24 having given consideration to the report and recommendations of the Car Parking Advisory Panel.

#### **2. RECOMMENDATIONS**

The Cabinet is asked to:

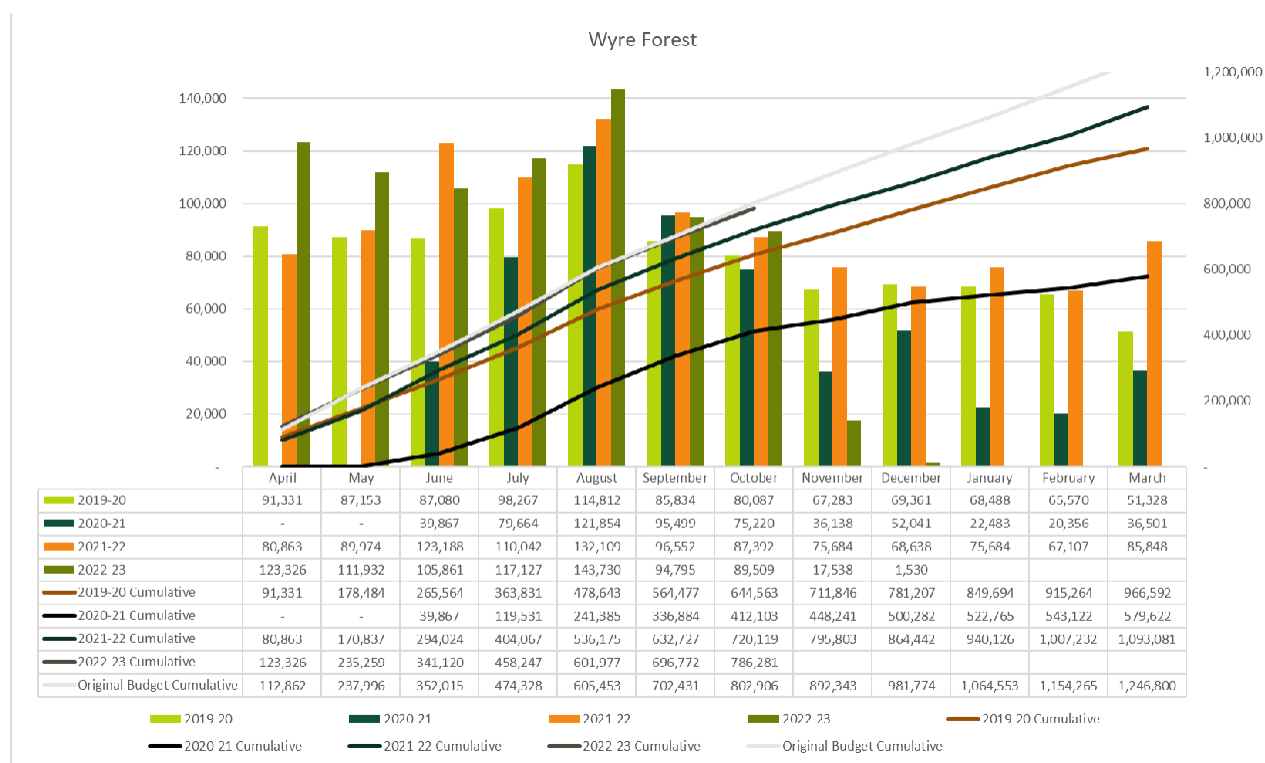
- a) **AGREE the car parking charges for 2023-24 as set out in Appendix 2;**
- b) **AGREE that officers should explore partnership options with other landowners in Bewdley town centre with a view to expanding public car parking provision.**

#### **3. BACKGROUND**

- 3.1 The Cabinet established an advisory panel on car parking in August. It was chaired by Councillor Claire Barnett and met three times in the autumn. Its report is at Appendix 1 and sets out a clear, prioritised set of recommendations agreed by the Panel's members. It now falls to the Cabinet to consider these recommendations, in the context of the overall financial position facing the Council, decide which of the recommendations to accept and agree the car parking charges for 2023-24. The Cabinet is also invited to record its thanks to Councillor Barnett and members of the panel for their work and detailed consideration of a range of issues and options relating to car parking.
- 3.2 The medium-term financial strategy for 2022-2025, which was agreed by Council in February 2022, already assumes growth in car parking income derived from an increase in car parking charges. This was reiterated in the following comment from the Head of Resources in the Cabinet report of 7 November about the medium-term financial strategy: "Following the major review of car parking and introduction of the simplified system from 2020-21 the charges were frozen for two years. Increases of 10p per ticket pa have then been assumed from 2022-23 onwards in the approved budget. This increase has been assumed to generate £50,000 extra income each

year so £50,000 in 2022-23, £100,000 in 2023-24 and £150,000 in 2024-25. Any deviation or change in charging policy recommended by the car parking review panel will need to be cost neutral as far as possible to avoid increasing the funding gap or necessitating service cuts/extra income to be generated from other service areas.” The 10p a year increase assumed within the medium-term financial strategy would mean, for example, that the current charge of £2.20 for 2 hours becomes £2.30 in 2023 and £2.40 in 2024. These are based on static sales volumes and ensure that the funding gap is not exacerbated by static car park ticket income.

- 3.3 Current performance of income against the MTFS target is shown in the graph. As at end October 2022, £786k of income had been achieved against a target of £803k, slightly behind target although it is hoped that overall, the target for 2022-23 may still be achieved.



- 3.4 Car parks are not free to run. Even if the Council operated no charging regime and operated no restrictions on usage and therefore did not need to employ any enforcement staff, costs would still arise in respect of business rates, lighting, maintenance, marking of bays etc. In practice the Council has to limit usage – because otherwise short stay car parks, closest to town centres, would be occupied all day by commuters/town centre workers and businesses when they are meant to cater for considerable turnover during the day. Some spaces in long stay car parks might also see little or no turnover. It also needs to impose charges to cover its costs including enforcement. The published parking accounts show that the Council generates over £1m of income and achieves a net income surplus overall, after the costs of running car parks and enforcement are deducted. The table shows the relevant figures for the last three years:

	Total income	Cost of operating	Net Income
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		car parks and enforcement	
<b>2019/20</b>	£1,420,462	£885,802	-£534,660
<b>2020/21</b>	-£956,157	£907,901	-£48,256
<b>2021/22</b>	£1,529,808	£944,705	-£585,102

The net income is used, in accordance with section 55 of the Road Traffic Regulation Act 1984, for reducing environmental pollution by improving or maintaining the appearance or amenity of roads or land in the vicinity or open land or water to which the general public has access, and for the provision of outdoor recreational facilities available to the general public without charge. These services benefit local residents and visitors alike.

- 3.5 Generally, it is very difficult to estimate accurately the impact of changes. The Council does not have entry/exit barriers, sensor technology or automatic number plate recognition at car parks that would provide information on how long each user's vehicle stays in a car park. If changes were made to the charging structure, such as the time period of tickets, it is impossible to know what proportion of users would buy tickets for shorter or longer periods than now. The terms of reference for the Panel included that "Recommendations will need to be broadly consistent with the income that is assumed in the medium-term financial strategy for 2022-2025". However, it is clear that the overall effect of the principal recommendations of the Panel would be likely to reduce the Council's net income.
- 3.6 The following section of the report considers each of the recommendations in turn and sets out the suggested approach for the Cabinet's agreement.

## 4. KEY ISSUES

- 4.1 While the Panel did not suggest any change to the pattern of increases (+10p/year) assumed in the agreed medium term financial strategy, the Cabinet is invited to consider carefully the current cost-of-living crisis, with inflation running at over 11%, and the impact that it is having on local residents and businesses. The agreed MTFS is based on an assumption of a further 10p per ticket increase in 2023. This would bring the prices, for example, to £1.20 for one hour and £2.30 for two hours. Such increases would represent +9.1% for a one-hour ticket and +4.5% for a two-hour ticket, both lower than the current inflation rate of 11.1%. If implemented, such charges would be expected to represent a real terms reduction in the cost of car parking in the district. The charges set out in this report and in the draft medium term financial strategy are based on not proceeding with the 10p increase in 2023 and reintroducing it on an annual basis in 2024 and 2025. This would reduce planned income by £50k/year in 2023-24 and subsequent years and is a modest but practical step that the Cabinet can take to ease the impact of inflation for local residents. **The effect is that the cost of parking in WFDC car parks would fall in real terms by about 10%, depending on the inflation rate in April 2023.**

- 4.2 The Council does not retain 100% of the amount paid by car park users. Two methods to pay charges “on the day” are available for users: paying through an app on their smartphone or paying in cash. The Council in 2021-22 incurred merchant fees of £12k in respect of £374k worth of transactions through the app and has to pay £17k a year for £725k worth of cash to be collected. In addition, much of the maintenance costs of £13k for ticket machines is believed to relate to faults with the cash collection mechanisms. In line with customer feedback from a survey undertaken in August 2021, which showed 80% of users would welcome the option of contactless card payments, and following prior discussion with the Cabinet, one car park will be used to trial switching from cash payments to contactless card payments. If the trial is successful, the expectation is that the option of paying by cash will be phased out from all car parks over time and replaced with the option of contactless card payments. Contactless payments offer other advantages to users as it would no longer be necessary for individuals to carry sufficient change with them.
- 4.3 The pilot site at Batemans Yard, Kidderminster is due to commence in early January and a review of usage and impact will be shared with Cabinet in the early summer. Subject to the review of the pilot site, the roll out of contactless technology to other car parks is expected to be phased over two years with one payment machine in car parks that have two or more machines being transitioned to contactless technology later in 2023-24 and the remaining machines being moved across to contactless technology in 2024-25. For instance, there are three machines in Bromsgrove Street car park, and the phasing could see one machine moved to contactless payments in 2023-24 and the remainder in 2024-25. Car parks with one machine only would not be transitioned to contactless payments until 2024-25.
- 4.4 As with other payment methods, the Council would not retain 100% of payments made with a contactless card. Merchant fees estimated at £18k would have to be paid if all cash payments were replaced with contactless card payments. The table shows the estimated costs associated with the different payment collection methods.

<b>£k</b>	<b>Current position</b>	<b>Possible future position (assuming 100% switch from cash to contactless)</b>	<b>Possible future position (assuming 50% switch from cash to contactless, 50% to app)</b>	<b>Car parking panel's position (assuming 50% switch from cash to contactless)</b>
Cash collection including 75% of maintenance cost of ticket machines	£26k	N/A	N/A	£26k
Balance of maintenance cost of ticket machines	£4k	£4k	£4k	£4k

Merchant fees, pay-by-app	£12k	£12k	£18k	£12k
Merchant fees, contactless	N/A	£18k	£9k	£9k
Total	£42k	£34k	£31k	£51k

- 4.5 Turning to the Panel's recommendation (**Recommendation 1: the Panel strongly and unanimously recommends that the option to pay by cash should be retained, even if the Council introduces a contactless option in line with the feedback from the user survey in 2021**), operating three payment mechanisms across all car parks would add to the Council's operating costs and reduce net income: the most expensive option is to provide three methods of collecting payments. It would be premature to accept this recommendation, given the trial which is testing an alternative approach. Even if the trial is successful, the phased transition to contactless technology means that payment by cash would continue to be available in all car parks until at least March 2024 (other than the pilot site, where there are machines available in the adjacent Aldi Store car park). This would provide sufficient forewarning to car park users and time for them to adjust.
- 4.6 One-hour tickets are an important source of total revenue in the Council's car parks. Over 200k are sold in a year, generating over £200k of revenue. Some other councils offer the ability to pay for shorter periods of parking than one hour. It is recognised that, for users whose need to park in an off street car park involves tasks that will take considerably less than one hour, paying £1.10 (at current rates) may seem a relatively high charge. It is impossible to quantify accurately what the financial impact would be if a shorter ticket period was offered i.e. how many users would buy a ticket for a shorter period than one hour. Nevertheless, the Cabinet is invited to accept the Panel's **Recommendation 2: the Panel recommends that the Cabinet considers introducing a 30-minute tariff**, to be priced at approximately half the price of a one-hour ticket. In order to mitigate the financial risk to the Council, this would be priced at 70p (including VAT) in 2023, representing a little over 60% of the charge for one hour. The proposed price is necessary in order to mitigate the impact on the Council's income position, given the proposal otherwise to freeze charges in 2023-24. The financial impact of introducing the 30-minute tariffs is estimated to be about £50k/year.
- 4.7 The introduction of charges to 9pm took effect in 2020 and has generated some modest extra revenue for the Council. The Panel's report provides evidence of how the three-hour ticket rate can present unnecessary inconvenience or confusion for users taking part in events and activities in the early evening. Not charging at all between 9pm and 8am each night is arguably inconsistent with the Council's declaration of a climate emergency, as charging for use of the Council's car parks at all hours – as many other councils do - will cause users to consider more thoroughly whether they use their cars for all journeys that have an end destination in one of those car parks. It also recognises that all users should contribute to the cost of running car parks and other services. The Cabinet is therefore recommended to accept the Panel's **Recommendation 3: the Panel recommends that the**

**Cabinet considers changing the current arrangements for evening charges by ending the hourly tariff at 6pm and introducing a charge of £2 for parking in the period between 6pm and 8am.**

- 4.8 With the introduction of a simple low-cost charge for parking between 6pm and 8am, the case for replacing the 3-hour tariff with a 4-hour tariff at no extra cost is weakened. Indeed, the discussion in the Panel about this option was driven mainly by the issues raised about the evening economy. Therefore, the Cabinet is recommended not to proceed with the Panel's **Recommendation 4: the Panel recommends that the Cabinet considers replacing the 3-hour tariff with a 4 hour tariff, with no change in price.**
- 4.9 The Panel's recommendation that would seek to reduce the impact of seasonal charging on local residents cannot be pursued for practical and financial reasons (**Recommendation 5: the Panel recommends that the Cabinet considers introducing a concession for residents so that the higher rate for 3-hour tickets between 1 April and 30 September in Bewdley and Stourport would provide an extra hour's free parking**). The modest seasonal supplement on 3 hour and 24-hour tickets, now set at £1.10, was first introduced in 2020 to ensure that visitors to the popular riverside towns contribute more towards services which are under greater pressure and face higher costs in the peak season, such as litter clearance and street sweeping. While some local residents will buy such tickets if they visit the towns for long periods in the peak season, there is no evidence that they do not place any pressure on those services in the same way as visitors from outside the district. Moreover, the fact that the seasonal supplement is not applied to one hour or two-hour tickets (and would not be applied to the new 30-minute tariff) means that local residents who wish to undertake some shopping or other tasks in town centres have ample options to avoid the seasonal supplement.
- 4.10 Practical considerations also weigh heavily against the Panel's recommendation. The Panel has not undertaken analysis of the cost or practical implications of introducing such a measure. Pending other technological solutions, it might be delivered by providing residents with a sticker that they could display so that enforcement officers would know that the 3 hour ticket paid for was, in fact, valid for 4 hours. However, apart from the cost of providing such a sticker, a raft of other matters arise:
- How would stickers be issued? They cannot be sent with council tax bills as many households receive only electronic bills. Nor should they be issued with paper bills as it would seem appropriate that a sticker should be issued only if a household had paid at least some of its council tax liability for the year. If sent by post, there would clearly be costs arising from that process. Alternatively if residents had to collect a sticker, that would represent a further administrative burden on hard-pressed staff at the customer service hub;
  - How would the passing of stickers to others, including people who do not live in the district, be prevented? Any effective counter-fraud measure would require the council to know the registration number of a resident's vehicle. It does not hold such data and collecting it would present a further burden;
  - Is only one vehicle at each dwelling to be eligible for a sticker?



- As a further counter-fraud measure, any effective system would need to have stickers that were valid for, say, 12 months at a time.

The cost of these measures might even exceed the income generated from the seasonal supplement, which is estimated at £39k. It is therefore recommended that the Cabinet does not accept the Panel's recommendation.

- 4.11 The Panel's final recommendation relates to increasing the supply of car parking spaces in Bewdley, which remains popular throughout the year and at peak times can see car parks full to capacity. Compared to the other two towns, the availability of free on street parking is more limited. While no guarantee can be given about the prospects of success, the Cabinet is invited to agree that officers should investigate **Recommendation 6: the Panel recommends that the Council explores partnership options with other landowners in Bewdley town centre with a view to expanding public car parking provision.** There are some landowners whose car parking spaces are not utilised fully or at all, either during weekdays or at weekends. If they were prepared to work with the council, it might be possible to designate their land as being a public car park only at certain times of the week, for example. There would be costs associated with implementing such arrangements, in particular the installation of ticket machines: and it would be inevitable that any income generated would have to be shared on an agreed basis. Thus, there would need to be a clear business case that demonstrated how the costs of implementation would be recovered within a reasonable period through additional income. If such a business case is viable, a proposal would be brought forward in due course.

## **Charges for 2023-24**

- 4.12 Having considered the Panel's recommendations, the Cabinet needs to decide the scale of charges for implementation on 1 April 2023. Significant changes were made to season ticket prices in April 2022, and evidence suggests that the numbers purchased have increased compared to the previous year, although it is probable that purchases in 2021-22 were suppressed because of the COVID-19 restrictions. Consistent with the freeze in charges that applied for "on the day" charges after they were reformed in 2020, it would be appropriate to make no change to season ticket prices for 2023-24. This would allow usage levels to continue to be monitored and for prices to be reviewed in due course for 2024.
- 4.13 As explained earlier, this report recommends freezing other ticket prices for 2023-24 on an exceptional basis, with the MTFs based on reintroduction of 10p/ticket increases in 2024 and subsequent years. The other changes to the structure of car parking charges will apply throughout 2023-24, in order to generate sufficient evidence about their impact on usage and the Council's income, with the ability for the Cabinet in December 2023 to reflect on whether to continue with the half hour ticket and the simple flat rate overnight charge.

## **FINANCIAL IMPLICATIONS**

- 5.1 The overall effect of the recommendations is difficult to quantify accurately as explained elsewhere in the report. It is impossible to predict the behaviour of users of the car parks in the event of changes and the Council does not have data

about the periods of stay for each vehicle. Assumptions can be made but these might be wrong, in either direction. The table summarises the position, which will need to be monitored during 2023-24 to establish the actual impact. If necessary, the Cabinet can mitigate the impact by adjusting the scale of charges for 2024-25 and subsequent years.

£k	2023-24
Not implementing 10p/ticket increase as assumed in 2022-25 medium term financial strategy	(50)
Estimated net position based on fewer than 50% of users switching from 1 hr to a 30-minute ticket:	(50)
Estimated net position - if 30,000 overnight tickets purchased - if 36,500 overnight tickets purchased	(5) 5
Total	(95) to (105)

## **6 LEGAL AND POLICY IMPLICATIONS**

- 6.1 The Council has the power to charge for off street car parks under section 35 of the Road Traffic Regulation Act 1984, and may vary them in accordance with section 35C and regulations made thereunder. Any surplus has to be applied in accordance with the provisions of section 55 of that Act, as explained earlier in this report.
- 6.2 Following the Cabinet's decision, amendments will be made to the Council's car parking order and notice will be given in accordance with the provisions of the 1984 Act.

## **7. EQUALITY IMPACT NEEDS ASSESSMENT**

- 7.1 An equality impact screening assessment has been undertaken and no negative impacts on those with protected characteristics have been identified. In particular, the continued preferential treatment for blue badge holders (which means that they are not charged for using car parks) is evidence that disabled people are not disadvantaged by the charging regime.

## **8. RISK MANAGEMENT**

- 8.1 The principal risk relates to the difficulty in estimating the impact of changes on individuals' behaviour and the income that the Council would generate. This risk can be mitigated by reviewing the impact of agreed changes in the run up to decisions on car parking charges for 2024-25. The Cabinet will be able to adjust the

charging structure again if there has been any significant, unsustainable reduction in income.

- 8.2 The level of car parking charges is often a matter of contention with local businesses and residents and politically. The report illustrates the damage that could be done to the Council's finances and ability to fund key services if changes were to be implemented that, overall, radically reduced income. The report explains why it is not therefore possible to accept all of the Advisory Panel's recommendations.

## **9. CONCLUSION**

- 9.1 The Cabinet is invited to consider the Car Parking Advisory Panel's report in the context of the Council's overall financial position and agree the charges for car parking in 2023-24 as set out in Appendix 2.

## **10. CONSULTEES**

- 10.1 Corporate Leadership Team

- 10.2 Cabinet

## **11. BACKGROUND PAPERS**

- 11.1 Terms of reference for Car Parking Advisory Panel, strong leader decision of 18 August 2022

[doc57791\\_20220818\\_cabinet\\_decision\\_report.pdf \(wyreforest.gov.uk\)](#)

- 11.2 Agendas and Minutes of the Car Parking Advisory Panel, September to November 2022

- 11.3 Data on holders of debit cards and credit cards and smartphone ownership  
According to the latest data 97% of adults have a debit card and 66% have a credit card. 93% of people are reported to own a smartphone, with 82% of those aged over 55 having one.

[UKF Payment Markets Summary 2022.pdf \(ukfinance.org.uk\)](#)

[Smartphone ownership by age 2012-2022 | Statista](#)

## **Appendix 1**

### **REPORT OF THE CAR PARKING ADVISORY PANEL**

#### **November 2022**

- 1 The Cabinet established a cross-party advisory panel with terms of reference set out in the strong leader decision of 18 August 2022. The panel met three times under the chairmanship of Councillor Claire Barnett on 16 September, 14 October and 4 November. The other members were Councillors Byng, Edginton-White, Oborski, Rook and Ross. The panel's members included representation covering all three towns where the Council operates car parks. In addition, Councillor John Thomas, the lead cabinet member, attended as an observer at the meetings in October and November. The panel would like to extend thanks to officers for providing data and information for its consideration and for attending its meetings to provide advice and support.

#### **Background**

- 2 The strategic options report for the medium-term financial strategy, considered by Cabinet on 7 November, observes that "car parking generates an important revenue stream of about £1m a year to pay for the cost of operating car parks and a range of other significant environmental services". The Panel has considered a wide range of data and information about car parking including:
  - a) Current charges levied in Wyre Forest and comparative information for other districts in Worcestershire. All councils that operate off-street car parks charge for their use. Some apply charges 24 hours a day and some provide additional time for blue badge holders rather than providing free parking for blue badge holders. In broad terms, charges are similar to those elsewhere in the county, being lower than in Worcester but more than in Wychavon. The Panel felt that WFDC charges were more expensive than other comparable areas, given that the districts has only towns and no city.
  - b) actual income achieved in each month for each year from 2019-20 onwards, for each of the three towns and for the district as a whole.
  - c) estimated breakdown of income by day of the week, and revenue achieved after 6pm by town and day of the week.
  - d) the number of season tickets issued in the current and preceding year, and the income generated. Both the number of season tickets and the income are higher than in 2021.
  - e) the Council's annual car parking accounts which are published on the Council's website and show how the income is deployed to fund the cost of operating car parks and other services.
  - f) current and future arrangements for the "pay-by-app" option that has been offered for several years. The current contract comes to an end in March 2023 and has advantageous arrangements under which no transaction charge is raised. Any future contract is expected to involve a transaction charge of perhaps 10p which, in line with arrangements made by other councils in Worcestershire, would be passed on to users. The app provides added features and convenience that are not available to those who purchase paper tickets.
  - g) a survey of car park users in August 2021 about payment methods, which showed 80% would like the option of contactless payments.

- h) the trial of contactless payments instead of cash payments in one car park, which commences in November 2022, and the possibility that this might be rolled out to all car parks in time.

3 The Panel has also considered feedback from the public received by members in their wards and issues that have arisen from their personal knowledge of issues locally and arrangements adopted in other areas. It is recognised that the feedback tends to be anecdotal and impressionistic rather than based on scientific surveys. These issues included:

- a) the desirability of providing cheaper options than the one-hour minimum tariff.
- b) the arrangements for evening and overnight parking, including the time at which any evening charge commences. The Panel noted that some other councils have introduced a simple, low-cost evening and overnight charge.
- c) the practical impact of the choice between a three-hour ticket and a 24-hour ticket, for example on members of the public or performers attending an evening concert or performance or those making other use of the leisure economy (e.g. people who want to shop and have lunch). The three-hour ticket is seen as unhelpfully constraining. For example, members of the public might want to have refreshments before or after a performance or film and find it difficult to do within the 3-hour limit; likewise, a performer who has to be present some time in advance of the commencement of a show might also not find it possible to complete their work within the 3-hour limit. While some users might seek to avoid the constraint by returning to their vehicle within 3 hours and purchasing another one-hour ticket, this is inconvenient for users (other than those using the app, who can purchase the additional period on their smartphone without returning to their vehicle). See the case study below.
- d) concessionary parking for residents to mitigate the impact of the peak season prices in Bewdley and Stourport. Ticket prices are £1 higher for 3 hour and 24-hour tickets between 1 April and 30 September.
- e) the desirability of providing more car parking in Bewdley. The Panel appreciates that a new car park is unlikely to be achievable on cost grounds even if a suitable site could be found; and that it may not be practicable for planning reasons to expand capacity at the existing sites because of impact on the conservation area or residential amenity (e.g., if a multi-storey car park was to be built at one of the existing locations). The Panel encourages consideration of partnership options with other landowners whose land may not be being effectively used at all times across the week.

#### **Impact of three-hour parking ticket – case study**

On October 29<sup>th</sup>, the Bewdley British Legion Poppy Appeal Concert was held at St Anne's Church, Load Street, Bewdley.

The concert was provided by Bewdley Concert Band free of charge to support the local fundraising appeal.

31 members of the band attended. 25 separate cars parked in Bewdley Dog Lane and lower Load Street Car Park. Arrival 5.30 p.m. for set up - concert finished at 9.30 p.m. and packed up by 10.00 pm.

Winter parking charges over 3 hours £5.50. Cost to band members in total was £137.50.

Feedback has also been received that attendance at Choral Society rehearsals has been significantly reduced as a result of car park charges in the evenings in Bewdley.

## Recommendations from the Panel

- 4 The Panel has considered all the information carefully and reviewed sensitivity analyses of the impact of changes. It is impossible to predict accurately the behaviour change among users that would be experienced if changes are made to the period of validity of tickets or the amount that is paid for them. Each of the suggested changes is accompanied by a sensitivity analysis where one is available, so that the Cabinet has information on the potential financial effect on the Council. We considered options that could increase the Council's income such as ending free parking for blue badge holders or introducing charges for parking at nature reserves but were concerned about displacement of parking that could cause congestion or other difficulties for road users, and therefore make no recommendations for changes in those areas.
- 5 Our terms of reference invited us to identify how businesses would play their part in any proposals to incentivise visitors to stay longer or to use town centre businesses (for example, through schemes to refund parking charges or provide discounts from purchases with town centre businesses). The Panel's recommendations avoid the administrative requirements of such arrangements and would be simple to implement. However, the Panel recognises that 100% of the financial impact would be borne by the Council and businesses would contribute nothing, even though they might benefit from the changes through increased dwell-time or greater use of the evening/night-time economy.
- 6 We recognise that it might not be possible for all of our recommendations to be accepted at this time, given the potential financial implications for the Council, and therefore set out our recommendations in the Panel's order of priority.

**Recommendation 1: the Panel strongly and unanimously recommends that the option to pay by cash should be retained, even if the Council introduces a contactless option in line with the feedback from the user survey in 2021.**

The Panel recognises that the decision on this matter falls to the Cabinet and that provision of three payment methods (in place of the existing two methods) would add to the Council's operating costs. Removing payment by cash over time would avoid the cash collection fees of £19k and might reduce maintenance costs for machines as many of the faults relate to the cash collection mechanisms. However, the Council would have to pay merchant ID fees for contactless payments. The Panel felt that the option of paying by provides stability as IT/internet can put cash free payment machines out of order. The Panel also draws attention to the press release from Refuge, at the link, which is directed at availability of automatic teller machines and banks where people may access cash, although it touches on the ability of people to be able to use the cash they are accessing. <https://refuge.org.uk/news/refuge-call-make-cash-priority-queens-speech/>

**Recommendation 2: the Panel recommends that the Cabinet considers introducing a 30-minute tariff**, to be priced at approximately half the price of a one-hour ticket. This option is available in Worcester and Bromsgrove. It would reflect that not all users who purchase a one-hour ticket need a full hour in order to undertake the task that has caused them to use a WFDC car park. Introducing a cheaper tariff option would reduce costs for this group of users but would also reduce the Council's income. It is not possible to predict

how many one-hour tickets would be replaced by 30-minute tickets. The table provides a sensitivity analysis for a ticket priced at 50p exclusive of VAT (60p inclusive of VAT). If it is assumed that the length of time stayed by purchasers of one-hour tickets is uniformly spread across the 60 minutes, it would imply that 50% of users would switch to 30-minute tickets, reducing the Council's income by about £70k/ year. The effect could be mitigated by charging more than half the price of a one-hour ticket. For example, charging 70p inclusive of VAT would reduce the financial impact by about £10k/year.

		2022-23	2023-24	2024-25	Cumulative
		£	£	£	£
Estimated revenue lost if customers didn't purchase a 1-hour ticket:					
	25% of customers	(59,435)	(65,141)	(71,243)	(195,819)
	50% of customers	(118,870)	(130,282)	(142,486)	(391,638)
	75% of customers	(178,305)	(195,424)	(213,729)	(587,458)
Estimated revenue gained if these customers purchased a 30-minute ticket instead:					
	25% of customers	27,016	29,610	32,383	89,009
	50% of customers	54,032	59,219	64,766	178,017
	75% of customers	81,048	88,829	97,149	267,026
Estimated net position if customers purchased a 30-minute ticket instead of a 1-hour ticket:					
	25% of customers	(32,419)	(35,532)	(38,860)	(106,810)
	50% of customers	(64,838)	(71,063)	(77,720)	(213,621)
	75% of customers	(97,257)	(106,595)	(116,579)	(320,431)
Change in net position for every £0.10 change to 30-minute ticket price:					
	25% of customers	+/- 5,403	+/- 5,922	+/- 6,477	
	50% of customers	+/- 10,806	+/- 11,844	+/- 12,953	
	75% of customers	+/- 16,210	+/- 17,766	+/- 19,430	

**Recommendation 3: the Panel recommends that the Cabinet considers changing the current arrangements for evening charges by ending the hourly tariff at 6pm and introducing a charge of £2 for parking in the period between 6pm and 8am.**

This would mimic the arrangements in many other councils that already apply charges 24 hours a day and would be simpler for those using a car park solely for the purposes of the evening and night time economy – anyone arriving after 6pm would buy one economically priced ticket. Charging for use of WFDC car parks at all times of the day is consistent with the Council's declaration of a climate emergency, as it will cause users to consider more thoroughly whether they use their cars for all journeys that have an end destination in one of the Council's car parks. The current charging tariff ends at 9pm but there would be no additional enforcement costs as some existing enforcement patrols could be scheduled to be undertaken between 9pm and 8am during the course of the year. The Council has good information about income from tickets purchased after 6pm. However, as with other changes, it is not possible to predict accurately what the impact of the Panel's recommendation would be. In this case, it is also unknown how many people park in WFDC car parks only between 9pm and 8am and therefore currently pay no charge. The table provides a sensitivity analysis and suggests that, if only about 80 evening/overnight tickets were bought daily (= approximately 30,000 a year), the overall adverse impact on the Council's revenue would be modest, about £5k/year. If 100 tickets were bought daily (36,500), there should be a modest positive impact of about £5k/year for the Council's revenue.

		2022-23	2023-24	2024-25	Cumulative
		£	£	£	£
Revenue lost by removing charge from 6-9pm:					
		(54,196)	(59,399)	(64,963)	(178,558)
Estimated revenue generated if evening charge paid by:					
	20,000 customers	33,333	36,534	39,956	109,822
	30,000 customers	50,000	54,800	59,933	164,734
	40,000 customers	66,667	73,067	79,911	219,645
Estimated net revenue position if evening charge paid by:					
	20,000 customers	(20,863)	(22,865)	(25,007)	(68,735)
	30,000 customers	(4,196)	(4,599)	(5,029)	(13,824)
	40,000 customers	12,471	13,668	14,648	41,087
Change in net position for every £0.50 change to evening tariff price:					
	20,000 customers	+/- 8,333	+/- 9,133	+/- 9,989	
	30,000 customers	+/- 12,500	+/- 13,700	+/- 14,983	
	40,000 customers	+/- 16,667	+/- 18,267	+/- 24,972	

**Recommendation 4: the Panel recommends that the Cabinet considers replacing the 3 hour tariff with a 4 hour tariff, with no change in price.**

This would address the point raised about the evening and leisure economy in particular. The table provides a sensitivity analysis although it is not possible to predict how many 24-hour tickets would be replaced by 4-hour tickets. The probability is that a relatively small proportion of users would switch. This is particularly likely to be the case for day visitors who in any case would be likely to be staying for more than 4 hours. However, if only 25% of purchasers of 24-hour tickets switched to a 4-hour ticket, the Council would lose income estimated at over £60k/year, although the actual impact may turn out to be less than that: it is simply impossible to predict. The impact on sales of one-hour tickets is not taken into account in this figure as we hold no data on the number of people who buy a three hour and then a one-hour ticket. Overall, the impact could be £70k/year.

		2022-23	2023-24	2024-25	Cumulative
		£	£	£	£
Estimated revenue lost if customers didn't purchase a 24-hour ticket:					
	25% of customers	(109,543)	(120,060)	(131,306)	(360,908)
	50% of customers	(219,086)	(240,119)	(262,611)	(721,817)
	75% of customers	(328,629)	(360,179)	(393,917)	(1,082,725)
Estimated revenue gained if these customers purchased a 4-hour ticket:					
	25% of customers	47,634	52,208	57,098	156,940
	50% of customers	95,269	104,415	114,196	313,880
	75% of customers	142,903	156,623	171,294	470,820
Estimated net position if customers purchased a 4-hour ticket instead of a 24-hour ticket:					
	25% of customers	(61,909)	(67,852)	(74,208)	(203,969)
	50% of customers	(123,817)	(135,704)	(148,416)	(407,937)
	75% of customers	(185,726)	(203,556)	(222,624)	(611,906)



**Recommendation 5: the Panel recommends that the Cabinet considers introducing a concession for residents so that the higher rate for 3-hour tickets between 1 April and 30 September in Bewdley and Stourport would provide an extra hour's free parking.**

We have not undertaken analysis of the cost or practical implications of introducing such a measure: pending technical solutions, it might be delivered by providing residents with a sticker that they could display so that enforcement officers would know that the 3-hour ticket paid for was in fact valid for 4 hours.

**Recommendation 6: the Panel recommends that the Council explores partnership options with other landowners in Bewdley town centre with a view to expanding public car parking provision**, recognising that any income generated would have to be shared on an agreed basis.



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Maximum Stay	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Car Parks Fees and Charges</b>				
<b>Short Term</b>				
<b>Bewdley</b>	1 hour	£1.10	£0.92	£1.10
Load Street Surface Vehicle Park (Upper)	2 hours	£2.20	£1.83	£2.20
<b>Kidderminster</b>				
Market Street Surface Vehicle Park				
Bull Ring				
<b>Stourport-on-Severn</b>				
Bridge Street Surface Vehicle Park				
<b>Long Term</b>				
<b>Kidderminster</b>	1 hour	£1.10	£0.92	£1.10
Aldi Store Surface Vehicle Park	2 hours	£2.20	£1.83	£2.20
Batemans Yard Surface Vehicle Park	3 hours	£3.30	£2.75	£3.30
Pike Mills Surface Vehicle Park	24 hours	£5.50	£4.58	£5.50
Bromsgrove Street	48 hours	£11.00	£9.17	£11.00
Castle Road				
Comberton Place				
St Mary's				
<b>Blakedown</b>				
The Avenue Surface Car Park				
<b>Long Term</b>				
<b>Bewdley</b>	1 hour	£1.10	£0.92	£1.10
Dog Lane Surface Vehicle Park	2 hours	£2.20	£1.83	£2.20
Gardners Meadow Surface Vehicle Park	3 hours	£4.40	£3.67	£4.40
Load Street Surface Vehicle Park (Lower)	24 hours	£6.60	£5.50	£6.60
<b>Stourport-on-Severn</b>	48 hours	£11.00	£9.17	£11.00
Raven Street Surface Vehicle Park				
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				
Vale Road Surface Car Park				
<b>(Applied 1st April - 30th September)</b>				
<b>Long Term</b>				
<b>Bewdley</b>	1 hour	£1.10	£0.92	£1.10
Dog Lane Surface Vehicle Park	2 hours	£2.20	£1.83	£2.20
Gardners Meadow Surface Vehicle Park	3 hours	£3.30	£2.75	£3.30
Load Street Surface Vehicle Park (Lower)	24 hours	£5.50	£4.58	£5.50
<b>Stourport-on-Severn</b>	48 hours	£11.00	£9.17	£11.00
Raven Street Surface Vehicle Park				
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				
Vale Road Surface Car Park				
<b>(Applied 1st October - 31st March)</b>				

**NOTES:**

Charges apply Monday-Sunday between 08:00 and 21:00.



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

## PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION		Current Charge	Proposed Charge	Proposed Charge
	Ticket Length	TO 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
<b>Car Parking Season Tickets</b>		Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>Wyre Forest Ticket</b>	1 month	£45.00	£54.17	£65.00
All car parks	6 months	£250.00	£291.67	£350.00
	12 months:	£400.00	£500.00	£600.00
	payable in 11 instalments*			
<b>Senior Citizen Ticket</b>	12 months:	£175.00	£166.67	£200.00
All car parks	payable in 11 instalments*			
<b>Bromsgrove St Ticket</b>	1 month	£36.00	£33.33	£40.00
Bromsgrove Street Surface Vehicle Park	6 months	£170.00	£158.33	£190.00
<b>Note</b> - All season tickets are valid on this car park	12 months:	£300.00	£291.67	£350.00
	payable in 11 instalments*			

## NOTES:

\*First month paid in advance. Remainder payable as 10 monthly Direct Debit payments.

## **WYRE FOREST DISTRICT COUNCIL**

### **CABINET** **20<sup>TH</sup> DECEMBER 2022** **ICT Strategy 2023/28**

<b>CABINET MEMBER:</b>	<b>Councillor Mary Rayner, Cabinet Member for Finance and Capital Portfolio</b>
<b>RESPONSIBLE OFFICER</b>	<b>Head of Resources / S151 Officer</b>
<b>CONTACT OFFICER:</b>	Helen Ogram <a href="mailto:Helen.ogram@wyreforestdc.gov.uk">Helen.ogram@wyreforestdc.gov.uk</a> Dave Johnson <a href="mailto:Dave.Johnson@wyreforestdc.gov.uk">Dave.Johnson@wyreforestdc.gov.uk</a>
<b>APPENDICES</b>	Appendix 1 – ICT Strategy 2023-28

#### **1. PURPOSE OF REPORT**

- 1.1 To provide information for Cabinet on the development of a New ICT Strategy to meet the future needs of the Council.
- 1.2 To set out the rationale for the Cabinet proposal to seek Council authorisation to borrowing of up to a maximum of £1.60m for capital investment in the Councils ICT infrastructure, systems and software to meet the Council's ICT business needs for the next 5 years.

#### **2. RECOMMENDATIONS**

**The Cabinet is asked to RECOMMEND to Council:**

- 2.1 The sum of £1.60m is added to the Council's approved Capital Programme for the delivery of the ICT Strategy over the period 2023/24 – 2027/28.
- 2.2 The Head of Resources / S151 Officer in consultation with the ICT Strategy Board and Cabinet Member for Finance and Capital Portfolio approves and implements the new ICT Strategy to meet the future needs of the Council as set out in 12.1 and 12.2 of this report
- 2.3 Major expenditure will be subject to specific approval by the ICT Strategy Board and due diligence of business cases for each proposal.
- 2.4 That the financing of such loans be delegated to the Head of Resources / S151 Officer and that requisite amendments are made to the revenue budget to reflect potential financing costs and income streams to support the initial capital allocation in 2.1 above

### **3. BACKGROUND**

- 3.1 The current ICT Strategy agreed in 2017 is now due to expire and be replaced by the new Strategy covering the period 2023 – 2028.
- 3.2 The new Strategy has been produced and endorsed by the ICT Strategy Board and Corporate Leadership team and builds on the success of the previous strategies.
- 3.3 We live in a digital age where demand for public services and expectations of service levels continue to increase. The ICT Strategy provides a clear direction for the work of the ICT function and ensures that technology supports the business processes and provides the framework for evaluating new business proposals for new projects. It supports decision making around infrastructure and the choice of technologies, systems, and standards.
- 3.4 A clearly stated ICT Strategy is essential as there continues to be rapid and significant changes to ICT across the public sector as a whole. Whilst the shape and size of the Council continues to change we still need to provide high and efficient levels of services to our customers.
- 3.5 It is accepted that improvements in service delivery and efficiencies will be heavily dependent on ICT systems and technology, in particular with the Digital agenda and the need to protect the services and the Council's data.
- 3.6 Without a commitment to further capital investment, current ICT Revenue budgets will not be able to cope with the continued anticipated growth requirements, technological advances and infrastructure refreshes required to keep up with these while also maintaining a high level of security for the Council's Systems and Data
- 3.7 The sum of £1.75 million was allocated to the ICT Strategy covering the period 2017 – 2023 with a top-up of £0.65m to cover several significant projects and unforeseen expenditure including additional costs for Depot 2020 project.
- 3.8 Strong governance and prudent spending has enabled the ICT Service with approval from the ICT Strategy Board to fund all the required projects presented to the ICT Strategy Board over the period of the ICT Strategy.

### **4. KEY ISSUES**

- 4.1 Many of the key issues of the previous strategy particularly around online service delivery and security remain relevant for the proposed new ICT Strategy including:
  - Digitally enable customers to access Council Services
  - Equip the workforce with systems and skills to maximise benefits of ICT to deliver services most efficiently and effectively
  - Provide a modern ICT infrastructure that is secure, resilient, reliable, and fit to deliver services in this digital age while also obtaining best value.
  - Continue to drive down service costs and the aim of providing services availability 24x7

- 4.2 The new ICT Strategy also needs to build on achievements of previous strategies and maximise the benefits of technology including: -
- Lead innovation, inspire change, champion new ideas, processes, and solutions
  - Maximise the benefits of technology to create service improvements and efficiency savings supporting transformation across the Council
  - Support Elected Members, officers, and staff in effective use of technology
  - Ensure ICT architecture is fit for the future to deliver an efficient, effective, and customer-centric ICT service which supports a fully agile and flexible workforce and hybrid working
  - Ensure robust ICT Service Management, Business Continuity and Information Governance.
  - Continued focus on security of systems and data, promote good practice and awareness of security risks and GDPR compliance.
  - Support Council's Income generation agenda.
  - Continually review ICT contracts to ensure they are fit for purpose and are providing best value.
  - Continued roll out of agile, mobile and flexible working.
  - Continue high standards of support and system availability to our users 24x7.
  - Provide service managers with the information required to ensure our decisions are driven by evidence and knowledge to support our corporate priorities.
- 4.3 The council continues to go through a number of technology changes and refreshes to provide a secure, robust and flexible ICT infrastructure. In order for ICT to deliver the services and business needs of the council the core infrastructure that underpins the many systems has to be maintained and upgraded. The new ICT Strategy sets out the programme of work required over the next 4 to 5 years to build on and improve the current infrastructure.
- 4.4 There is a continuous need to improve integration between front and back office systems to realise the full benefits and efficiency savings of customers transacting on-line and / or report progress of service request back to the customer. Major development that can be built on from the previous ICT Strategy with the introduction of the My Council Services system (My Wyre Forest) or similar systems.
- 4.5 The Strategy will support the Council's key initiatives including the Wyre Forest Forward transformation plan, Digital First Strategy, and Information Governance.

- 4.6 It is important to continue to have strong governance of the ICT Strategy to ensure objectives of the above initiatives are met, infrastructure refreshed and Council's Data and System are kept secure while also ensuring value for money.

The ICT Strategy Board will continue in this role by:

- Being chaired by the Chief Executive and reporting to the Corporate Leadership Team (CLT) and Group Leaders on a regular basis.
- Supporting project delivery, we will assign project managers to larger projects and utilise appropriate project management tools.
- For each year of the strategy a development plan will be produced and reported on a regular basis. A copy of a draft programme of work and spend for the ICT Strategy 2023/24 – 2027/27 is included in 12.2 of this report and Appendix A of the ICT Strategy 2023/28
- As appropriate ICT staff and users will be trained in any new technology being implemented to ensure best use and efficiencies of any new system being implemented. The use of super users will continue as required.
- We will continue to monitor procurements and commitments in line with the bi-monthly Strategy updates.

## 5. **Strategic Drivers**

- 5.1 The broad themes running through the ICT Strategy to meet Council's priorities are:
- Customers – Digitally enable customers to access Council Services
  - Organisation – Equip the workforce with systems and skills to maximise benefits of ICT to deliver services most efficiently and effectively
  - Infrastructure – Provide a modern ICT infrastructure that is secure, resilient, reliable, and fit to deliver services in this digital age while also obtaining best value
- 5.2 It's important we maintain a corporate approach to the ICT Strategy with links to other corporate working groups (Digital First and Cyber Security / Information Governance) to meet these needs.
- 5.3 Ensure we continue to provide high and efficient levels of services to our customers as the shape and size of the Council continues to change.
- 5.4 The ICT Strategy is primarily influenced by internal and local factors but is also increasingly affected by a national agenda including **the economic and Financial Climate, Green Agenda, New Technology, Cyber Security, Central government Strategies and Initiatives** as detailed.

## 6. **FINANCIAL IMPLICATIONS**

- 6.1 In 2017 the Council approved £1.75 million for the implementation of the ICT strategy 2018 – 2023. This has been used effectively with priorities managed well thus implementing all essential projects out lined in the ICT Strategy 2017 – 2023 plus additional projects presented to the ICT Strategy board. It is estimated that the remaining balance of £140K will be spent before the end of 2023 based on current work programme.
- 6.2 Capital funding of projects is expected to continue to be more affordable than revenue funding due to the ability to fund from borrowing and spread the costs of servicing the debt over a number of years. Some proposals such as a move to more cloud-based services would be revenue expenditure for which affordability may be more difficult due to pressure on the revenue budget and will need to be carefully assessed. However, this capital expenditure proposal in no way precludes consideration of revenue-based proposals in the future. Some Year 1 costs of cloud-based services can funded by capital in year 1, if directly relating to bringing the service or systems into use.
- 6.3 Capital and revenue requirements of the proposed £1.6m investment over the next 5 years in the ICT Strategy are summarised in the table below. Other than the revenue costs of servicing the Capital borrowing, the revenue costs of these proposals such as licences and ICT resource to implement can be covered by the existing revenue budgets shown for information on the final row of the table. The prudential borrowing will have to be fully funded initially as although there should be revenue budget savings these cannot be confirmed until each implementation work stream in implemented. It should also be noted that relevant services may be required to support ICT proposals as appropriate and these proposals assume that any such costs will be meet from within such service budgets.

Detail	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Year 4 2026/27	After 2027/28	Total
	£	£	£	£	£	£
Proposed Capital Requirement	£250K	£912k	£257K	£97K	£84K	£1.6m
Financing Costs of proposal	£6,880	£49,060	£123,240	£143,810	£152,280	£477,270
Existing Revenue Expenditure	£449,390	£446,920	£445,190	£445,190	£445,190	£2,231,880

- 6.4 The costs of servicing the prudential borrowing of £1.6m provided in the table will form part of the Medium-Term Financial Strategy for 2023-26.



- 6.5 Financing costs provided may be lower than costed depending on actual interest rates achieved but prudent levels are provided for the purposes of this proposal. As with all capital schemes if approved, total budgeted expenditure will be realigned to reflect actual progress as the strategy is implemented. Major expenditure will be subject to specific approval by the ICT Strategy Board and due diligence of business cases for each proposal.
- 6.6 Any future large projects proposals that have major new/changed ICT requirements may need separate funding provision since such unknown proposals will not be included in the generic ICT Strategy.

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

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

## **8. RISK MANAGEMENT**

- 8.1 The core risk to delivering the ICT strategy remains both financial and resources, although there is still some capital funding remaining from the previous strategy this will run out in 2023.
- 8.2 Much of the ICT infrastructure has been delivered by capital funding under previous strategies. Although the majority of the systems and hardware will not need refreshing over the lifetime of this strategy some core elements will, as the typical life cycle for many elements of the ICT infrastructure range from 5 to 10 years. The council needs to agree plans for the future investment in equipment and systems and allocate funding to support this.
- 8.3 Keys risk and mitigations include:
- Risk assessments and management will be built into all projects that arise during the course of the strategy.
  - Properly resourced programme and change management will involve a comprehensive risk assessment. With such major investment and commitment, risks will be continually assessed and mitigated as much as possible.
  - The investment in the strategy will be based on estimates and firm costs will only become apparent as projects evolve. Continued best practice procurement and work programme combined with the ongoing assessment of savings and efficiencies will assist with the mitigation of the financial risk.
  - The ICT Strategy board will continue to provide strong governance, ensuring prudent spending, project and risks are managed with bi-monthly ICT Strategy updates as a minimum.
  - Risk of being unable to maintain pace with rapid evolving sector due to the relatively small size of the Council and cost of ongoing investment relative to funding gap/budget pressures.

## **9. LEGAL AND POLICY IMPLICATIONS**

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

## **10.0 Conclusion**

- 10.1 ICT is an integral and essential element of the organisation and makes a major contribution to the Council's strategies and corporate drivers by supporting progressive service delivery and cost reductions.
- 10.2 The ICT Strategy provides a clear direction for the work of ICT, ensuring that technology supports the business processes and provides the framework for evaluating the ICT element of new business proposals for new projects.
- 10.3 The Council's current ICT infrastructure is extremely good but needs regular refreshes to keep pace with the changing technology advances and the ever-increasing expectations and needs of the public and users while protecting council's systems and data.
- 10.4 Irrespective of the need to deliver savings and efficiencies, significant and regular investment is required in the ICT infrastructure to maintain current services and protect the Council's data and systems.
- 10.5 New technologies and systems are constantly becoming available that are essential for effective and efficient working practices for delivery of services in the future to support the Council priorities
- 10.6 An annual work plan will be produced which will identify the investment and targets on a year by year basis. Spending profile for ICT Strategy 2023 – 2028 is outline in 12.2 of this report and work programme in Appendix A of ICT Strategy 2023/28

## **11. CONSULTEES**

- 11.1 Corporate Leadership Team
- 11.2 Cabinet
- 11.3 ICT Strategy Board

## 12. **BACKGROUND PAPERS**

### 12.1 ICT Strategy 2023 - 2028



ICTStrategy2023-20  
2028v0.2.docx

### 12..2 ICT Strategy Spending Profile



ICT Strategy Capital  
Spend 2023 v1.0.xls



**Wyre Forest**  
District Council

# ICT Strategy

**2023 - 2028**

Wyre Forest House, Finepoint Way, Kidderminster, DY11 7WF

## Document Management

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### Approvals

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# **1 Executive Summary**

## **1.1 Introduction**

This document sets out the Council's Information and Communications Technology (ICT) Strategy 2023/24 to 2027/28.

There continues to be rapid and significant changes to ICT and across the public sector. The shape and size of the Council continues to change but will still need to provide high and efficient levels of services to our customers.

We live in a digital age where demand for public services and expectations of service levels continue to increase. Customers expect access to Council services similar to that of large private sector organisations and they expect to be able to access services easily at times and from places that suit them.

With these challenges and with every area of the business becoming increasingly dependent on ICT to deliver its services, the Council needs to ensure its use of technology meets these needs in terms of efficiency, digital services, and affordability.

Security and the threat from cyber-attacks continues to increase year on year. This has been particularly emphasised in several high-profile incidents within the public sector over the last few years.

The ICT strategy must reflect these issues and the ever-increasing expectations and needs of the public and users while also protecting services and personal data.

The previous "Information and Communications Technology Strategy 2017 – 2023" built on the achievements of the previous strategy, in particular the Depot 2020 project including the refurbishment of the site and move of the Hub and Revs / Bens to the site.

The Strategy by its very nature needs to be flexible to support the Council's changing needs. It will continue to be supported by the bi-monthly ICT Strategy Board that not only provides governance but also flexibility in assessing and meeting these changing needs.

By continuing this flexible approach, the new strategy will support the Council in the coming period including the Council's Strategic Improvement Plan.

## 1.2 Need for ICT Strategy

The ICT Strategy provides a clear direction for the work of an ICT function. It ensures that technology supports the business processes and provides the framework for evaluating new business proposals for new projects. It supports decision making around infrastructure and the choice of technical standards. A clearly stated strategy in a field that is constantly changing helps to identify and mitigate risk.

The broad themes running through the ICT Strategy to meet Council's priorities.

1. Customer – Digitally enable customers to access Council Services
2. Organisation – Equip workforce with systems and skills to maximise benefits of ICT to deliver services most efficiently and effectively
3. Infrastructure – Provide a modern ICT infrastructure that is secure, resilient, reliable, and fit to deliver services in this digital age while also obtaining best value.

It is important that we maintain a corporate approach to the ICT Strategy with links to other corporate working groups (Digital First and Cyber Security / Information Governance) to meet these needs.

- Areas requiring technical updates or refresh are agreed, in what order and how they will be funded
- Secure the Council's systems and data to ensure continuity of service and compliance with Data Protection and GDPR regulations.
- Continue application standardisation across the Council to subsequently reduce the total cost of ownership and ensure these elements fit together.
- Provide governance to ensure business requirements, budgets, software standards, SLA, business continuity and data requirements are met.
- Ensure ICT service provision continues to align with corporate priorities and strategic vision and therefore meet business needs.



### 1.3 External Factors

The ICT Strategy is primarily influenced by internal and local factors but is also increasingly affected by a national agenda.

**Financial Climate** – Challenges setting the Medium-Term Financial Strategy and closing the funding gap due to the reduction in government funding.

**Green agenda** - ICT have played a key role in reducing its carbon footprint particularly in its data centre, reducing printing costs and enabling home and agile working helping to support the Council's green agenda.

**New Technology** – The challenge to keep up with the pace of technology and understand how and where this will benefit customers and service delivery.

**Cyber Security** - Security is a key consideration for this Strategy as cyber incidents across the world and more locally continue to rise at an alarming rate, with public sector organisations being regularly attacked. There have been a number of Government Strategies and initiatives for the public sector to adopt to protect against the threat of cyber-crime. Cyber security will remain a high priority in this Strategy.

**Central government strategies and initiatives** - The Government's Digital Strategy describes Digital by Default as 'Digital services which are so straightforward and convenient that all those who can use digital services will choose to do so, while those who can't are not excluded.'

### 1.4 Monitoring the Strategy

The strategy needs to be able to evolve and remain relevant to the Council's needs and strategies e.g. MTFS (Medium Term Financial Strategy) and WWF (Wyre Forest Forward). This is particularly important since technology is constantly changing as new areas emerge and mature. Therefore, the Strategy will be updated regularly and will be monitored by the ICT Strategy Board (ICT SB). The ICT SB will continue to be chaired by the Chief Executive and supported by the Head of Resources and 151 Officers, reporting directly to the Corporate Leadership Team (CLT). The board will also have clear lines of communication with the Digital First and Cyber Security / Information Governance groups to agree on capital funding of projects and focus on driving the ICT Strategy and the work of these two important areas.

## 2 Main Principles

The purpose of the ICT Strategy is to deliver an efficient and effective service to support, through technology, the aims, and objectives of the Council. The Strategy is the plan for which technologies and applications will be used setting out the longer-term approach to be taken. To be successful the Strategy needs to be

### SMART – in approach

- **S**pecific
- **M**easurable
- **A**chievable
- **R**ealistic
- **T**ime-bound.

The Strategy must not only underpin the needs of the business but also support a more technologically advanced organisation while protecting the Council's systems and data moving forward from cyber-attacks.

### 2.1 Service Principles

The ICT Strategy principles represent a service-focussed approach for ICT, designed to set expectations and provide clear direction for service users with the ICT Strategy Board providing a basis for decision making and set out what we will do to support the Council to deliver its Corporate Plan alongside services objectives.

## 2.2 Strategic Drivers

To create an efficient ICT strategy, it is important to reflect on the wider strategic drivers, council priorities (digital first agenda) and the impact of the medium-term financial strategy. There have been significant achievements on many of these over the last 5 years.

- MTFS Priorities
  - Drive down costs by significant improvement in online transactions. Number of on-line transactions continues to increase with the introduction of MWF (My Wyre Forest) and New Income management system.
  - Redesign of Website ensuring it meets mobile and accessibility standards while improving functionality and access to information.
  - More rigorous in prioritising ICT projects and activities
- Expanding channels of communication including the increase in use of mobile apps / devices and use of social media channels.
- System and service availability 24x7 through the introduction of new systems.

We also need to recognise the importance of digital inclusion and to maintain traditional access channels for those not able to embrace the use of our digital services. This will be addressed as part of the redesign and digitising of services and systems.

Implementing and maintaining the Strategy does require significant expenditure. However, the Strategy is a matter of spend to save in areas such as smarter working, effective service delivery and ensuring the Council's ICT Infrastructure / Systems are modern and secure.

## 2.3 Council's Vision

**Maximise the benefits of technology to drive innovation and efficiencies throughout the Council ensuring high service level to customers.**

The new ICT Strategy needs to build on the work of the last two strategies by: -

- Lead innovation, inspire change, championing new ideas, processes, and solutions
- Maximise the benefits of technology to create service improvements and efficiency savings supporting transformation across the Council
- Support Elected Members, officers, and staff in effective use of technology
- Ensure ICT architecture is fit for the future to deliver an efficient, effective, and customer-centric ICT service which supports a fully agile and flexible workforce
- Standardise strategies, policies, processes, and technologies to ensure best practice and facilitate sharing of information and partnership working
- Align ICT spend with service priorities and ensure value for money and contributing to financial stability
- Ensure robust ICT Service Management, Business continuity and Information Governance.
- Continued focus on security of systems and data, promote good practice and awareness of security risks and GDPR compliance.
- Support Council's Income generation agenda.
- Continually review ICT contracts to ensure they are fit for purpose and are providing best value.

### 3 Current Position

ICT Strategy continues to strive to develop the Councils technology to improve service delivery underpinned by a secure and flexible infrastructure.

#### 3.1 Achievements

The following summarises the main ICT achievements and projects funded by the ICT Strategy Programme over the period of the last ICT strategy (2017-2023) and is the baseline the Council can build on in its current strategy. Many of these have achieved both cashable and efficiency savings.

##### Major achievements

- Remote working for all office-based staff across the council in response to the global pandemic allowing staff to work flexibly and in response to demand whilst maintaining essential service provision
- Replaced and upgraded a large percentage of our laptop estate and upgraded our key Microsoft platforms enabling staff to work using the latest ICT tools.
- Introduced technology driven collaboration tools, implemented wider use of Teams including successful implementation of online committee meetings.
- Expedited our Office 365 deployment, enabling staff to keep connected to their teams whilst working remotely and bringing forward our journey towards leverage of Cloud services increasing agility and collaboration of our workforce.
- New phone system including improvements to mobile connectivity and contact centre functionality e.g. links to social media
- Development of a new My Wyre Forest digital platform and portal along with associated process redesign, improving efficiency of front and back-office processes and working towards digital transformation and channel shift
- New Planning and Land Charges system with integrated Document Management system and improved public access facilities
- New Cyber awareness and training platform rolling out both mandatory/optional training and phishing exercises to all.
- ICT Infrastructure improvements including network switches, server, storage, backup, firewall and end user device refreshes including laptops and PC's. Improving security, availability, performance and stability of ICT systems including improved cyber protection.

- Depot 2020 project including new Business Continuity data centre replacing the one at the Town Hall, ICT and network facilities in 2 refurbished buildings and move of Revs / Bens staff to Green Street from WFH and Town Hall.
- New Income management system with increase secure payment options.

Summary of other areas including: -

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Replacement wireless system</li> <li>• Refresh print solution including MFD's, Print Room devices and Planning large format printer</li> <li>• HR eLearning and Learning Management System</li> <li>• New mobiles roll out and migration from Blackberry to Microsoft Intune</li> <li>• Landlord System for New Street</li> <li>• Unit 4 – FMS Upgrade</li> <li>• New Garage system (Garage Hive)</li> <li>• Setup and Support for new and existing tenants to support income generation</li> <li>• Implementation of new firewalls</li> <li>• Implementation of new security including email</li> </ul> | <ul style="list-style-type: none"> <li>gateway and Web browsing proxy.</li> <li>• 2 Factor Authentication for O365 and Servers</li> <li>• Upgrade &amp; Combine Access control systems creating one Corporate system</li> <li>• Windows 10 upgrade</li> <li>• Various Microsoft Licences including Server, Office 365, and SQL</li> <li>• New Websites to meet individual service</li> <li>• New Web proxy with additional security</li> <li>• ICT system availability more than 99% of SLA</li> <li>• Upgrade to Exchange (email system)</li> <li>• Webcasting system upgrade including Hybrid meetings</li> </ul> |
|---|---|

### 3.2 Current Service Delivery

ICT Working Closely with service areas and users to ensure a corporate approach to delivery of new technology.

ICT Strategy board working closely with the Digital and Security / Information Governance groups has worked well in delivering ICT and digital projects. ICT training of both ICT staff and users in general has also assisted with the implementations and allowed these large-scale changes.

However, the council needs to ensure systems and information held is used effectively and securely stored.

### 3.3 Governance

For governance and procurement decisions any new projects associated with the strategy or requiring ICT Strategy funding will continue to be considered by the ICT Strategy Board. It is the job of the board which has representatives from all major service areas, to continue to

- Sign off significant developments
- Oversee progress in implementing the ICT strategy overall
- Ensuring that activity matches staffing and budget resources
- Ensure corporate priorities are met
- Agree funding.

Governance and role of the Strategy Board needs to continue to be flexible to meet the changing needs of the Council and individual service areas.

## 4 Work Streams Moving Forward

Working with users and associated groups (ICT Strategy Board, Security and Digital groups) ICT will ensure for new and existing work streams that

- Security and compliance standards are maintained.
- Relevant Legislation and Procurement policy is followed
- Corporate approach is followed wherever possible
- Priorities projects providing most benefit to corporate objectives using a pragmatic and balanced approach.

## 4.1 Customer Digital Access and Communications

**Aim for all services to be digital by design, enabling our customers to access services & information they need, where and when they need them**

### Objectives

- Encourage digital as preferred access channels by offering the best and easiest experience while maintaining non-digital channels for those that need them.
- Reduce transaction costs by using cheaper service delivery channels
- Achieving better service delivery by including process redesign as part of digital transformation.
- Free up staff resources to focus on more complex and challenging service requests.
- Continued improvement of relationship between the Council and Customers

The council has made significant progress so far in reshaping and digitising our services to customers both internally and externally using an ever-increasing number of different channels and devices while ensuring services are available 24x7.

- Introduction of MCS platform
- Redesign of websites and number of services and data available on-line
- Public access improvement for planning enquiries.
- New income management system with additional facilities
- New phone system with additional access channels

### 4.1.1 Key Activities

To support improved access to services and information for both customers and employees the main activities needing to be undertaken or completed if not already done so as per Section 3.

**Self Service:** Self-service refers to both customers and employees. We will continue to roll out electronic forms, investigate use and roll out of MWF in other areas and portals where technically possible and a sound business case exists.

- Continue to investigate corporate self-service platforms with a view to implementing for both internal and external customers.
- Expansion of on-line payment transactions using new payment modules introduced by new income management system and phone system.
- Revisit introduction of self service between services and colleagues to improve responsiveness, reduce bureaucracy and increase efficiency.



- Gradually expand and improving self service offerings to customers and exploring the use of Artificial Intelligence (AI) and when delivering services.

## 4.2 Mobile and Agile work / work smarter

**Adopt technology, organisational culture, and behaviours to support a fully agile, flexible and a collaborative workforce.**

### Objectives -

- Build on our existing technology, business and working practices to enable access to systems wherever staff require by secure access channels.
- Use of mobile technology where appropriate and business needs exist increasing service efficiencies.
- Ensure key corporate system can be accessed securely from both corporate and managed devices.
- Equip staff with technology and associated security for agile / flexible working to ensure staff comply with current policies and not introduce working practices or work arounds that present risks to information security.
- Build on the corporate change regarding collaborative and smarter working brought about by the pandemic.

### 4.2.1 Key Activities

To continue to procure and provide devices to enhance mobile and agile working for staff. There is a continued increase in the use of mobile apps for accessing systems and data.

- Continue roll out and refresh of mobile devices including laptops, tablets, and smart phones
- Ensure any new business systems purchased supports Mobile / Agile working
- Continue use of BYOD (Bring Your Own Device) where valid business case exists
- Continue to Implement O365 to allow ease of access to information and better collaboration with colleagues and partners.
- Mobile phone contract review/replacement
- Roll out appropriate multi factor authentication for all remote access
- Drive up mobility and agility of our workforce
- Upskilling and train our staff to ensure workforce can fully exploit the benefits of our existing and new technologies

- Continue to equip and evolve our office space with technology and infrastructure to enable collaboration and conferencing with remote colleagues and partners etc
- Investigate deployment of self-service tools in appropriate service areas e.g. ICT Help Desk
- Continue to equip members with flexible ICT and required training

**Collaboration:** Ensure systems are in place to allow secure collaboration and sharing of data with partners and colleagues.

- Use of O365 for partners to access and collaborate on projects.
- Classification of emails using current file sharing application Cryptshare
- Work in conjunction with Information Governance Working Group to reduce risk of data protection breaches.

### 4.3 Strong Infrastructure

**A modern, flexible and secure ICT infrastructure that supports delivery of the Council's Corporate Priorities and services efficiently whilst maintaining best value.**

#### Objectives

- Available, scalable, reliable, and resilient infrastructure to meet current and future demands for digital services and systems.
- Fully maintained and supported infrastructure to protect data and systems from security risk i.e. Cyber-attacks.
- Pragmatic cloud strategy on a case-by-case basis ensuring where appropriate, practical, and financially viable, while ensuring any Cloud and Software as a Service meets corporate compliance, governance and security and associated risks are managed.
- Continually develop skills and competency in our technical staff, ensuring the ICT service is appropriately resourced to support and deliver an effective and reliable ICT service.

#### 4.3.1 Key Activities

The Servers, Network and Data Centre lie at the heart of providing an efficient, resilient, and secure ICT infrastructure that is key to delivering services.

- Review current Business Continuity Site including Backup solution and cloud options
- Server / SAN environment refresh / upgrade programme for on premises hosted services / systems.
- Continue to explore sharing / renting out data centre space with partners and tenants for income generation.
- Continue to explore on a case basis use of cloud hosting and technology provision where efficient and appropriate ensuring security of data.
- Research latest versions of virtualisation technology to ensure best value.
- Ensure planned upgrade to server software and databases prior to support expiry dates
- Ensure regular patching of servers to ensure protection from cyber-attacks.
- Ensure our data centre environment is fit for purpose for our on-premise hosted services and refresh as appropriate.
- Ensure our ICT Disaster Recovery arrangements are robust and fully tested

- Ensure technical staff are trained appropriately and develop skill to bridge knowledge gaps and individual reliance.
- Ensure security infrastructure appropriate and up to date to meet the current cyber security challenges.
- Use of reporting tools and systems to alert on potential security events or abnormal behaviour on the ICT Network / infrastructure.

#### **4.3.2 ICT Desktop and ICT Equipment refresh**

The vast majority of PC's and Thin Clients have been replaced to support mobile and agile working along with use of collaborative tools such as Teams. This together with new ways of working employed during and after the pandemic has meant a move away from Thin Clients.

To support this the Council will also need to upgrade ICT equipment over the period of this strategy to ensure the functionality of the hardware and the software used meets business requirements and keeps pace with modern technology and security requirements.

The Council needs to ensure rigorous checks are made to ensure that all requests for new ICT equipment are necessary. Equipment refreshes over the life of the strategy include: -

- ICT equipment that is reaching the end of its operational life this includes laptops and mobile devices.
- Roll out of Windows 11
- Continued roll out of tablets and mobile devices as business needs require
- Continue to replace Thin Clients with PC's.
- Ensure planned upgrade to PC / Laptop software prior to support expiry dates and to latest version to comply with security requirements
- Review role of Citrix and associated software for roll out of applications

#### **4.3.3 Members Support**

Continue to support members with their preferred option including mixture of Laptops, iPads and BYOD.

- Refresh of ICT equipment that is reaching the end of its operational life
- Update devices and train members on replacement for current secure email / calendar application.
- Annual security updates for devices
- Cyber security awareness training

#### 4.4 Strong Governance, Security and Compliance

Strategically align with business needs to ensuring management of security, risks, and resources.

##### Objective –

- Ensure effective tools and processes in place to ensure the data is managed responsibly and in accordance with statutory requirements.
- Managing our data and information securely, lawfully, efficiently, economically, and effectively whilst at the same time maintaining privacy and protecting customer data in line with the GDPR.
- The need to continually improve our cyber security defences in line with constantly evolving cyber-based threats at all levels alongside a continuous staff awareness programme.
- Achieving on-going compliance obligations strengthens network and information security

##### 4.4.1 Key Activities

Security and compliance continue to be high on the agenda of all public sector organisations with Government and other national bodies such as the National Cyber Security Centre initiatives and policies to comply with.

- Cyber Essentials accreditation
- Review Cyber Security Governance
- Cyber Security Practitioner training/accreditations
- Proactive Vulnerability Scanning/Security Incident and Event Management (SIEM)
- Continued PSN Compliance
- Annual IT Health Check
- On-going PCI Compliance
- On-going review of our ICT Governance Framework
- On-going GDPR compliance
- Staff security awareness and training programmes
- Review/refresh endpoint device cyber defence
- Align our information security to National Cyber Security Centre (NCSC) best practice
- Complete and maintain asset database and change control processes.
- Implement and promote a Privacy by Design approach
- Work with Cyber Security and Information Governance group to manage and update security policies, awareness of issues and training.

## 4.5 Business Systems and Data Management

Ensure Business systems are fit for purpose, avoiding bespoke solutions unless business justification. New system to be built on industry standards while ensuring best value.

### Objective –

- Ensure any new systems are built with industry standards including technical platform to reduce overall costs
- Standard non-bespoke systems to reduce costs and implementation time
- Digital by design where applicable to allow customers to access information and services on-line
- Provide best value of new systems by exploring both internally hosted and externally hosted Software as a Service

### 4.5.1 Document Management and Information Storage

Document management has been successfully implemented in a number of services where requirement is high including Finance, Revenues / Benefits and Development Management. Due to issues with the software, costs and business needs a full EDRM system has not been implemented. Roll out of future EDM solutions will be based on a service area needs and analysis of cost vs benefits, on a service in the future.

- Review and roll out if required on a case-by-case basis
- Mindful of data retention when core systems change.
- Review the use and security of Shared drives including storage and security of sensitive information

### 4.5.2 Business Systems

Business systems are key to providing the council services and as such they will need to be reviewed to ensure best value and that they are meeting the corporate and service needs particularly customer facing services with the need for self-service.

- Review business applications and produce a position statement as to whether they are meeting corporate objectives.
- Ensure any new systems address self-service and document management needs.
- Rationalisation of systems where possible.

- Ensure upgrades to corporate systems to ensure compliance with legislation and support requirements.
- Implementation of new modules and upgrade to existing systems as required including internally hosted systems and Software as a Service

#### **4.6 Better Use of Business Intelligence and Data**

Leverage the data / information we hold to better inform our decision making and enhance service delivery.

##### **Objective –**

- Using data to empower and enable our teams to direct and focus resources more effectively.
- Increase data sharing internally, across our services and with our partners.
- Where possible single version of people and property data, shared across the Council
- Collect information once and re-use wherever possible
- Know exactly what information we hold and the value we can gain from it

##### **4.6.1 Key Activities**

Manage the data we collect and gaining value from turning it into information is key to ensure our decisions are driven by evidence and knowledge to support our corporate priorities.

- Promote use of GIS as a corporate resource
- Prompt use of data analysis tools to inform better decision making
- Develop where possible a single consistent set of views of customer information
- Review our business intelligence tools to ensure data can be presented in useful, meaningful formats

## **4.7 Business Continuity**

The council currently has a live data centre at Wyre Forest House with a business continuity site at Green Street.

Review of Business Continuity requirements and arrangements including

- ICT business continuity data centre as part of Server / Storage review
- Cloud backup options
- Review sections BC plans in conjunction with corporate BC plan
- Continue to review and maintain ICT platform information and recovery priority order
- Rehearsal annually.

## **4.8 Best Value and Income Generation**

ICT continue to identify opportunities to deliver cashable savings and generate income as a contribution to the council's overall savings targets while maintaining the high levels of customer service and ICT satisfaction across the council to both WFDC staff and tenants.

The strategy board will need to monitor progress and set priorities to ensure all key projects are delivered and resources are managed. The ICT Strategy needs to be seen as an evolving programme of work, as council priorities and projects change over time.

### **4.8.1 Contract review**

The way the council delivers services aligned with a reduction in resources means ICT delivery and system requirements are constantly changing. The Strategy requires.

- Continue to review all existing contracts to ensure best value.
- Continue to build on current procurement model and wherever possible seek joint procurement options.
- Consult neighbouring authorities with a view to joint procurement.
- Continue to consider open source and service initiatives where appropriate and security standards are met.
- Supplier management and reduce number where applicable.



## **4.8.2 Budget Streams**

In line with the rest of the council the ICT budget has reduced in some areas and prices increased, but the demand on ICT has increased with support of additional tenants and need for increase security in particular the threat posed by Cyber-attacks. As transformation in departments continues and the reliance on ICT to provide effective resource saving solutions, ICT that meets user needs will become ever-more essential. ICT will continue to review budgets including.

- Identify capital funding from strategy on a project-by-project basis.
- To identify additional funding and revenue streams.
- Continue to explore provision for offering ICT services to other organisations.
- Review ICT Strategy budget requirements for future years.

Robust and efficient procurement aligned with budget monitoring means budget still exists from the previous ICT strategy capital programme agreed in 2017, however this is due to run out in 2023/24 financial year.

## **4.8.3 Licensing and Asset Management**

The Councils current Microsoft enterprise agreement offers best value in terms of costs and management of volume licences under 1 flexible agreement. Open-Source solutions exist for many enterprise applications and operating systems of which the council has as number including Website Content Management Systems. However, while the software is free, using Open-Source is often not free in an organisation as there are implementation and support costs to consider, together with technicalities around interfacing with other systems and staff/ICT training issues. Open-Source software does increasingly pose risks in terms of security as it comes with no claims or legal obligations for security and support.

## **4.9 Risks**

The core risk to delivering the ICT Strategy remains both financial and resources, although there is still some capital funding remaining from the previous strategy, this will run out by the end of this the next financial year.

Much of the ICT infrastructure has been delivered by capital funding under the previous strategies. Although many of the systems and hardware will not need refreshing over the lifetime of this strategy some core elements will. The council needs to consider how future investment in equipment and systems will be funded.

- Risk assessments and management will be built into all projects that arise during the course of the strategy.
- Properly resourced programme and change management will involve a comprehensive risk assessment. With such major investment, commitment risks will be continually assessed and mitigated as much as possible.
- The investment in the strategy will be based on estimates and true costs will only become apparent as projects evolve. Continued best practice procurement and the annual work programme combined with the ongoing assessment of savings and efficiencies will assist with the mitigation of the financial risk.
- Risk of being unable to maintain pace with rapid evolving sector due to the relatively small size of the Council and reduced scope for investment ongoing.
- Cyber security remains one of the highest if not highest level of risk for ICT. This needs to be managed through continued security improvements at both a technical and user engagement training level.

#### **4.10 Strategy Delivery**

With such significant projects and comprehensive programme of work it is essential that there is the correct level of governance in place to ensure delivery of the strategy. The ICT Strategy Board will continue to be chaired by the Chief Executive and will report to the Corporate Leadership Team (CLT) on a regular basis. Due to the importance of information security / data protection and digital first agenda the strategy will be delivered in conjunction with both the Digital First and Information Groups.

- Supporting project delivery, we will assign project managers to larger projects and utilise appropriate project management tools.
- For each year of the strategy a development plan will be produced and reported on a regular basis.
- As appropriate ICT staff and users will be trained in any new technology being implemented to ensure best use and efficiencies of any new system being implemented. The use of super users will continue as required.
- We will continue to monitor procurements and commitments in line with the annual development plan and bi-monthly Strategy updates.

## **5 Financial Implications**

In April 2018 the Council approved the capital funding for the current ICT Strategy 2018 to 2023. This has, been used effectively with priorities managed well such that it has in fact achieved more than anticipated. It is estimated that the remaining balance will be spent by the end of 2023/24 based on the current work programme.

Capital funding may continue to be more affordable due to the ability to fund from borrowing and spread the costs of servicing the debt over a number of years but some proposals such as a move to more cloud-based services will be revenue expenditure for which affordability may be more difficult due to pressure on the revenue budget and will need to be carefully assessed.

The Capital and Revenue costs of the Future Work Programme will be set up separately along with the costs of servicing the prudential borrowing. The future funding of the ICT Strategy will form part of the Medium-Term Financial Strategy for 2023/26

### **5.1 Assumptions**

Revenue costs for associated capital projects will be met from existing budgets.

Business cases / reports will be prepared for each proposal and presented to the ICT Strategy board for approval, detailing savings proposals and budget realised at the time.

This strategy doesn't prevent future market testing as part of the procurement process. The most appropriate solution in terms of cost, technology and best fit will be considered on a project-by-project basis. This could however in some circumstances have revenue expenditure implications i.e. Cloud solutions such as Software as a Service and Infrastructure as a service would need to be funded by revenue as opposed to capital.

## 6 Appendix A Work Programme 2023 - 2028

### 6.1 Future Work Programme

Future work programme includes on-going work from current work programme e.g. Digital Transformation, Security improvements, Infrastructure Refresh etc.

Project	Estimated Implementation Date / Notes
SQL Server Upgrades	All instances of SQL Server that become end of support before 2028 will need to be upgraded to supported versions.
Server OS Upgrades	All instances of Windows Server that become end of support before 2028 will need to be upgraded to supported versions.
Windows upgrade	Windows laptops / PC will need to be upgraded to supported version i.e. Windows 11 by October 2025. This could in some circumstances require hardware refresh as well
Citrix Review	Upgrade to latest supported versions of Citrix and carry out review for potential alternative to ensure best value
Digital / Self Service platform	Continue to roll out self-service platform with workflow for internal and external services. Digital First Board to agree to service areas to progress. Review potential use for AI functionality.
Business Systems	Review current Business System including requirements for Waste system(s) including customer self-service and back office. Payroll / HR system requirements
Load Balancers replacement	Load balance and secure access for websites, web applications and hosted services
Server Room Upgrade	Upgrade of Server Room infrastructure as required at WFH and Depot
Implementation remaining functionality for Income management system	Implementation of remaining Icon modules including bank reconciliation. Also, mandatory upgrades required for PCI and Banking legislation and any interfaces with new systems.
Review and Implement future storage / server requirements	Review future storage / server requirements and implementation of chosen solution
Replacement Physical Servers	Upgrade of remaining physical server as part of refreshment programme
On-going Thin client replacement with PC / Laptops	Thin client replacement programme for none supported thin clients and where there is a requirement for collaborative / video conference software i.e. Teams
On-going security update / improvements as required	Upgrade / renew of security appliances as required
Review / Replace booking system	Review booking systems requirements as part of Digital First Board
Review EDM / EDRM requirements	Review remaining EDRM requirements now Planning / Land Charges system implemented
Complete integrations of new phone system	Integration of new phone system with required digital platform and self-service requirements e.g. IVR requirements and website links
Review Printers / MFD	Contract due to be reviewed and printing re requirements post pandemic
Review Server / Storage requirement	5 year contract will need to be reviewed re Server and Storage requirement and associated software and licences.

Review Web proxy	Current 3 year contract will need to be review and replace / upgraded / extended
Review email gateway	Current 3 year contract will need to be review and replace / upgraded / extended
Laptop refresh	Replace end of life laptops and refresh required for Windows 11 upgrade
Network Management appliance for DNS / DHCP replacement / upgrade	Appliance will need upgrading / replacing for core network services such as DNS, DHCP
Mobile phone contract	Mobile phone contract requires refresh of some / all devices
Digital Signage	Digital Signage and Audio-Visual equipment will need to be reviewed and refreshed at WFH as required
Security / Discovery software	Data discovery tools and SIEM system to complete
Data Analysis	Tools for data analysis for informed decision making
Explore / Use of AI	Use of Artificial Intelligence (AI) and when delivering services.
Projects identified by ICT Strategy board project	Any new systems, projects and new requirements are reported to and approved by the ICT Strategy on a bi-monthly bases. This will be added to the work programme

## 6.2 Timetable

[Project Plan Here](#)

# 7 Glossary of Terms

## Glossary of terms

**BYOD** – Bring Your Own Device. Allow members and users to use their own devices to access systems and data using secure access and applications i.e. ‘Good Technology’

**Code of Connection (CoCo)** - The GCSX Code of Connection (CoCo) is a list of security controls with which ALL local authorities must be compliant.

**Citrix** - software designed to facilitate secure access to applications on the network finance, planning and Revenues and benefits systems.

**CMS** – Content Management System. A system design to manage and centralise website content, and to assist with publishing to associated website.

**CRM** - Customer relationship management, a system used to manage and record an organizations interaction with customers and clients.

**DIP** – Document Image Processing. A system for scanning and indexing documents into a retrievable electronic format.

**DHCP** - Is what is used to automatically assign an IP address to a specific computer

**DNS** - is a service that translates website names into the website's IP address. In essence, DNS is simply a database that links meaningful names (known as *host names*), such as <http://www.microsoft.com>, to a specific IP address, such as 192.168.124.1.

**EDM** – Electronic Document Management. This is the system for managing electronic documents that have been previously stored.

**EDRMS** – Electronic Document Records Management. This is a system for managing **all** types of electronic records not just paper records. For example e-mails and voice messages can be stored and managed.

**GDPR** - General Data Protection Regulations replacing current data protection regulations in 2018

**GIS** – Geographic Information System. This is an application that links data to maps and enables presentation and analysis on the basis of location.

**LAN** – Local Area Network. A network that links PCs to servers usually found within buildings.

**Load Balancers** – Devices that improves the distribution of workloads across multiple computing resources, such as Servers to optimize resource use, maximize throughput, minimize response time, and avoid overload of any single resource

**MFA / 2FA** – Multi factor or 2 factor authentication is an identity and access management security method that requires two forms of identification to access resources and data.

**MFD** – A multifunction device used for printing, copying and scanning.

**MTFS** – Council's Medium-Term Financial Strategy.

**MWF** – My Wyre Forest is the Councils branded version of the My Council Services platform a digital plate for customer requests / reporting similar to a CRM.

**PCI DSS** - Payment Card Industry Data Security Standards to ensure customers financial details are securely stored

**SDB** – Strategy Delivery Board chaired by the Chief Executive to oversee delivery of the strategy.

**SAN** - Storage Area Network (SAN) is remote computer storage typically disks for storing all the data and applications for the attached servers.

**SIP** Session Initiation Protocol by which Internet telephony service providers deliver telephone services

**SMS** – Short Message Service. Text messaging service for mobile communications i.e. mobile phones

**SQL** – Structured Query Language used to communicate with database. It is the standard language for relational database management systems.

**Switches** – A computer networking device that is used for connecting different parts / segments of the corporate network. 2 main types of switches.

- Edge switches are used for connecting client devices, such as laptops, desktops, security cameras, and wireless access points, to the network.
- A Core Switches is a switch that is central to the network's successful operation for connecting servers, Internet service provider (ISP) via a router, and connecting crucial pieces of equipment that can't afford to lose to downtime. As a result, your core switch is faster and full-featured managed switch.

**Thin client** – A thin client is a PC that only functions when connected to a central server, as compared to a networked PC, which can store and process data on its hard drive.

**Unified Communications** – Overall term used for integrated real time communication such as instant messaging, presence information so colleagues can see if you are contactable or not, video conferencing and telephony, with none real time communication e.g. voicemail, e-mail, texting and fax.

**Virtualisation** – the ability to set one server up to do the work of many.

**VPN** – Virtual Private Network. This is a private secure network set up solely for the users of a particular organisation. These networks use encryption and other security mechanisms to ensure that only authorised users can access the network and that data cannot be intercepted.

**WAN** – Wide Area Network. A network that links PCs and servers between an organisation's sites.

**Web Proxy** – Managers and controls access to the internet through the Councils network.

## 8 Points of Contact

Contact Area	Contact	Details
ICT Manager	<a href="mailto:Dave.johnson@wyreforestdc.gov.uk">Dave.johnson@wyreforestdc.gov.uk</a> 01562 732138	General

## 9 Related documents Location

Document Name	Location
Information and Communications Technology Strategy 2018 - 2023	
Information and Communications Technology Strategy 2014 - 2018	
Information and Communications Technology Strategy 2008 - 2012	



## **WYRE FOREST DISTRICT COUNCIL**

### **CABINET** **20<sup>TH</sup> DECEMBER 2022**

#### **Medium Term Financial Strategy 2023-26**

<b>OPEN</b>	
<b>CABINET MEMBER:</b>	Councillor M Rayner
<b>RESPONSIBLE OFFICER:</b>	Head of Resources and s151 Officer
<b>CONTACT OFFICER:</b>	Helen.ogram@wyreforestdc.gov.uk
Appendix 1	Base Budget Projections 2023-26
Appendix 2	Variance Analysis
Appendix 3 – Part 1	Part 1 – Fees and Charges for Noting
Appendix 3 – Part 2	Part 2 – Fees and Charges - Cabinet
Appendix 3 – Part 3	Part 3 – Fees and Charges - Council
Appendix 4	Risk Management
Appendix 5	Budget Consultation Results <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 2023-26.

#### **2. RECOMMENDATIONS**

**The Cabinet is asked to NOTE:**

- 2.1 **The fees and charges as set out in Appendix 3 – Part 1.**
- 2.2 **The comments from the Strategic Review Panel at its meeting on the 2<sup>nd</sup> November 2022;**
- 2.3 **The results of the Budget Consultation survey included in Appendix 5 and summarised in paragraph 9 of this report;**
- 2.4 **The recommendations in the separate Capital Strategy 2023-2033 report that are intrinsically linked to this MTFS report.**

**The Cabinet is asked to ENDORSE and RECOMMEND to the Strategic Review Panel for scrutiny:**

**2.5 The Council's updated Medium-Term Financial Strategy taking into account the results of the Budget Consultation;**

**2.5.1 There are three Cabinet Proposals – taking into account the impact on the Council's Capital and Revenue Budgets for 2023-26 (paragraph 10.2) as follows;**

- a.) provision of community leadership funding of £1,000 for each councillor in 2023-24;**
- b.) additional staffing resources to address capacity issues;**
- c.) ICT Strategy 2023-2028**

**2.5.2 The level of net expenditure and resultant Council Tax for 2023-26 as per paragraphs 10.1 and 10.4 including the revenue implications of the Capital Strategy report also on this agenda;**

**2.5.3 The fees and charges in line with this strategy and the impact on the Council's Revenue Budget for 2023-26, as shown in Part 3 of Appendix 3 (paragraph 10.1 also refers) which incorporate decisions taken by Council on 7<sup>th</sup> December 2022 in respect of licensing fees and charges;**

**2.6 The Cabinet is asked to APPROVE the fees and charges as set out in Appendix 3 – Part 2.**

**3. BACKGROUND**

**3.1** The medium term financial strategy for 2023-26 has been prepared against a backdrop that remains challenging due to economic uncertainty, inflationary pressures and other supply chain issues and continued uncertainty about future Government funding for councils. The provisional settlement is not expected to be released until 20 or 21 December and a policy paper relating to local government finance was released only on the day of finalising this report. As far as possible, the report takes account of the policy paper but, in the event that any significant issues have been overlooked, a further update will be provided if necessary.

**3.2** Cabinet considered a report setting out the Financial and Strategic Context for this MTFS on the 7<sup>th</sup> November. The proposals in this report have been subject to public consultation and the results are reported in section 9.

**4. THE ROLE OF THE STRATEGIC REVIEW PANEL**

**4.1** The Cabinet Strategic Review Panel was retained to assist with this year's budget process.

- 4.2 The first meeting of the Panel was on 2<sup>nd</sup> November. The Panel reviewed the challenging financial landscape and considered the forecast position of the Council and estimated Funding Gap particularly in light of the impact of high inflation and rising bank rates. The main focus of meetings to be held in January/February 2023 will be Cabinet Proposals and Alternative Budget Proposals together with the proposed Capital Strategy (this is a separate report on the agenda). The process feeds into key decisions about the shape of the strategy to be approved by full Council in February 2023, when the council tax will also be set.

## **5. WYRE FOREST DISTRICT COUNCIL – FINANCIAL OVERVIEW AND OUTLOOK**

- 5.1 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. (A detailed progress update in respect of the Council's priorities will be provided as part of the Quarter 3 performance budget monitoring report.) It also looks forward to the period covered by the medium-term financial strategy and so reflects the significant impact that current economic uncertainty and high inflation are having on the Council's financial position.

### **5.2 Looking backwards**

The period of austerity brought about by the global financial crisis in 2007-08 required local government to reshape radically what it does: in the period since 2010 Government funding for the Council (excluding COVID-19 funding) fell by over 50% in absolute terms (more in real terms). The Wyre Forest Forward transformation programme was embarked upon which consisted of 3 strands:

- fundamental internal efficiency reviews, including use of “systems thinking”;
- Growing our income;
- Embracing collaborative service delivery, including shared services with other councils, and working with local organisations such as Parish and Town councils, to reduce costs.

- 5.3 Our net revenue budget will reduce from £16.4m in 2009-10 to £13.6m in 2025-26 based upon current plans. This represents a reduction of around 18% in absolute terms, and over 50% in real terms. The total savings target from the Wyre Forest Forward programme including all Cabinet Proposals is £4.68m in 2025-26, of which projections show we should achieve £4.0m (85%). The remaining unachieved target is extremely challenging.

- 5.4 It has also proved challenging to achieve the ambitious targets set in earlier years including 2022-23. This is the result of a number of factors including:

- Generally, a lack of interest by other councils in further shared services, with the notable exception of waste collaboration with Redditch and Bromsgrove councils. The consultant's report on the business case is expected this month and, if the three councils agree to move forward with the proposals, implementation is expected in 2023;
- The savings arising from internal reviews – which have been completed in several areas – are more modest than was expected to be achieved through collaborative solutions or outsourcing to the private sector;
- Lack of capacity to complete reviews on the originally envisaged timetables.

The table in paragraph 6.13 gives a very brief summary of progress on reviews that have been completed or are under way.

- 5.5 Successive medium-term financial strategies, which are approved each February by full Council, have been transparent about the gap between income and expenditure and clear 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's property estate has been transformed: 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 over £1m a year.
- 5.6 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 also continue efforts to grow commercial income both by selling services to residents and businesses and by investing in regeneration programmes to improve the economic health of the Wyre Forest area.
- 5.7 Progress in achieving targets was hampered by the COVID-19 pandemic a situation that is now being further exacerbated by the cost of living crisis. Some income streams have struggled to recover and may not return to pre pandemic levels over the term of this Strategy. A further pervasive factor that affects the Council's financial position is the lack of priority afforded to local government by successive Governments since 2010. The modest real terms funding growth in the Comprehensive Spending Review of October 2021 has been fully eroded by inflation, increased demand for services and the absence in the Autumn Statement 2022 of any additional funding for local government services provided by district councils. Thus, despite past successes, this Medium-Term Financial Strategy is heavily influenced by the negative impact of the national economy and the Government's spending plans.

## **Reserves**

- 5.8 Whilst there is an adequate level of general reserves available towards balancing the budget of £5.3m (including the £1.5m Working Balance) following the 2021-22 Final Accounts savings, the impact of the economic downturn and rising inflation has significantly worsened the Council's financial position. It is clear that the future financial position for the Council will continue to be extremely challenging. In addition to general reserves the council currently holds a number of specific risk reserves totalling £5.5m as at 30<sup>th</sup> November 2022 to meet future unexpected obligations or liabilities.

## **Looking forward**

- 5.9 The Council has done exceptionally well in generating additional income and implementing efficiency savings that have put back the date at which it has to bring its expenditure into line with income. However, income was adversely affected by the COVID-19 pandemic and, in some areas, is not expected to recover to previous levels. If the Council delivers the changes necessary to reduce expenditure and increase income in order to close the funding gap, the latest projections envisage that the

Council will have some reserves left at the end of 2026 but this is below the £1m local limit and reserves will be fully depleted during 2026-27.

- 5.10 The Council needs to remove the equivalent of about 16% of its net revenue expenditure or 5% of its gross expenditure. The Council will not be able to grow its way out of a financial gap of this scale by increasing commercial income. While opportunities are being exploited in some areas such as trade waste, other areas of income have been impacted by COVID and are not expected to recover. The Council is going to have to become an organisation whose net expenditure will continue to fall, and it will have to recognise that this will involve delivering fewer services itself, reducing service levels and/or quality and possibly even ending some services altogether. This is a common position across many councils as a consequence of inflation and the absence of sufficient Government funding support, with many councils now contemplating delivering only mandatory services and even then having to reduce what is spent on them. Wyre Forest District Council is not at the point where it has to end all discretionary services, but the journey to reduce expenditure on them is well under way and will have to continue through the localism strategy and other measures.
- 5.11 There is time to make adjustments over the life of this medium term financial strategy, to reduce the Council's net expenditure while protecting essential front-line services. The Council's available reserves mean there is time to implement changes to align income with expenditure but it will require bold decisive plans. While there is no room for complacency, it also has to be recognised that no administration would seek to launch such plans when there are less than 6 months before the all out elections in May 2023 and when, demonstrably, the Council has sufficient reserves to sustain it across the three years of the MTFS. Thus the task of taking the difficult decisions to reduce net expenditure, including reducing and possibly ending some services, will fall to the new Council elected in May 2023. In the meantime, the Cabinet will continue to oversee the programme of service reviews, which will continue at pace, in particular the work on waste collaboration. The Corporate Leadership Team will continue to focus on driving down cost through efficiency savings, growing income and seeking alternative delivery mechanisms, with the key stream of localism being a priority. However, it is recognised that the gap will not be closed entirely by such measures and that the Council elected in May 2023 will need to approve plans to reshape or end some services on its journey to reducing its net expenditure.

### **Council tax**

- 5.12 In order to fully close the funding gap the Council will not be able to carry on providing the same range of services, but council tax will continue to increase. Council tax will have to increase since successive Governments have chosen not to make local government a priority, the position has not changed for 2023. Holding council tax at its current level, or not increasing it in line with the maximum permissible level, will mean that it will fall in real terms. The long-term trend is that Wyre Forest District Council's share of council tax has fallen in real terms and this trend is expected to continue across the three years of the MTFS. In recent years, the Council's share of council tax has grown much less in absolute and percentage terms than some other precepting bodies in Worcestershire.

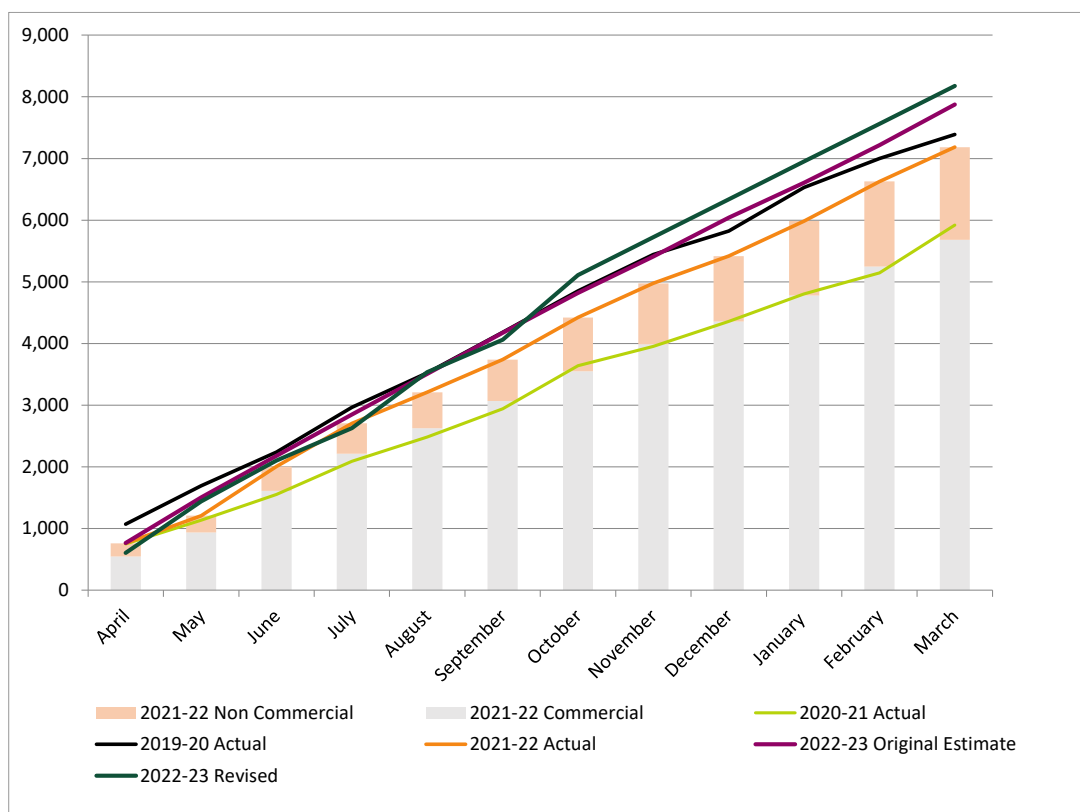
Band D council tax	2018-19 £	2022-23 £	Increase £	Increase %
Worcestershire County Council	1,212.38	1,396.78	184.40	15.2%
Police and Crime Commissioner for West Mercia	197.07	249.66	52.59	26.7%
Wyre Forest District Council	209.34	229.34	20.00	9.6%
Hereford and Worcester Fire Authority	81.90	89.40	7.50	9.2%

Each precepting authority is responsible for setting its own element of council tax. Because the District Council collects council tax for the county council, police, fire and parish councils, the public is often misled into thinking that the total bill is the responsibility of Wyre Forest District Council, when its element is only £229 or 12% of the total bill, the equivalent of £4.40 a week at Band D.

- 5.13 This Strategy proposes increasing the district element of council tax at the rate permissible without triggering a referendum on an “excessive” council tax increase. The Chancellor announced in his Autumn Statement that district councils will have the flexibility to increase council tax by 3% or £5, whichever is the greater, . A 3% increase would represent £6.88 or 13p a week increase on a Band D council tax which is currently £229.34 – most households in the district would pay less than that as the average property is at Band B. The proposed increase is significantly lower than the current inflation rate of 11.1% and is expected to remain significantly lower than the rate of inflation across 2023-24. It therefore represents a further real terms reduction in the level of council tax for WFDC.
- 5.14 While the Cabinet’s proposal is that all residents should be asked to pay a little more than now for the District Council’s services, and council tax overall is expected to rise as a result of other bodies’ decisions, the Council has acted to reduce the burden on the poorest working age residents. Following the consultation undertaken in the autumn, Council at its meeting on 7 December agreed the Cabinet’s recommendation to reduce the minimum contribution for 2023-24 from 20% to 10% to support our most vulnerable working age residents in coping with the cost of living crisis. As with other areas of the Council’s discretionary expenditure, the council tax reduction scheme has to be kept under review and there is a statutory requirement to review it each year. The cost of living action plan, also on tonight’s agenda, sets out other measures that the Council is taking to support residents against the backdrop of the cost of living crisis.
- 5.15 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 improved growth in the number of houses across the MTFs, primarily as a result of adoption of the local plan in April 2022. There will be some off-set in the first year due to an increased number of residents claiming Council Tax Reduction Support and the reduction in the minimum contribution but overall we anticipate growth in the taxbase over the life of the strategy. The strategy projects that 34,220 rising to 35,738 dwellings will be paying council tax in the period from 2022 to 2026. Adoption of the Local Plan 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.

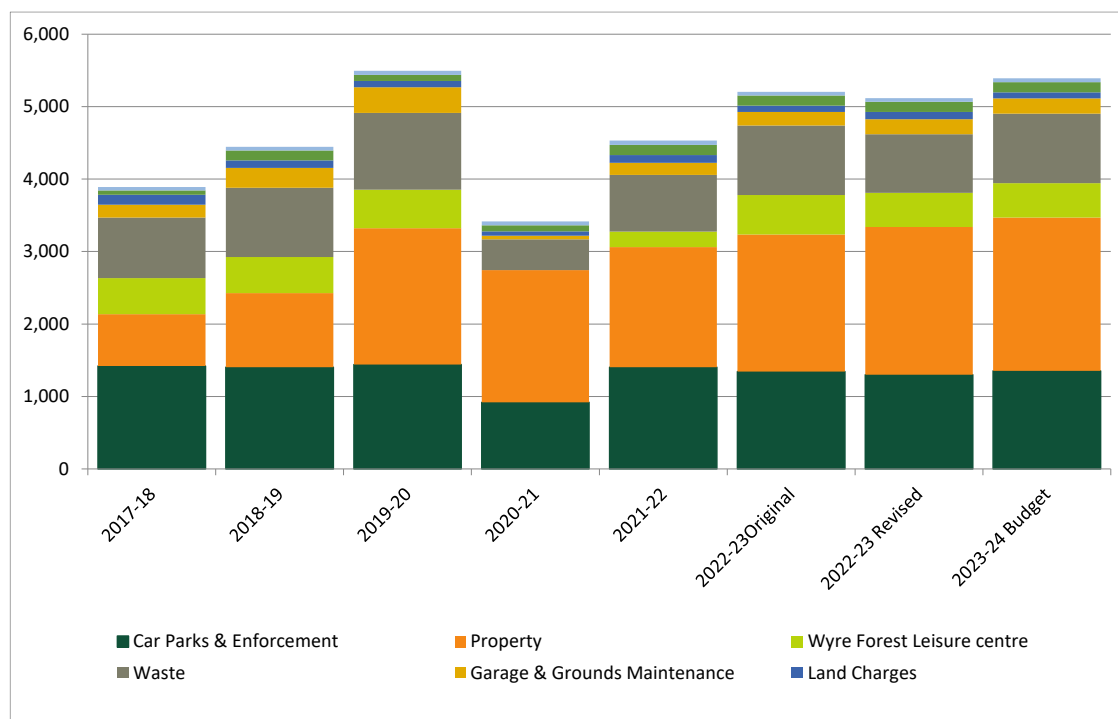
## External Income including Fees and Charges

- 5.16 The Council has had an excellent track record in generating income. However COVID had a significant adverse impact on some income streams and the impact of the increase in inflation on the cost of living continues to impact on demand for fee paying services. The Council will continue to increase income from fees and charges where possible but previous estimates of growth may not be achieved. Thus, income generation is set to be a much smaller part of the solution to close the funding gap.
- 5.17 The Strategy continues to identify and take advantage of opportunities to grow commercial income beyond existing plans where possible, with business cases for new or expanded services being considered. The generic funding pots of £250k capital and £100k revenue approved a few years ago for allocation to support new proposals have now been largely used and the Innovation Fund is now used for revenue proposals. The generic capital pot to support new income generation proposals has not been fully utilised and has been renamed to Innovation Fund - Capital and will continued to be maintained to support viable business plans subject to financial affordability checks as before (overseen by members and officers at Cabinet CLT). The unspent balance included in the capital programme is £395k.
- 5.18 For the Capital Portfolio Fund, £20.459m of the £26.5m has now been spent or committed. In order to take advantage of PWLB borrowing the Council's Section 151 officer has to confirm that there is no intention to buy investment assets primarily for yield at any point in the next three years (no such purchases have been made in recent years and it is not intended to change that position). No potential opportunities explored have proved financially viable so far this year.
- 5.19 The recovery in income generation over the past year is shown in the following graph but the rate of recovery has not been uniform across all services:



The previous success of the income generation work can be evidenced through the following graph that analyses growth over key income streams. The graph illustrates

the slow down in the rate of growth. Income from the Council's Property Portfolio is being carefully monitored as the impact of the pandemic fully unwinds and the impact of the country entering a recession is felt:



- 5.20 Whilst this illustrates the excellent progress the Council has previously made in what was a key cornerstone of our strategy to close the funding gap, income generation is now a much smaller part of the strategy due to the impact that the pandemic and cost of living crisis have had on demand. We continue to refine estimates of commercial income and use innovative thinking to develop new ideas for plans that might be achievable by collaboration with neighbours, but this Strategy continues with last year's approach setting a lower level of expectation of net additional income over the medium term.

### Staffing costs and pay

- 5.21 The Council's workforce is both its greatest asset but also the largest single controllable area of expenditure. It will be necessary to continue to reshape and redeploy staffing resources of the Council as part of the range of measures to close the financial gap. All services and their staff have contributed to what has been achieved: this is acknowledged and welcomed. However, it is highly likely that future changes to reduce the Council's net expenditure will by necessity reduce the number of staff employed by the Council as service provision is adjusted to match the resources available, but the precise timing and impact cannot be estimated at this stage: the usual arrangements for consulting staff and unions would be followed in the event of specific proposals that affect staff. Further reductions in management costs will be sought where possible as a result of implementing new service delivery models.
- 5.22 While staffing numbers are expected to fall over time, there is uncertainty about the level of pay inflation across the MTFS period. The Council reverted to applying



national pay increases with effect from April 2021. Coupled with the adjustment to all pay points agreed by Council in September 2022, to address difficulties with recruitment and retention, there has been significant growth in pay in 2022-23. There remains a possibility that future pay inflation might be higher than current assumptions, as the Local Government Employers respond to significant growth in the National Living Wage, and this could represent a significant risk to this MTFS.

## **The Challenges ahead**

- 5.23 Virtually every aspect of the Council's services depends on information and communication technology in terms of ensuring efficient delivery, including digital services. The approved phased capital allocation for the ICT strategy has successfully supported enhanced digitisation of the Council. A report about the next ICT strategy and allocation of funding for it within the Capital Strategy appear on tonight's agenda. Support for home and hybrid working and remote and hybrid meetings continues successfully. The ICT Strategy Board also maintain good progress in extending the digital offer of this Council, reducing costs where possible.
- 5.24 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 £5.5m (45%) 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, economic development and regeneration and cultural and leisure services. The Council spends about £3.8m (31%) a year on discretionary activities with a further £3.0m (24%) on corporate costs including the costs of the democratic core and pensions deficit funding.
- 5.25 The ongoing programme of change described in this strategy will continue to apply to all services to ensure that the Council is organised to meet the priorities of the Council noting the results of the recent Budget Consultation process, and also future changes and challenges.
- 5.26 The key external strategic issues facing the Council in 2023-24 are likely to include:

**Elections Act and Environment Act** – clarification still awaited, both will add to the Council's costs. While initial new burdens funding has been provided for the introduction of voter ID, no information has been made available to give confidence that new burdens funding will meet all the costs under the two Acts.

**Land charges migration project** – will potentially lead to a reduction in income from the end of the calendar year 2023 onwards. Loss of income may not lead to a reduction in work and it is unclear whether the Council will be able to make good the shortfall by increasing fees

**Inflation** – Annual inflation jumped to 11.1% in October, it is expected to remain high before starting to fall next year. It is not expected to fall to the 2% target until two years' time (Bank of England, November 2022). Inflationary pressures are being felt in fuel, goods and supplies and construction prices

**Pay** – Assumptions about pay need to reflect the likelihood that increases will be ahead of past trends. The autumn statement announcements in relation to the National Living wage, an increase of 9.7% to £10.42 in April 2023. Although this remains below WFDC's lowest pay point on the main pay scales which is now £11.78, the gap with the bottom point on the NJC pay scale is much closer and this will have a knock-on impact on the NJC pay award agreed for 2023-24, as the Local Government Employers will need to keep local government pay ahead of the possible National Living Wage in April 2024.

**Energy Price increases** – an additional inflationary increase will need to be included in the revised budget for 2022-23 and also reflected in future years. A 20% increase for 2022-23 had been assumed in the base budget but price increases have been significantly greater than this and there continues to be significant volatility in the energy market. The Energy Bill Relief scheme (EBRS) has been introduced to cover the period from October 2022 until the end of March 2023. However, the greatest cost pressure is expected to be felt in the 2023-24 financial year: WFDC's electricity supply contract is due to be let with effect from April 2023 (gas contract in April 2025).

### **Government funding, controls over council expenditure and significant policy initiatives**

- 5.27 The summary below highlights the main issues for Wyre Forest District Council and the many areas of uncertainty that remain following Autumn Budget on the 17<sup>th</sup> November. Neither DLUHC's policy paper nor the Provisional Settlement have been published at the date of writing:
- a. The provisional local government settlement for 2023-2024 is expected to be published before Christmas when more detail concerning the distribution of funding should be revealed. The future of New Homes Bonus will also be announced as part of the Provisional Settlement. The policy paper issued by DLUHC on 12<sup>th</sup> December indicated that NHB will be paid in 2023-24 and the future of the scheme will be announced next year. The report is based on a 3% council tax increase. If necessary, if lobbying by the DCN is successful, updates will be made to the figures for the final MTFS in February;
  - b. The Environment Act was passed in 2021 and will demand major changes to the waste collection service, with a requirement for separate, weekly food waste collections by 2025. However, DEFRA hasn't published any information since the Comprehensive Spending Review in October 2021 and it is uncertain whether the implementation date remains unchanged. The policy statement issued on 12<sup>th</sup> December refers to the significant new funding stream expected from the Extended Producer Responsibility for packaging scheme and confirms that Local Authorities will receive additional income from the scheme, but it remains unclear what the level of funding will be. The Net Zero Strategy has outlined the Government's plans for decarbonising all sectors of the economy to achieve net zero by 2050 but the Autumn Statement did not announce any specific additional funding for councils for this purpose;
  - c. The Levelling up White Paper was published in February 2022 but its implementation was disrupted by the Government changes over the summer. The Council submitted its plan for the UK Shared Prosperity Fund by the deadline of 1 August but delays in Government approval (received 6 December) have prevented its implementation. With Michael Gove now reinstalled as the Secretary of State, greater clarity about direction is

expected, although progress with the Levelling-up and Regeneration Bill was delayed after Committee stage in the House of Commons as compromises about various planning issues had to be reached with Conservative MPs – the final stages of the Bill in the House of Commons will be on 13 December. The White Paper made clear that the widest devolution powers would be available only if there was an elected Mayor. There is no appetite for such a model in Worcestershire, nor is there any interest in local government reorganisation. Accordingly, the medium-term financial strategy cannot assume that local government reorganisation will intervene in the period before 2026 and obviate the need for the Council to reduce its net expenditure.

## **Business rates**

- 5.28 The Council currently participates in the pan-Worcestershire Business Rates Pool. The current arrangement will end on the 31<sup>st</sup> March 2023 and an application has been made for a Worcestershire Pool for 2023-24 based on the same membership, to be confirmed as part of the Provisional Finance Settlement and a final decision then made within 28 days. There is currently a clear benefit to pooling although the precise financial benefit in 2023-24 is difficult to predict given the revaluation effective 1<sup>st</sup> April 2023. The benefit of pooling will be reviewed when the final 2023 list is published 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. The business rates multipliers will be frozen in 2023-24 at 49.9 pence and 51.2 pence, with the lost revenue being compensated with s31 grant as has been the case previously.

## **6 KEY ISSUES - BASE POSITION, PRESSURES AND ASSUMPTIONS**

- 6.1 Attached at Appendix 1 is the forecast base budget position for the period 2022-23 to 2025-26. 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.
- 6.2 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 10.2 and 10.3.
- 6.3 Inflation has been included in the Base Budget for 2023-26 onwards as follows:

### **Table 6.3 Inflation Assumptions- including Pay Arrangements**

Given the current future forecasts for inflation it is appropriate to include 10% general inflation for 2023-24; this has added over £1.1m extra costs across the MTFS:

	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
Consolidated increase - general inflation (excluding energy)	250,000	395,000	757,000	1,128,000
Pay inflation	£1,925	4%	4%	3%

<b>Other Inflation Assumptions</b>	<b>2022-23 %</b>	<b>2023-24 %</b>	<b>2024-25 %</b>	<b>2025-26 %</b>
Business rates	4%	Freeze (10%*)	4%	2%
Other contractual commitments	included at actual	included at actual	included at actual	included at actual
Energy	250,000	351,000	351,000	351,000

\*freeze to be offset by S31 Grant Funding

- 6.4 Wholesale energy prices have significantly increased this year and continue to be extremely volatile. A 20% increase was built into service budgets in 2022-23 with a further c.25% held as a corporate contingency however prices rose much higher than predicted due in a large part to the supply constraints due to the war in Ukraine. Prices are expected to remain high throughout 2023-24 before falling back in 2024-25 when new facilities come on stream across Europe.
- 6.5 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 rates assumed are as follows.:
- Expected returns in 2022-23 based on investment returns of 2.75%;
  - Expected returns in 2023-24 based on investment returns of 4.0%;
  - Expected returns in 2024-25 based on investment returns of 3.5%;
  - Expected returns in 2025-26 based on investment returns of 3%
- 6.6 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 balance is forecast to stand at £560k as at end November 2022 taking into account commitments. The approved budget allows for the top-up of this reserve by £250k each year towards future severance costs. Accounting provision will be made in the accounts for severance costs when appropriate. The General Risk Reserve stands at £1.734m as at the end of November taking into account commitments and following the review of Earmarked reserves in Spring 2022 which resulted in £700k of existing EMRs reclassified to the General Risk Reserve. The reserve has been increased by £100k in 2022-23 to reflect emerging risks in relation to planning decisions. CLT are in the process of reviewing all existing earmarked reserves, if it is possible to release any into general reserves this will be included in the February update MTFS report. Both of these key reserves will be kept under review and potentially replenished as part of the final accounts process.
- 6.7 The **annual savings target that needs to be achieved** over the next two years to close the funding gap and to avoid drawing on reserves is around £2.3m. The current projection for 2025-26 is £2.7m but is heavily influenced by the potential impact of funding reform.
- 6.8 We are awaiting the Provisional Settlement which will hopefully confirm that negative RSG will be deferred for another two years. This would be very welcome but unfortunately is more than offset by other new funding/cost pressures; it does though lessen the funding gap forecast in 2023-26.

## **Priorities**

6.9 The Council has two Priorities as follows:

- a safe, clean and green living environment
- supporting a successful local economy

## **Climate Change and Net Zero**

6.10 The Cabinet continues to build on past commitments and actions following the Council's declaration of a climate emergency in 2019. An update on steps taken in response to the action plan developed by the Cabinet's Green Advisory Panel was considered by Cabinet in September. Procurement is under way for the electric vehicle charging points in many of the Council's car parks, with installation due in the first half of 2023. The national and international position has been disrupted by the Russian invasion of Ukraine. In the short term, this has seen priority shifted to maintaining continuity of fossil fuel supplies at the expense of implementation of actions to reduce dependency on them. The 27<sup>th</sup> UN Climate Change Conference of the Parties (COP27) has reinforced past international commitments, but the UK Government has yet to provide sufficient resources to secure implementation of change in the UK, including by local government. Nevertheless, the Capital Strategy confirms a shift in vehicle purchasing, so that smaller vehicles will be electric, and implementation of solar panels at Wyre Forest House and Green Street which will also help to reduce energy costs. The former involves higher upfront costs than if the council continued with its past approach to purchasing vehicles; operation of a small pilot fleet will allow the on-going revenue costs associated with operating and maintaining an electric fleet to be fully explored.

## **Reducing expenditure: alternative service delivery models**

- 6.11 In 2020 the Cabinet agreed to examine the scope for the vast majority of services currently provided solely for the district by WFDC staff to be the subject of shared services with another council or councils in Worcestershire or other organisations. This included the possibility of joint venture vehicles with the private sector and the option of a joint waste collection and disposal authority. The agreed plan included the proviso that outsourcing would only be considered if it represented a clear cost advantage and all other options had been considered.
- 6.12 Significant progress has been made but this has slowed following the reduction in capacity arising from the Senior Management review, turnover of senior members of staff and the diversion of resource due to loss of corporate knowledge. The impact of the pandemic has made potential partners less willing to collaborate as teams across the sector struggle with capacity due to backlogs (system upgrades, procedure reviews as well as traditional "job tickets") and time is not seen to be right to take on significant work associated with joining up teams. High turnover, loss of staff to private sector, employees reassessing work life balance and a tight labour market have all added to capacity problems. Underfunding of the sector has resulted in many councils reorganising internally to reduce management overhead (as already implemented in WFDC) and to save costs with a consequential loss of ability to respond to opportunities and a reduced appetite to take on new risk.

- 6.13 Despite the challenges progress against the plan continues to be made and is summarised as follows:

<b>Service area</b>	<b>Commentary</b>	<b>Timeline</b>
Management review	Savings from 1 January 2022. £57k in 2021-22 rising to £235k from April 2022.	Agreed by Council, May 2021
Revenues, benefits & customer services	£260k savings from April 2022	Agreed by Cabinet and Council, Nov/Dec 2021
Legal services	Internal restructure. £6k savings from April 2022.	Agreed by CLT, October 2021
Waste management, garage, civil and environmental enforcement	Review in progress with Redditch & Bromsgrove councils	Business case expected December 2022
Development management and forward planning	Unable to secure any interest in joint local plan or shared services  Internal review in progress, delayed by departure of service manager	First stage proposals, November 2021 for Planning service: cost neutral.  Savings from a further, more holistic review of Strategic Growth.
Strategic Growth Technical Review	Scoping and capture of all roles within the review has been undertaken	Proposal to be presented to CLT December 2022
Private Sector Housing	No progress made with any potential partner councils so fallback will be internal review	Proposals expected January 2023.
Support services	Tranche 1 of internal review proposals for ICT and Finance complete  Shared service implemented for specialist support on procurement with West Mercia Police.  Internal audit: early discussions have taken place with WIAS hosted by Worcester City to join the County wide shared service.  Tranche 2 (shared services) ICT and finance to be reviewed when the shape and size of the	ICT complete - Cost neutral change Finance complete resulted in modest savings.  Complete – no savings identified but increased resilience  Business case expected April 2023. Initial indications suggest that there will be limited scope for cost savings

	<p>Council is known after bulk of other proposals.</p> <p>No potential partners identified from early dialogue on finance although some collaboration potential for further specialisms.</p>	
Communications and Engagement Team	Service Review following staffing changes. Saving of £2k in 2022-23 reducing in future years as staff progress through pay grades	Complete
Elections & committee support	No potential partners identified from dialogue so far	Options continue to be actively explored
Nature reserves & ranger service	Review not yet formally commenced but discussions ongoing with Northern neighbours	Current expectation is for review to be progressed in phase 3 during 2023-24

- 6.14 The Government's Environment Act will require weekly food waste collection. The Government had proposed further consultation on whether councils should offer free garden waste collection and Defra Officials have stated that "We will be reviewing the evidence around a free minimum garden waste service and the alternatives further as we produce our Final Impact Assessment and consultation response for publication in due course". As with the implementation of food waste collection, nothing has been heard since the CSR in October 2021. Any change to garden waste arrangements would be considered a significant retrograde step, as the surplus that the Council generates from charging for garden waste collections helps to sustain other services. The Government has promised to meet all the costs of change, but it is impossible to rely on such a "guarantee" at this stage when detailed estimates of costs and the regime for funding them are not known. The Policy paper received on 12<sup>th</sup> December indicates that funding will come from the Extended Producer Responsibility and promises further clarity in the coming year. This area represents a potentially significant funding risk for the council in future.
- 6.15 Increasing the services provided under collaboration agreements hosted externally would reduce the need for support services such as finance, HR, ICT, audit etc. In that scenario, there would be fewer WFDC staff to recruit, pay or support, and a lower volume of financial transactions to process. While teams in these areas might therefore expect to shrink over time, options to reduce costs and improve resilience will also be sought through internal restructures, shared services with other councils or other delivery models.
- 6.16 Following the review of options for Wyre Forest House in 2021, and in light of hybrid working becoming embedded, the Council has again reduced the footprint it occupies for its own purposes. This has allowed expansion of the strategy of letting out more of the building to a range of private and public sector tenants. Efforts continue to let the small number of remaining vacant areas. Kidderminster Town Council will temporarily occupy some space from November 2022 and a major new tenant is in negotiation for the area that was used in 2022 for the Betaden project. It remains premature for the MTFS to

assume that all areas will be let: any additional income that is achieved is expected to be modest and will be reflected as windfall gains within the budget when progress is made.

## Localism

- 6.17 Good progress has been made in localism discussions with town and parish councils. The car park in Blakedown was transferred to the parish council in the summer, and the transfer of toilets has been completed in Bewdley and Stourport-on-Severn. The transfer of three of the main parks in Kidderminster is very close to completion at the time of preparing this report. In addition, discussions continue positively with parish councils about new agreements for local environmental services, such as bin emptying and litter picking, and the transfer of the few assets that the District Council owns in rural areas. Further discussions are to take place with all three towns in due course about other asset transfers relating to parks and public open space. This overall programme of transfers is expected to lead to significant revenue savings for the District Council, either immediately or over time.
- 6.18 Considerable work was done to support the creation of an independent trust to take over the running of Bewdley Museum, the Guildhall and QEII Jubilee Gardens. The Charity Commission registered the charity in April. However, the trustees concluded in June that they did not wish to proceed with the transfer and the focus has shifted to discussion with the Town Council. A comprehensive proposal including a generous grant offer that is identical to the offer made to the Trust was provided in September and has since been the subject of a briefing session with members of the Town Council. At the time of writing, the Council's response is awaited. It is intended that, if it is possible to move forward with transferring the assets and staff to the Town Council, this should be implemented during the early part of 2023-24.
- 6.19 The table below shows the contribution to our funding gap currently achieved from the ongoing Localism work and the target remaining. These target savings are phased over a number of years to allow the Town and Parish Councils to raise their precepts incrementally. Progress continues to be made to agree arrangements with our Town and Parish Council partners on services that could be transferred/shared subject to detailed negotiations. Targets will be updated further as necessary in the February version of the MTFS to reflect the latest position:

Approved Cabinet Proposal for Generic Localism Savings	Previous MTFS	Latest Position on achieved savings	Remaining target
Year	£	£	£
2020-21	7,000	74,210	
2021-22	160,000	154,560	
2022-23	293,680	214,910	78,770
2023-24	525,000	220,770	304,230
2024-25	700,000	224,600	475,400
2025-26	700,000	226,730	473,270

## Discretionary services



- 6.20 The work on localism and other changes implemented in recent years have focussed on reducing the scale and cost of the Council's discretionary services – things that it does not have to do. This will continue. However, in some significant aspects of discretionary activity, the Council is constrained in what it can change. For example, the contract for the Wyre Forest Leisure Centre has over 15 years to run; and the Council needs to have sufficient capacity to deliver major regeneration schemes including the Future High Streets Fund and Levelling Up Fund projects which have secured nearly £40m of Government funding.

## 7 SUMMARY OF OTHER MAIN ASSUMPTIONS TO BE USED AND RELEVANT FACTORS

### 7.1 The key assumptions are:

- a. Government funding – **negative Revenue Support Grant** deferred for 2023-24 and 2024-25 then previous level of £357k assumed.
- b. **New Homes Bonus** – a payment of circa £463k for New Homes Bonus was received in 2022-23 including a legacy payment of £63,390. There are no further legacy payments due. It is still unclear whether this funding stream will continue and if so what form it will take. However in the policy paper published on 12<sup>th</sup> December DLUHC indicated that there will be a further payment in 2023-24. A 2023-24 New Homes Bonus payment of £210k has been included. This figure will be amended for the February Cabinet and Council reports to reflect the actual allocation if different.
- c. **Business Rates growth above baseline** – the current assumption, informed by the latest monitoring, is that we will achieve growth above the baseline funding assessment for business rates in 2022-23 of £500k (local share). This has also been assumed for 2023-24 and 2024-25. The MTFS assumes that there will be a baseline reset in 2025-26 and that all growth will be lost.
- d. The MTFS assumes that there will be a **transitional grant** to smooth the impact of funding reform and business rates baseline reset. It is assumed that this will be paid over a 2 year period.
- e. **Increases in Council tax** of 3% pa from 2023-24 onwards. If flexibility up to a higher increase is allowed as part of the Final Settlement, then the proposed increase will be revised to reflect this. The change to the local council tax reduction scheme for 2023-24 will increase the maximum reduction for working age households to 90%. It is expected that the additional discount to the tax base will be fully off-set from additional housing growth within the district following adoption of the Local Plan.
- f. The policy paper indicated that all councils will receive a minimum of a 3% uplift in funding in 2023-24. A sum of £150k has been assumed and is shown as one-off services grant.
- g. The approach to be taken to **fees and charges** this year will continue to have regard to demand and other market conditions. As a result, the average increase will be kept at 5%, representing a real term reduction in the charges for services. Some fees and charges may be frozen or increased by less than the average of 5% if market analysis suggests that to do so will increase market share. The Council has already decided to implement significant

reductions in licence fees for taxis and private hire vehicles, and the impact of £35k is reflected in the MTFS. Car parking charges will be frozen for 2023 before resuming 10p/ticket increases in 2024 and 2025 – there is a separate report on tonight's agenda setting out the detailed changes that Cabinet is being asked to agree, which have an estimated impact of about £100k/year across the MTFS.

- h. **4% pay increase** assumed in 2023-24 and 2024-25 then 3% pa onwards with an additional 2% identified as a contingency reserve in 2023-24.
- i. The actuarial valuation at 31<sup>st</sup> March 2022 shows that the **Pension Fund** performed well over the period 2019-20 to 2021-22 and was not adversely impacted by the pandemic as relatively high proportion of funds are held in tech and health companies. The provisional figures released indicate that there will be a significant reduction (circa £750k p.a.) in the value of the pension deficit contribution required for the 3 years from 2023-24 to 2025-26 due to an improved funding position (circa 96%). There is a risk that the next triennial revaluation in 2025 will report a worsening position with contributions again having to rise. A modest level of reserves are held to mitigate this risk with a further £350k contribution to these reserves included in 2023-24 to 2025-26 to protect the council against any sharp future increases.
- j. **Council Tax Base** – There has been a net increase between 2022-23 and 2023-24 of 500 Band D equivalent properties. This increase is the combined impact of housing growth, movement in discounts and the additional support offered under the Council Tax reduction scheme. The calculation is informed by data from planning applications and housing growth projections following adoption of the local plan, an ongoing average increase of **500 Band D equivalent properties** or circa 1.5% compared to the 2022-23 Council Tax Base is assumed each year. This is an improvement on last year despite an increase in discounts as a result of the changes to the Council Tax Reduction scheme. It is not yet known how these figures compare to assumptions in the Government's figures for Settlement purposes, but they are considered to be realistic.
- k. The Accounting changes introduced during the COVID-19 pandemic to spread the impact continues to unwind in 2023-24 for the **Collection Fund, both Council Tax and Business Rates**. Based on the current forecasts of this council's position the following positions have been assumed in the MTFS, noting that this is only the District Council's proportion of the overall Collection Fund forecast deficit adjusted for the estimated contribution from Government:

Council Tax – current assumption is a break even position, this will be reviewed in January and the figures revised for the February Cabinet and Council reports if required.

Business Rates - The position for Business Rates is difficult to gauge as it is heavily influenced by decisions on provision for appeals and bad debts. These provisions are made at the year end. There is also uncertainty around the continuation of the Worcestershire Business Rates Pool since final decisions are not made until January/February after settlement information is released. Growth of £500k above baseline is assumed for 2023-24 and 2024-25 based on current forecasts of Pool performance, with growth removed for future years on the assumption that there will be a reset in 2025-26.

The estimates detailed above will be kept under review and revised for the February Cabinet and Council reports.

- I. **Homelessness Reduction Act** - the new burdens funding has failed to cover the additional costs of the homelessness service in relation to provision of emergency accommodation under S188 duties.

These are the total numbers of households approaching the Council by quarter since 2019

Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2019-20	181	204	176	236
2020-21	139	255	146	195
2021-22	165	274	156	197
2022-23	264	226		

The current average caseload is around 60 cases per officer which is still in excess of the recognised good practise of 30/40 cases but an improvement on the average in February 2022 (90 cases per officer) in part through the recruitment of an additional officer. This illustrates ongoing levels of high demand for the service.

- m. The revised **capital and revenue implications** of the current Capital Programme have been included in projections.
- n. The Capital **Portfolio Fund** is currently forecast to achieve a break even position in 2022-23, £173k in 2023-24, £284k in 2024-25 and £277k in 2025-26. 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. These figures will continue to be closely monitored and will be refined as further information emerges.
- o. In terms of external Prudential Borrowing, the Council is currently under borrowed and the current intention is that internal borrowing will continue to be utilised but may enter into further external borrowing from 2023-24 onwards. This will continue over the medium and longer term and an average interest rate of between 2.6% to 3.5% is our assumption for all years within the base budget to fund the cost of this.

7.2 Progress to meet the generic Wyre Forest Forward (WFF) savings targets has been affected by the higher than usual turnover of staff and a more risk averse position adopted by potential service collaborators following recent shocks to the economy. The WFF savings in the current budget compared to the revised budget are shown in the table below. This table has been updated for savings achieved including those from the rebasing of budget reflecting recent experience of final account savings and savings that will almost certainly not now be achieved for 2022-23.

7.3 The Table below 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. However, the significant use of reserves in 2022-23 and beyond means that further significant change is inevitable. Use of reserves across the MTFS is predicated on achievement of significant generic savings/increased

income. Work is underway to agree and implement plans to meet these targets and these are expected to continue to be progressing well by the start of 2023-24.

**Table 7.3 How the Strategy addresses the Financial Gap**

Financial Gap	2022-23 £	2023-24 £	2024-25 £	2025-26 £
Wyre Forest Forward Savings not yet achieved	71,430	480,240	706,460	688,690
Generic Localism Savings	78,770	304,230	475,400	473,270
New Cabinet Proposal for further Savings	0	0	215,060	312,240
<b>SUB- Total</b>	<b>150,200</b>	<b>784,470</b>	<b>1,396,920</b>	<b>1,474,200</b>
Use of reserves from proposed 2021-24 Strategy	314,250	477,980	894,560	1,242,220
<b>TOTAL</b>	<b>464,450</b>	<b>1,262,450</b>	<b>2,291,480</b>	<b>2,716,420</b>

## The Development Plan

- 7.4 The Local Plan was adopted in April 2022. It will secure further significant growth in population in the medium to long-term, without which there is a significant risk of losing resources over time if Wyre Forest's population declines relative to the population of England. These sites, together with other Local Plan allocations are expected to contribute significant numbers of dwellings within the next few years.
- 7.5 Latest population mid-year estimates (2020 MYE) show a slight drop from 2019 but returning to growth in the 2021 census. Worcestershire as a whole saw 3.5% growth but population growth in Wyre Forest is lagging behind the rest of Worcestershire (with the exception of Redditch) and the country as a whole.

	2016 MYE	2017 MYE	2018 MYE	2019 MYE	2020MYE	2021 Census	% change
England	55,368,067	55,619,430	55,977,178	56,286,961	56,550,138	56,490,048	2.0
West Midlands	5,800,734	5,860,706	5,900,757	5,934,037	5,961,929	5,950,800	2.6
Worcestershire	583,053	588,370	592,057	595,786	598,070	603,600	3.5
Wyre Forest	99,902	100,715	101,062	101,291	101,139	101,600	1.7

- 7.6 An analysis of population change between the 2011 and 2021 census for the 6 Worcestershire Districts shows that population increase varied from 13.3% in Wychavon to 3.3% in Redditch. The average growth across Worcestershire was 6.6% (the same as for England).

	2011 Census	2021 Census	% change
Bromsgrove	93,600	99,200	5.9
Malvern Hills	74,600	79,400	6.4
Redditch	84,200	87,000	3.3
Worcester City	98,800	103,900	5.2
Wychavon	116,900	132,500	13.3
Wyre Forest	98,000	101,600	3.7
Worcestershire	566,100	603,600	6.6

- 7.7 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. waste 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.

## 8. **FUNDING: LOCAL AUTHORITY REVENUE FINANCE SETTLEMENT FOR 2023-24, BUSINESS RATES AND NEW HOMES BONUS**

- 8.1 The Provisional Settlement has not yet been published. If this is received prior to the Cabinet meeting in December, the relevant figures will be updated for the meeting. The updates will also be included in the February reports. The key points from the autumn statement are set out in section 5.
- 8.2 Table 8.2 below identifies the overall estimated position in relation to the Government Grant, Business Rates, New Homes Bonus and Council Tax income – this report is being issued before the provisional local government settlement and will be updated only if the provisional settlement involves major differences from the estimates that have been made. Negative RSG has been removed for 2023-24 and also for 2024-25 following confirmation that funding reform will again be delayed and not feature in this spending review period. All figures are subject to confirmation when the Final Settlement figures are issued.

**Table 8.2.1 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	1,222,300	2,802,660	2,356,450	6,720,820	13,102,230
2017-18	553,290	2,920,240	1,910,300	6,783,860	12,167,690
2018-19	100,680	3,282,070	1,272,700	7,004,100	11,659,550
2019-20	0	3,997,920	906,100	7,234,190	12,138,210
2020-21	0	3,040,723	261,530	7,445,500	10,747,753
2021-22	0	3,266,763	242,510	7,578,210	11,087,483
2022-23	0	3,356,940	463,760	7,848,010	11,668,710
2023-24	0	3,752,630	210,000	8,205,810	12,168,440
2024-25	0	3,882,740	0	8,573,760	12,456,500
2025-26	(356,790)	3,484,220	0	8,956,300	12,083,730
Total	1,519,480	33,786,906	7,623,350	76,350,560	119,280,296

*This table does not include the collection fund deficit*

## New Homes Bonus

- 8.3 New Homes Bonus grant in 2019-20 was paid based on 4 years' award; there was no grant paid for baseline growth below 0.4% for the annual grant award from 2018-19 onwards. It is probable that New Homes Bonus funding will not continue in its current form. Current assumptions are that 2022-23 is the final year in which legacy payments are paid with no further entitlement to grant in future years. This council's entitlement to New Homes Bonus has diminished significantly since 2019-20 as shown below.

<b>Table 8.3 NHB Forecast for new MTFS</b>	<b>2019/20 Total Budget</b>	<b>2020/21 Total Budget</b>	<b>2021/22 Total Budget</b>	<b>2022/23 Total Budget</b>	<b>2023/24 Total Budget</b>
	£	£	£	£	£
NHB YEAR 6 2016/17 PAID UNTIL 2019/22 (4 yrs)	673,410				
NHB YEAR 7 2017/18 PAID UNTIL 2020/21 (4 yrs 80%)	30,730	30,730			
NHB YEAR 8 2018/19 PAID UNTIL 2021/22 (4 yrs 50%)	138,570	138,570	138,570		
NHB YEAR 9 2019/20 PAID UNTIL 2021/22 (4 yrs 50%)	63,390	63,390	63,390	63,390	
NHB YEAR 10 2020/21 PAID ONE YEAR ONLY		28,840			
NHB YEAR 11 2021/22 PAID ONE YEAR ONLY			38,000		
NHB YEAR 12 2022/23 PAID ONE YEAR ONLY				400,370	
NHB YEAR 13 2022/23 PAID ONE YEAR ONLY*					210,000
	<b>906,100</b>	<b>261,530</b>	<b>239,960</b>	<b>463,760</b>	<b>210,000</b>

\* estimate subject to confirmation

- 8.4 The arrangements for reallocation 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 allocation to fund its revenue activities, including important work on economic regeneration and development. This is significant given the continuing delays to the new fair funding model. The impact of the introduction of the national baseline growth (0.4%) in 2018 had a severely detrimental impact on this Council's funding. This was exacerbated by a slowdown in the housing growth within the district in prior years but growth has now started to improve.

Since introduction of the scheme housing growth has had a positive impact on the council tax base within a range of 194 to 599. This has given rise to NHB as shown in Table below:

<b>Year NHB Paid</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
Additional Properties	192	227	227	186	206	403	397
Change in Long term Empties	2	21	21	14	-2	60	-64
<b>Net New Properties for NHB</b>	<b>194</b>	<b>248</b>	<b>248</b>	<b>200</b>	<b>204</b>	<b>463</b>	<b>333</b>
<b>Change for 2017/18</b>							
Number of Band D Equivalents	176	244	209	159	187	241	304
Deduct Baseline 0.40%	163	165	166	167	168	168	171
<b>Net New Properties for NHB</b>	<b>13</b>	<b>79</b>	<b>43</b>	<b>-8</b>	<b>19</b>	<b>73</b>	<b>133</b>
Cumulative NHB Grant £000	1,910	1,273	906	262	240	464	210

\*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

- 8.5 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 slowed down pending approval of the new local plan but has now picked up. The rate of growth is likely to be impacted by the state of the economy and the assumed. At present, it has been assumed that NHB grant will be paid in 2023-24 but it is not expected that further payments will be received. A sum of £210k has been included.
- 8.6 Business Rate projections based on the current 50% Worcestershire pooling agreement for 2022-23 continuing into 2023-24 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, other Business Rates market intelligence and assume that the announced freeze in the multiplier cap is fully funded by extra S31 grant. These estimates may require updating following the final confirmation/decision regarding Pool membership and also completion of the statutory 2023-24 estimates for the DLUHC in January 2023. The Table below shows the revised assumptions and growth assumed in this budget report.

**Table 8.7.1- Revised Value of Retained Business Rates (before spread of 2020-21 deficit/Covid Tax Guarantee grant)**

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	3,282,070	361,830	12.4%
2019-20	3,997,920	715,850	21.8%
2020-21	3,040,723	(957,197)	-23.9%
2021-22	3,266,763	226,040	7.4%
2022-23	3,356,940	90,177	2.8%
2023-24	3,752,630	395,690	11.8%
2024-25	3,882,740	130,110	3.5%
2025-26	3,484,220	(398,520)	-10.3%
<b>Total</b>	<b>41,070,096</b>	<b>1,048,920</b>	<b>2.6%</b>

The government has again deferred progression of the Fair Funding Review and business rates reform. The optimistic view in Table 8.7.2 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.

Projected local share of Business Rates Based on Worcestershire Pool Arrangements				
£'000	2022-23	2023-24	2024-25	2025-26
<b>As Modelled (ASSUMED)</b>	<b>3,357</b>	<b>3,753</b>	<b>3,883</b>	<b>3,484</b>
As Modelled +2.5% (optimistic)	3,441	3,847	3,980	3,571
As Modelled -7.5% (pessimistic)	3,105	3,472	3,592	3,223

## Other Key Operational Assumptions

- 8.7 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 2022-23 budget. This is adjusted for known 'one-offs' (income or expenditure arising in 2022-23 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. 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.
- 8.8 Other key operational assumptions are as follows:

### Expenditure Pressures

Additional expenditure may be unavoidable due to the ongoing impact of government policy, legislative or commercial pressures and volatile economic conditions. Where material and anticipated these cost pressure (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, for most services demand can generally be anticipated, the cost of services is both relatively stable and manageable. Where economic conditions are expected to increase demand in certain areas this has been built into the MTFS. It is therefore considered reasonable to apply an overall sensitivity to Net Service expenditure of 2.5% either way, as set out below:

Projected Net Service Expenditure				
£'000	2022-23	2023-24	2024-25	2025-26
<b>As Modelled (ASSUMED)</b>	<b>12,319</b>	<b>12,678</b>	<b>13,156</b>	<b>13,605</b>
As Modelled +2.5% (pessimistic)	12,627	12,995	13,485	13,945
As Modelled -7.5% (optimistic)	11,395	11,727	12,169	12,585

## 9. BUDGET CONSULTATION RESULTS

- 9.1 The Budget Consultation survey was launched on Tuesday 8<sup>th</sup> November 2022 and ran until Tuesday 6<sup>th</sup> December 2022. The results of this consultation are set out below and have informed the proposals in this report.
- 9.2 A total of 153 responses were received (2021 – 789; 2020 – 894). A summary of the responses is shown below. A full list of the questions is provided below and more detailed analysis is available in Appendix 5.



Question 1- Council Tax: We are planning to put Council Tax up by £5 in 2023 for Band D households. This works out to less than 10p a week. Most households in the district fall into Band B or C, so they would pay less. If we look at this in terms of percentages, we are proposing a rise of 2.2%. Inflation is expected to be 9% or more by next April. This means that, even though we are proposing to put up our share of the Council Tax, our council tax income would fall in real terms. The Government sets a limit on how much we can increase Council tax by. How strongly do you agree that we should increase Council Tax by 2.2% in 2023?

Strongly agree or agree - 61%  
Tend to agree 20%  
Tend to disagree 3%  
Disagree or strongly disagree – 15%

Question 2 - If the government set the maximum increase at 20p per week (or£10 per year) how strongly would you support this Council raising its share of council tax by 20p per week?

Strongly agree or agree - 56%  
Tend to agree 16%  
Tend to disagree 8%

Disagree or strongly disagree – 19%

Question 3 - Inflation has gone up sharply and it is not going to comedown overnight. We are feeling the pressure of increases in fuel, energy, goods and supplies and construction prices. The Bank of England doesn't expect inflation rates to return to the 2% target for at least two years. How strongly do you support our plan to include covering the costs of inflation in our Medium Term Financial Strategy?

Strongly agree or agree - 44%  
Tend to agree 34%  
Tend to disagree 11%  
Disagree or strongly disagree – 11%

Question 4 - Replacing and maintaining our assets: Some of our vehicles and information technology needs replacing. Our buildings also need to be maintained. We have a programme for this, but the costs have gone up. This means we would need to borrow more. Recent increases in interest rates mean that borrowing costs will be higher too. How strongly do you agree that the council should continue to invest in replacing IT, vehicles, maintenance of buildings?

Strongly agree or agree - 43%  
Tend to agree 29%  
Tend to disagree 14%  
Disagree or strongly disagree – 12%

Question 5 - Greener Wyre Forest: We want our building to be as energy efficient as possible. We are also looking at whether there are options to generate energy. If there

is a business case for this, how strongly do you agree that we should borrow to improve energy efficiency/energy generation at our buildings?

Strongly agree or agree - 49%  
Tend to agree 24%  
Tend to disagree 13%  
Disagree or strongly disagree – 15%

Question 6 - Fees and charges: We are also looking at the pricing of the services we offer, which are not included in the Council Tax. These are things like our garden waste service, car parks and MOTs. Income from these helps fund the services we do have to provide. We are proposing to increase most fees and charges by 5%. This is below the rate of inflation. We want to remain competitive and minimise passing on more inflationary pressures to the community. But it would mean a reduction in income for the council in real terms. [Please note this question does not include car parking charges. We have an advisory panel looking at carparking. Any changes to car parking charges will be made after the panel gives its recommendations.] How strongly do you agree that we should increase fees and charges by 5%?

Strongly agree or agree - 50%  
Tend to agree 21%  
Tend to disagree 8%  
Disagree or strongly disagree – 18%

Question 7 - Community Leadership Fund: The Community Leadership Fund is for all councillors to have the opportunity to support worthwhile initiatives, projects and activities of their choice. In 2022-23 each of the 33 councillors was allocated £500. You can see how they spent the funds here. It is being proposed that for 2023-24 each councillor should be allocated £1,000 to distribute to groups in the community. How strongly do you support increasing the councillor allocation?

Strongly agree or agree - 19%  
Tend to agree 12%  
Tend to disagree 25%  
Disagree or strongly disagree – 44%

Question 8 - Capacity to deliver: We have been successful in attracting funding for some major projects in the district. To enable the council to deliver them we may need to recruit some additional staff. How strongly do you agree that the council needs to have enough officers to deliver services and that some additions to staffing may be necessary?

Strongly agree or agree - 48%  
Tend to agree 27%  
Tend to disagree 11%  
Disagree or strongly disagree – 15%

Question 9 – Other comments on the budget: Please leave us any additional comments about the proposed budget. We would love to hear your ideas for saving money and/or raising income.

The responses to this question were diverse without any clear themes. They could loosely be classified under the following headings:

- Restricting, cutting, reducing
- Increase, implement, reallocate
- Council tax consultation
- Comments on spending and service
- Comments related to residents
- Accountability, transparency, evaluation

Most questions received support with one notable exception. A clear majority of respondents did not support extending the community leadership fund for a further year, with fewer than one in three responses showing any degree of support for the proposal.

However the consultation undertaken this year received far fewer responses than in previous years with only 153 people taking part. This is less than a quarter of the responses usually received. The responses, whilst useful, cannot be considered to be a representative sample of overall public opinion.

## **10. CABINET PROPOSALS**

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

### **Council tax**

Inflation as measured by CPI reached 11.1% in October 2022 and projections are that it will remain at heightened levels throughout 2023, with the Bank of England predicting that it might return to its target of 2% by late 2024.

Based on the information in the Autumn Statement, it is proposed that the Wyre Forest element of council tax will be increased by 3% pa in 2023-24 and a further 3% pa for 2024-25 onwards. In the event that as part of the Final Settlement greater flexibility for a higher increase is allowed, then the proposed increase will be revised to reflect the highest level that does not trigger a referendum. The increase in the District Council's tax from 2010-11 to 2023-24 taking into account the latest proposal is only 19.5% compared to a CPI increase of 41.5% between 2010 and 2022 demonstrating that households within Wyre Forest have enjoyed sub inflation increases across that period.

### **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%.

Car parking charges will be frozen for one year to support residents during the cost of living crisis and the visitor economy. There is a separate report on tonight's agenda

setting out the detailed changes that Cabinet is being asked to agree. The figures are included in the Fees and Charges schedules in Appendix 3 - Part 2.

## Spending proposals

- 10.2 After making adequate provision for inflation, this year there are three Cabinet proposals as follows:
- 10.2.1 **provision of community leadership funding of £1,000 for each councillor in 2023-24, at a cost of £33k in 2023-24.** The new council elected in May 2023 will decide whether any funding should be made available in subsequent years and at what level, in light of affordability, the lack of support for this measure in the budget consultation (which was also expressed in consultations in earlier years) and the Council's financial position;
- 10.2.2 **additional staffing resources to address capacity issues, at a cost of £99k/£166k/£189k** comprising two corporate policy officers (to be filled by National Graduate Development Programme participants); additional posts within North Worcestershire Economic Development and Regeneration and to allow for a potential move to a company structure for this important shared service; and the impact of changes to increase managerial responsibilities for two posts in the housing team to provide sufficient resource in an exceptionally busy area where demand continues to grow.
- 10.2.3 **ICT Strategy** (see separate paper on the agenda), **which has revenue implications of £6k/£49k/£123k.** Investment for a further 5 year period as set out in detail in the separate report proposes capital investment of £1.6m for the delivery of the ICT Strategy over the period 2023-24 to 2028-29. Major expenditure will be subject to specific approval by the ICT Strategy Board and due diligence including a business case for each proposal.
- 10.3 The following table demonstrates the forecast position for the Council when all of the Cabinet Proposals are incorporated into the Base Budget. The Council is forecast to hold a balance of £912k at the end of 2025-26 (see reserves table in 11.2):

**Table 10.4 – Revised Forecast Financial Position including Cabinet Proposals (before Finance Settlement)**

	<b>Revised 2022-23 £</b>	<b>2023-24 £</b>	<b>2024-25 £</b>	<b>2025-26 £</b>
Net Expenditure on Services	12,319,180	12,677,540	13,156,000	13,604,910
COVID Support grants	0	0	0	0
<b>Total Net Expenditure on Services (per Appendix 2)</b>	<b>12,319,180</b>	<b>12,677,540</b>	<b>13,156,000</b>	<b>13,604,910</b>
Less:				
Cabinet Proposals	0	138,880	215,060	312,240
Net Expenditure	12,319,180	12,816,420	13,371,060	13,917,150
Contribution (from)/to Reserves	(314,250)	(477,980)	(894,560)	(1,242,220)
<b>Net Budget Requirement</b>	<b>12,004,930</b>	<b>12,338,440</b>	<b>12,476,500</b>	<b>12,674,930</b>
Less:				
Revenue Support Grant	0	0	0	(356,790)
Business Rates	3,356,940	3,752,630	3,882,740	3,484,220
New Homes Bonus	463,760	210,000	0	0
Lower Tier Services Grant	130,070	20,000	20,000	20,000
Collection Fund Deficit	10,150	0	0	0
Council Tax Income	7,848,010	8,205,810	8,573,760	8,956,300
One off Services Grant	196,000	150,000	0	0
Transitional Funding (assumption)	0	0	0	571,200
WFDC Council Tax: 3% increase per annum	<b>229.34</b>	<b>236.22</b>	<b>243.31</b>	<b>250.61</b>
Percentage increase in Council Tax	2.23%	3.00%	3.00%	3.00%

## **11. WORKING BALANCES, RESERVES AND PROVISIONS**

- 11.1 The Council has adopted the general principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance on Local Authority Reserves and Balances.
- 11.2 The following Reserves are available to assist the Council in meeting General Fund Expenditure 2023-26 as part of the Financial Strategy predicated on the generic savings shown in table 7.3 being achieved.

**Table 11.2 - Reserves (available for the MTFS) table**

<b>Reserves Statement</b>	<b>Revised 2022-23 £</b>	<b>2023-24 £</b>	<b>2024-25 £</b>	<b>2025-26 £</b>
Reserves as at 1st April	3,840,860	3,526,610	3,048,630	2,154,070
Contribution to/(from) Reserves	(314,250)	(477,980)	(894,560)	(1,242,220)
<b>Reserves as at 31st March</b>	<b>3,526,610</b>	<b>3,048,630</b>	<b>2,154,070</b>	<b>911,850</b>

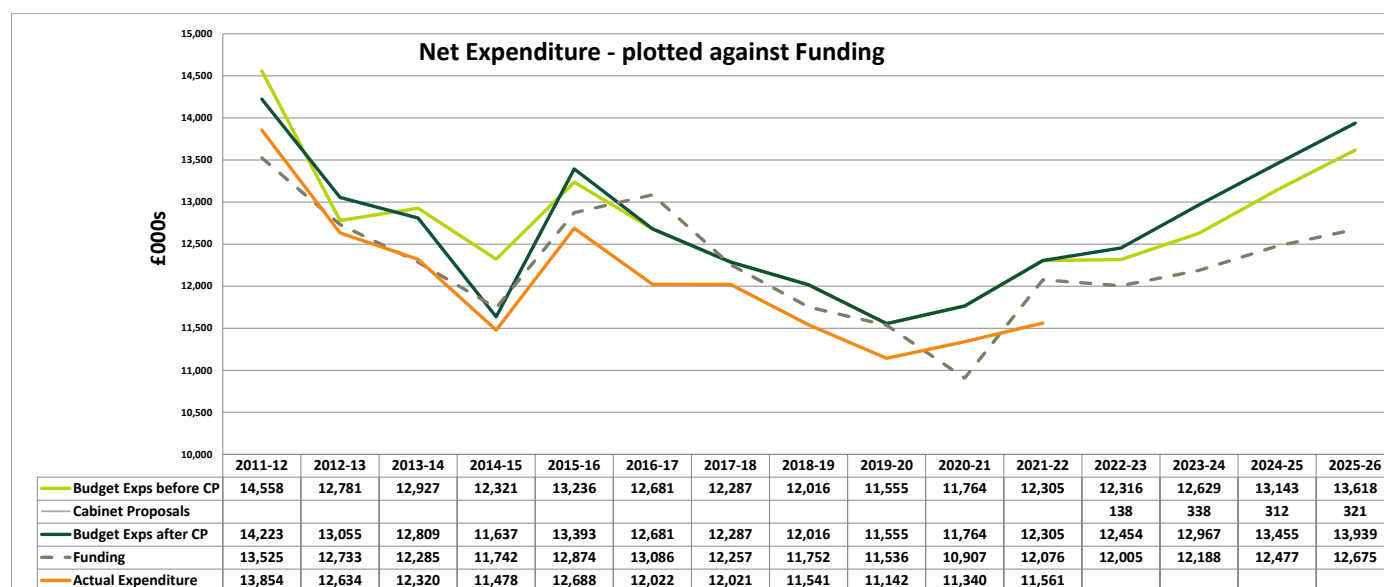
- 11.3 In addition, the Council holds a working balance of £1.5m. this may be increased from any easing of cost pressures, should they arise, as part of the Final Accounts process, to provide additional risk mitigation. The position will continue to be kept under review.

- 11.4 The Council also holds earmarked reserves of £12.663m (as at 30<sup>th</sup> November 2022). It should be noted that the Council has commitments against such earmarked reserves and the forecast balance after contractual and other commitments is £7.530m. The council also holds General Risk and Innovation Fund Reserves. The level of both of these reserves will be reconsidered as part of the Final Accounts process. A Planned Property Maintenance reserve is held taking 20% of the net proceeds from Capital Portfolio purchases to help mitigate future unknown risk.
- 11.5 Our general unallocated reserves (including the working balance and excluding exceptional COVID reserves) and our levels of earmarked reserves (excluding the business rates equalisation reserve) are a relatively small percentage of our annual net revenue budget. The anomalies in accounting for the current Business Rates Retention System causes volatility in the level of earmarked reserves held. Earmarked Reserves are held for specific purposes and are generally committed and likely to be required. They are not available to off-set recurring general expenditure.

This analysis, together with the diminishing reserves shown in the table in 11.2, means this Council has extremely limited capacity to draw further on reserves to meet extra costs/further funding reductions. Increased financial risk means there is pressure to hold larger reserves to mitigate the impact of potential shocks.

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

**Figure 11.6 Revised Graph to show Net Expenditure compared to Funding 2011-12 to 2022-26**



## 12. CAPITALISATION OF REVENUE EXPENDITURE

- 12.1 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.
- 12.2 No applications have been made for capitalisation directions for 2023-24.

### **13. FINANCE STRATEGY**

13.1 The Council's Medium-Term Finance Strategy sets out to deliver a sound financial structure for the future.

13.2 The Key Objectives are as follows:

- a. To reduce expenditure to a sustainable level.
- b. A balanced budget within resources available identified into the medium term.
- c. To manage the Council's assets in order to achieve maximum efficiency.
- d. To manage the Council's investments efficiently and effectively to maximise interest receipts, whilst protecting principal.
- e. To make realistic provisions for inflation, pensions, committed growth and legislative requirements whilst securing the Council's financial position.
- f. To set aside any available balances, to be used primarily for "one-offs" (e.g. investment, service or corporate growth) and if balances permit, used in a phased manner beyond one year to avoid fluctuations in the level of the Council Tax.
- g. 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.
- h. To direct available financial resources in line with approved service priorities and reallocate from low priority areas in line with Council Policy to maximise achievement of approved Key Commitments.
- i. For Council Tax increases the aim is to apply the maximum increase below the point at which a referendum would be triggered, currently assumed to be 3%. If as part of the Final Settlement flexibility above this is allowed, then the proposed increase will be revised to reflect this.
- j. Maximise external income generation opportunities.
- k. 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 capital portfolio fund, where regulation and accounting codes permit, balancing risk against reward.

### **14. POWERS TO LIMIT EXCESSIVE INCREASE IN COUNCIL TAX AND REFERENDUMS**

14.1 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'.

14.2 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 within the amount specified. For this report it has been assumed that any increases in 2023-24 above 3% would trigger a referendum. If as

part of the Final Settlement higher flexibility is allowed, then the proposed increase will be revised to reflect this.

- 14.3 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.

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

- 15.1 EIAs will be undertaken as appropriate as part of reviews of service delivery arrangements and implementation of new models. There are no proposals in this report that require an assessment, because of their generic nature.

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

- 16.1 Achieving ongoing financial sustainability is the most significant risk facing the Council. The work done by the Strategic Review Panel will provide a range of ideas for the Cabinet to consider in making its recommendations on the Medium-Term Financial Strategy.
- 16.2 The Accounts and Audit Regulations 2015 require Local Authorities to fully consider and manage Risk as part of the Budget process. Attached at Appendix 4 is an analysis of the significant financial risks which are affecting the Council.
- 16.3 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.



- 16.4 Assumptions used in this MTFS are as set out in sections 6 and 7 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:
- Leisure Centres – further unknown costs arising in relation to this sector and the cost pressures arising from volatile energy prices.
  - Transformation to a national system for land charge searches – costs to initiate the project to see the transfer of data from Local Land Charges onto the national Local Land Charges Register in accordance with the provisions of the Infrastructure Act 2015, currently anticipated to start in 2022 and to run until 2024.
  - Future impact of welfare reforms including rising number of pensioners.
  - Pressure to hold higher reserves because of higher risks/decreased funding.
  - Emerging/unknown implications of Worcestershire County Council decisions.
  - Impact of the Government's Waste Strategy.
  - Emerging/unknown impact of the Autumn Statement
  - Impact of the April 2023 valuation list on business rate income
  - Pay inflation over 4% after 2022-23
- 16.5 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 £2.7m. In broad terms this can largely be explained by the impact of higher than expected price and wage inflation due to supply issues resulting from the war in Ukraine not met by government grant or additional flexibilities.
- 16.6 The deferred Business Rates baseline reset, 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.

## **17. LOCAL GOVERNMENT ACT 2003**

- 17.1 Local Government Act 2003 (Sections 25-29) places duties on Local Authorities on how they set and monitor budgets.
- 17.2 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 Cabinet on 7<sup>th</sup> February 2023 and form part of the Council report on 22<sup>nd</sup> February 2023.
- 17.3 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 monitoring reports, and this practice will continue.

## **18. CONSULTEES**

- 18.1 Corporate Leadership Team
- 18.2 Cabinet

## **19. BACKGROUND PAPERS**

- 19.1 Accounts and Audit Regulations 2015
- 19.2 Agendas and Minutes of the Strategic Review Panel from October 2022 onwards
- 19.3 Cabinet Report on updated Capital Strategy 2023-33 also on this agenda
- 19.4 Budget Consultation Results
- 19.5 Spending Review 2021 27<sup>th</sup> October 2021: [Autumn Budget and Spending Review 2021: documents - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/101444/Autumn_Budget_and_Spending_Review_2021_documents_-_GOV.UK.pdf)
- 19.5 Autumn Statement 17<sup>th</sup> November 2022
- 19.6 Corporate Plan 2019-23  
<https://www.wyreforestdc.gov.uk/media/4734748/CorporatePlanJPEG.JPG>.
- 19.7 Cabinet 9<sup>th</sup> November 2021 Financial and Strategic Policy Context for the Medium Term Financial Strategy  
[doc58076\\_20221107\\_cabinet\\_agenda.pdf \(wyreforest.gov.uk\)](https://www.wyreforestdc.gov.uk/media/58076/20221107_cabinet_agenda.pdf)

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

SERVICE	2022/23		2023/24			2024/25			2025/26		
	Original Estimate £	Revised Estimate £	At Nov.21 Prices £	Inflation £	TOTAL £	At Nov.21 Prices £	Inflation £	TOTAL £	At Nov.21 Prices £	Inflation £	TOTAL £
CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL	1,293,870	2,075,780	1,998,330	81,590	2,079,920	1,849,840	151,590	2,001,430	1,837,560	223,600	2,061,160
COMMUNITY AND ENVIRONMENT	4,659,590	4,706,760	5,018,160	277,010	5,295,170	4,951,350	492,980	5,444,330	4,816,120	720,620	5,536,740
ECONOMIC DEVELOPMENT & REGENERATION	(93,790)	285,570	134,940	42,690	177,630	7,530	78,880	86,410	(2,780)	117,680	114,900
RESOURCES	2,939,970	2,694,840	1,974,440	16,530	1,990,970	1,732,440	38,320	1,770,760	1,695,610	52,800	1,748,410
REVENUES, BENEFITS & CUSTOMER SERVICES	977,580	1,033,640	1,171,160	77,560	1,248,720	1,191,130	141,240	1,332,370	1,186,720	206,500	1,393,220
STRATEGIC GROWTH	1,894,040	1,847,380	1,967,980	103,490	2,071,470	1,999,960	177,670	2,177,630	2,009,850	232,480	2,242,330
	11,671,260	12,643,970	12,265,010	598,870	12,863,880	11,732,250	1,080,680	12,812,930	11,543,080	1,553,680	13,096,760
LESS: CAPITAL ACCOUNT	275,420	325,210	575,070	4,420	579,490	856,220	7,960	864,180	987,560	11,580	999,140
INTEREST RECEIVED	(55,000)	(650,000)	(750,000)	0	(750,000)	(500,000)	0	(500,000)	(444,600)	0	(444,600)
CAPITAL PORTFOLIO FUND AND DEVELOPMENT											
LOANS FUND	135,000	0	0	0	0	0	0	0	0	0	0
FEES & CHARGES	0	0	(15,830)	0	(15,830)	(21,110)	0	(21,110)	(46,390)	0	(46,390)
<b>TOTAL NET EXPENDITURE ON SERVICES</b>	<b>12,026,680</b>	<b>12,319,180</b>	<b>12,074,250</b>	<b>603,290</b>	<b>12,677,540</b>	<b>12,067,360</b>	<b>1,088,640</b>	<b>13,156,000</b>	<b>12,039,650</b>	<b>1,565,260</b>	<b>13,604,910</b>
LESS: CONTRIBUTION (FROM) TO RESERVES	(21,750)	(314,250)			(339,100)			(679,500)			(929,980)
<b>NET BUDGET REQUIREMENT</b>	<b>12,004,930</b>	<b>12,004,930</b>			<b>12,338,440</b>			<b>12,476,500</b>			<b>12,674,930</b>
LESS: REVENUE SUPPORT GRANT	0	0			0			0			356,790
BUSINESS RATES INCOME	(2,956,940)	(2,956,940)			(3,252,630)			(3,382,740)			(3,484,220)
BUSINESS RATES GROWTH	(400,000)	(400,000)			(500,000)			(500,000)			0
COLLECTION FUND (SURPLUS)/DEFICIT	(10,150)	(10,150)			0			0			0
NEW HOMES BONUS	(463,760)	(463,760)			(210,000)			0			0
TRANSITIONAL FUNDING (assumption)	0	0			0			0			(571,200)
LOWER TIER SERVICES GRANT	(130,070)	(130,070)			(20,000)			(20,000)			(20,000)
ONE OFF SERVICES GRANT	(196,000)	(196,000)			(150,000)			0			0
<b>GENERAL EXPENSES -</b>											
COUNCIL TAX INCOME	<b>7,848,010</b>	<b>7,848,010</b>			<b>8,205,810</b>			<b>8,573,760</b>			<b>8,956,300</b>
<b>COUNCIL TAX LEVY</b>		<b>229.34</b>			<b>236.22</b>			<b>243.31</b>			<b>250.61</b>
<b>COUNCIL TAX BASE</b>		<b>34,220</b>			<b>34,738</b>			<b>35,238</b>			<b>35,738</b>

**OVERALL SERVICE BUDGET VARIATIONS**  
**CURRENT APPROVED BUDGET COMPARED TO REVISED BUDGET 2022-23**  
**BEFORE FUNDING**

TOTAL REVISED BUDGET 2022-23  
CURRENT APPROVED BUDGET 2022-23  
SUPPLEMENTARY ESTIMATES

£  
12,319,180  
12,026,680

INCREASED NET EXPENDITURE ON YEAR

292,500

Description of Estimated Major Variances	Extra Costs/ Reduced Income £	Savings/ Additional Income £
<b>Chief Executive and Solicitor to the Council</b>		
1. Elections - Consultancy to cover vacant post	21,940	
2. Human Resources - Health Surveillance	5,000	
3. Human Resources - Recharge of H&S Advisor to Worcester City Council		(5,530)
4. Legal - Increase in Legal Fees (negotiation of S106 agreement)		(7,000)
5. WRS - Increase in contribution towards Share Service Cost	26,570	
6. WRS - Reduction in Taxi Income	9,230	
<b>Resources</b>		
1. Accountancy - Increased costs for Payroll and Procurement Share Service	7,990	
2. ICT - Renewal of IT Licences - previous part funded from Capital	64,480	
3. ICT - Income from WRS and Trading Standards		(7,560)
<b>Community and Environment</b>		
1. Bewdley Museum - Inflationary Costs for Energy	16,520	
2. Emergency Planning - Consultancy and reduced Share Service Income	50,810	
4. Reduction in Domestic Waste and Skip Hire costs		(31,130)
5. Reduced Tipping Charges		(147,020)
6. Delay in R & B Waste Partnership	150,630	
7. Additional Garden Waste customers		(40,000)
8. Localism savings		(9,200)
9. Cemetery maintenance		(13,000)
10. Parks and Open Spaces - maintenance and consultancy fees for Wyre Forest Wild	29,050	
11. Car parks - Electricity	13,420	
12. Car park - additional fee to Just park and Wychavon DC	15,390	
13. Car parking - reduction in income	41,740	
14. Highway verges - increase in contribution from WCC		(20,870)
15. Garage - increased costs for fuel and parts	42,760	
16. Arboricultural Services - reduced costs and reduced external income	67,500	
17. Driver Training - reduction in external income	5,000	
18. Landscaping - reduced costs and reduced external income	22,200	
19. Depot Management - software, clothing and electricity	31,800	
20. Leisure Centre - net increase due to operating costs	70,000	
<b>North Worcestershire Economic &amp; Development</b>		
1. Markets - transfer to Kidderminster Town Council	7,080	
2. Other Property - Additional Repair and Maintenance and NNDR	16,340	
1. Wyre Forest House & Green Street - Inflationary increase in electricity and gas	146,660	
2. Property Services - Estates consultancy	60,720	
3. Reduction in share service income due to reduced partner specific posts	31,390	
4. Industrial Estates - reduction in rentals	66,470	
<b>Revenue, Benefits and Customer Services</b>		
1. Reduction in Court and Legal Fee Income - delayed recovery from COVID	30,000	
<b>Strategic Growth</b>		
1. Land Charges - increased net of highways charge paid to WCC		(9,550)
2. Planning Fee Income		(44,330)
3. Private Sector Housing - Recharge of Principal Environmental Health Officer to WCC		(8,970)
4. Private Sector Housing - Income from Housing Enforcement Notices		(20,320)
5. 2/3 New Street - Increased costs e.g. energy	5,690	
7. Homelessness - advertising	5,000	
8. Homelessness Prevention Grant	14,610	
<b>Capital Account</b>		
1. Internal Borrowing MRP/VRP		(52,720)
2. Reduced interest on external borrowing - capital project slippage		(144,110)
3. Interest Received		(595,000)
4. Internal (&Other) Interest Received	39,960	
<b>Corporate Variations</b>		
1. Pay variances	315,000	
2. Audit Fees increase	60,000	
3. Reduction in unfunded Pension Benefit Contribution		(19,600)
4. Reduction in contribution to Pension Reserve and Transformation Reserve		(200,000)
5. Contingency for Energy inflation	50,060	
6. Wyre Forest Forward Efficiency Savings	500,000	
	2,041,010	(1,375,910)
Other variations		(372,600)
<b>Increased Net Expenditure on Year</b>		<b>292,500</b>

**OVERALL SERVICE BUDGET VARIATIONS**  
**REVISED BUDGET 2022-23 COMPARED TO BASE BUDGET 2023-24**  
**BEFORE FUNDING**

TOTAL BUDGET 2023-24	£	12,074,250
ADD: Inflation		603,290
		12,677,540
2022-23 REVISED BUDGET		12,319,180
INCREASED NET EXPENDITURE ON YEAR		358,360

Description of Estimated Major Variances	Extra Costs/ Reduced Income £	Savings/ Additional Income £
<b>Chief Executive and Solicitor to the Council</b>		
1. Elections - District Council Elections in May 2023	53,250	
2. Elections - Consultancy to cover vacant post		(21,940)
3. Human Resources - Health Surveillance		(5,000)
4. Human Resources - Recharge of H&S Advisor to Worcester City Council	5,530	
5. Legal - one off increase in 2022-23 for legal fees	7,000	
6. WRS - Increase in contribution towards Share Service Cost	16,560	
7. WRS - Reduction in Taxi Income	35,390	
<b>Resources</b>		
1. ICT - Reduction in income from Tenancy Termination at WFH	16,610	
<b>Community and Environment</b>		
1. Emergency Planning - Consultancy		(55,750)
2. Domestic Waste costs	15,000	
3. R & B Waste Partnership		(150,630)
4. Cemetery maintenance	6,000	
5. Car parking - reduction in income in 2022-23, reinstated in 2023-24		(51,740)
6. Arboricultural Services - reinstatement of costs and external income		(67,500)
7. Driver Training - reinstatement of external income		(5,000)
8. Landscaping - reinstatement of costs and external income		(12,200)
9.		
<b>North Worcestershire Economic &amp; Development</b>		
1. Wyre Forest House & Green Street - Inflationary increase in electricity and gas	41,000	
2. Wyre Forest House - Vacant space		(39,150)
3. <b>Property Services - Estates consultancy</b>		(60,720)
4. More shared services income assuming no vacant posts		(67,770)
5. Industrial Estates - increase in rentals		(203,080)
<b>Revenue, Benefits and Customer Services</b>		
1. Increase in Court and Legal Fee Income - delayed recovery from COVID		(30,000)
<b>Strategic Growth</b>		
1. Land Charges - decreased net of highways charge paid to WCC	13,000	
2. Private Sector Housing - Recharge of Principal Environmental Health Officer to WCC	8,970	
3. 2/3 New Street - Increased costs e.g. energy	3,100	
4. Homelessness Prevention Grant	45,390	
<b>Capital Account</b>		
1. Temporary Loan Interest	5,000	
2. Internal Borrowing MRP/VRP	128,150	
3. Interest on Capital Project (including slippage from 2022-23)	179,040	
4. Interest Received		(100,000)
<b>Corporate Variations</b>		
1. Full Year Pay for vacant posts and Pay Inflation	823,380	
2. Wyre Forest Forward Efficiency Savings		(200,000)
3. Reduction in contribution to Pension Fund Deficit		(818,100)
4. Increase in Contribution to EMR		(50,000)
5. Contingency for Energy Inflation	50,000	
6. Localism Grant		(14,000)
7. Increase in Bank Charges	6,080	
8. Inflation Costs	603,290	
	2,061,740	(1,952,580)
Other variations		249,200
<b>Increased Net Expenditure on Year</b>		<b>358,360</b>

**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2023-2024****SUMMARY**

DIRECTORATE	KEY	CHANGES IN INCOME		
		2023-24	2024-25	2025-26
<b>Fees and Charges - Noting</b> Appendix 4 (Part 1)	C	£0	£0	£0
	R	£0	£0	£0
	S	£0	£0	£0
<b>Fees and Charges - Cabinet</b> Appendix 4 (Part 2)	C	£0	£0	£0
	R	£14,360	£13,810	£13,810
	S	£0	£0	£0
<b>Fees and Charges - Council</b> Appendix 4 (Part 3)	C	£0	£0	£0
	R	£1,470	£1,470	£1,470
	S	£0	£0	£0
<b>GRAND TOTAL</b>	C	£0	£0	£0
	R	£15,830	£15,280	£15,280
	S	£0	£0	£0

**Key - Changes in Resources**

C - Capital

R - Revenue

S - Staffing - Stated in FTE's

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

2023-24	2024-25	2025-26
£15,830.00	£15,280.00	£15,280.00
	£15,830.00	£15,280.00
		£15,830.00
<b>£15,830.00</b>	<b>£31,110.00</b>	<b>£46,390.00</b>

**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2023-24****NOTING**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY			
			2023-24	2024-25	2025-26
R500	<b><u>CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL</u></b>				
	<b><u>Elections - Sale of Registers</u></b>	C	£0.00	£0.00	£0.00
	Charges in line with The Representation of the people (England and Wales) Regulations 2001.	R	£0.00	£0.00	£0.00
R637	<b><u>Environmental Health - Pollution Control</u></b>	S	£0.00	£0.00	£0.00
	To maintain LAPPC charges at statutory level (revised annually).	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
R638	<b><u>Licensing Activities - Gambling Act 2005</u></b>	S	£0.00	£0.00	£0.00
	To charge permit fees and certain premises fees as determined by Government.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
R638	<b><u>Licensing Activities - Licensing Act 2003</u></b>	S	£0.00	£0.00	£0.00
	To maintain Liquor Licensing fees at statutory levels.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
R638	<b><u>Licensing Activities - Pavement Licence</u></b>	S	£0.00	£0.00	£0.00
	A pavement licence was introduced in 2020/21. To maintain the licence fee at statutory levels.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
R185	<b><u>COMMUNITY AND ENVIRONMENT</u></b>	S	£0.00	£0.00	£0.00
	<b><u>Civil and Environmental Enforcement</u></b>	C	£0.00	£0.00	£0.00
	To maintain Fixed Penalty Notices and Penalty Charge Notices at statutory levels.	R	£0.00	£0.00	£0.00
R605	<b><u>STRATEGIC GROWTH</u></b>	S	£0.00	£0.00	£0.00
	<b><u>Development Management</u></b>	C	£0.00	£0.00	£0.00
	Planning application fees are set by statute. They were increased by 20% in 2018-19.	R	£0.00	£0.00	£0.00
	<b>TOTALS</b>	S	£0.00	£0.00	£0.00
		C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00



Service	Elections and Electoral Registration	Service Manager	Electoral Services Manager
Service Area	Chief Executive	Cabinet Member	Housing, Health, Well-being and Democratic Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Elections and Electoral Registration</b>			
<b>SALE OF EDITED AND FULL ELECTORAL REGISTERS</b>			
Charges for Marked Registers only (per legislation)			
<b>Edited and Full Register</b>			
Data	£20.00	£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	
<b>Overseas Electors</b>			
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	
<b>Marked Registers</b>			
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	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>Pollution Control</b>			
<b>LAPPC CHARGES</b>			
<b>Application Fee</b>			
Standard process (includes solvent emission activities)	£1,650.00	£1,650.00	No VAT currently charged
Additional fee for operating without a permit	£1,188.00	£1,188.00	No VAT currently charged
PVRI, SWOBs and Dry Cleaners	£155.00	£155.00	No VAT currently charged
PVR I and II combined	£257.00	£257.00	No VAT currently charged
VRs and other Reduced Fee Activities	£362.00	£362.00	No VAT currently charged
Reduced fee activities: Additional fee for operating without a permit	£99.00	£99.00	No VAT currently charged
Mobile plant	£1,650.00	£1,650.00	No VAT currently charged
for the third to seventh applications	£985.00	£985.00	No VAT currently charged
for the eighth and subsequent applications	£498.00	£498.00	No VAT currently charged
Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts			
<b>Annual Subsistence Charge</b>			
Standard process - Low	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			
<b>Transfer and Surrender</b>			
Standard process transfer	£169.00	£169.00	No VAT currently charged
Standard process partial transfer	£497.00	£497.00	No VAT currently charged
New operator at low risk reduced fee activity (extra one-off subsistence charge - see Art 15(2) of charging scheme)	£78.00	£78.00	No VAT currently charged
Surrender: all Part B activities	£0.00	£0.00	No VAT currently charged
Reduced fee activities: transfer	£0.00	£0.00	No VAT currently charged
Reduced fee activities: partial transfer	£47.00	£47.00	No VAT currently charged
<b>Temporary transfer for mobiles</b>			
First transfer	£53.00	£53.00	No VAT currently charged
Repeat following enforcement or warning	£53.00	£53.00	No VAT currently charged
<b>Substantial Change</b>			
Standard process	£1,050.00	£1,050.00	No VAT currently charged
Standard process where the substantial change results in a new PPC activity	£1,650.00	£1,650.00	No VAT currently charged
Reduced fee activities	£102.00	£102.00	No VAT currently charged



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge  TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge  FROM 01-04-2023  Charges before VAT	Proposed Charge  FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Pollution Control</b>			
<b>LAPPC Mobile Plant Charges (not using simplified permits)</b>			
First and second permits - Application Fee	£1,650.00	£1,650.00	No VAT currently charged
First and Second permits - Subsistence Fee - Low	£646.00	£646.00	No VAT currently charged
First and second permits - Subsistence Fee - Medium	£1,034.00	£1,034.00	No VAT currently charged
First and second permits - Subsistence Fee - High	£1,506.00	£1,506.00	No VAT currently charged
For the third to seventh permits - Application Fee	£985.00	£985.00	No VAT currently charged
For the third to seventh permits - Subsistence Fee - Low	£385.00	£385.00	No VAT currently charged
For the third to seventh permits - Subsistence Fee - Medium	£617.00	£617.00	No VAT currently charged
For the third to seventh permits - Subsistence Fee - High	£924.00	£924.00	No VAT currently charged
Eighth and subsequent permits - Application Fee	£498.00	£498.00	No VAT currently charged
Eighth and subsequent permits - Subsistence Fee - Low	£198.00	£198.00	No VAT currently charged
Eighth and subsequent permits - Subsistence Fee - Medium	£316.00	£316.00	No VAT currently charged
Eighth and subsequent permits - Subsistence Fee - High	£473.00	£473.00	No VAT currently charged
<b>LA-IPPC CHARGES</b>			
Note: every subsistence charge below includes the additional £103 charge to cover LA extra costs in dealing with reporting under the E-PRTR Regulation.			
Application	£3,363.00	£3,363.00	No VAT currently charged
Additional Fee for operating without a permit	£1,188.00	£1,188.00	No VAT currently charged
Annual Subsistence - Low	£1,446.00	£1,446.00	No VAT currently charged
Annual Subsistence - Medium	£1,610.00	£1,610.00	No VAT currently charged
Annual Subsistence - High	£2,333.00	£2,333.00	No VAT currently charged
Late Payment Fee	£52.00	£52.00	No VAT currently charged
Substantial Variation	£202.00	£202.00	No VAT currently charged
Transfer	£235.00	£235.00	No VAT currently charged
Partial Transfer	£698.00	£698.00	No VAT currently charged
Surrender	£698.00	£698.00	No VAT currently charged

**NOTES:**

\* The additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation

\*\* Not using simplified permits

**LA-IPPC Charges****KEY**

Subsistence charges can be paid in 4 equal quarterly instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the local authority will be increased by £38.

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

**Newspaper Advertisements**

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

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



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>Gambling Permits - Statutory Fee Set By Central Government</b>			
<b>Club Gaming</b>			
New Application	£200.00	£200.00	No VAT currently charged
Renewal Application	£200.00	£200.00	No VAT currently charged
Grant ( Club Premises Cert Holder)	£100.00	£100.00	No VAT currently charged
Renewal (Club Premises Cert Holder)	£100.00	£100.00	No VAT currently charged
Annual Fee	£50.00	£50.00	No VAT currently charged
Change of Name	£100.00	£100.00	No VAT currently charged
Copy of Permit	£15.00	£15.00	No VAT currently charged
Existing Operator	£100.00	£100.00	No VAT currently charged
<b>Club Gaming Machine</b>			
New Application	£200.00	£200.00	No VAT currently charged
Renewal Application	£200.00	£200.00	No VAT currently charged
Grant ( Club Premises Cert Holder)	£100.00	£100.00	No VAT currently charged
Renewal (Club Premises Cert Holder)	£100.00	£100.00	No VAT currently charged
Annual Fee	£50.00	£50.00	No VAT currently charged
Variation of Permit	£100.00	£100.00	No VAT currently charged
Change of Name	£25.00	£25.00	No VAT currently charged
Copy of Permit	£15.00	£15.00	No VAT currently charged
Existing Operator	£100.00	£100.00	No VAT currently charged
Transfer of Permit	£25.00	£25.00	No VAT currently charged
<b>Prize Gaming</b>			
New Application	£300.00	£300.00	No VAT currently charged
Renewal Application	£300.00	£300.00	No VAT currently charged
Transitional Application Fee	£100.00	£100.00	No VAT currently charged
Change of Name	£25.00	£25.00	No VAT currently charged
Copy of Permit	£15.00	£15.00	No VAT currently charged
Existing Operator	£100.00	£100.00	No VAT currently charged
<b>Family Entertainment Gaming Machines</b>			
New Application	£300.00	£300.00	No VAT currently charged
Renewal Application	£300.00	£300.00	No VAT currently charged
Change of Name	£25.00	£25.00	No VAT currently charged
Copy of Licence	£15.00	£15.00	No VAT currently charged
Existing Operator	£100.00	£100.00	No VAT currently charged
<b>Licensed Premises less than 2 Gaming Machines</b>			
New Application	£50.00	£50.00	No VAT currently charged
<b>Licensed Premises more than 2 Gaming Machines</b>			
New Application	£150.00	£150.00	No VAT currently charged
Annual Fee	£50.00	£50.00	No VAT currently charged
Change of Name	£25.00	£25.00	No VAT currently charged
Copy of Permit	£15.00	£15.00	No VAT currently charged
Existing Operator	£100.00	£100.00	No VAT currently charged
Transfer of Permit	£25.00	£25.00	No VAT currently charged
Variation of Permit	£100.00	£100.00	No VAT currently charged
<b>Small Society Lottery</b>			
Lottery Application (New)	£40.00	£40.00	No VAT currently charged
Lottery Application (Renewal)	£20.00	£20.00	No VAT currently charged

**NOTES:**

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Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
Gambling Premises License Fees - Statutory Fee Set By Central Government	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>Notification of Change</b>			
Adult Gaming Centre	£50.00	£50.00	No VAT currently charged
Betting Premises (excluding Tracks)	£50.00	£50.00	No VAT currently charged
Betting Premises (Tracks)	£50.00	£50.00	No VAT currently charged
Bingo Club	£50.00	£50.00	No VAT currently charged
Family Entertainment Centre	£50.00	£50.00	No VAT currently charged
<b>Copy of Licence</b>			
Adult Gaming Centre	£25.00	£25.00	No VAT currently charged
Betting Premises (excluding tracks)	£25.00	£25.00	No VAT currently charged
Betting Premises (tracks)	£25.00	£25.00	No VAT currently charged
Bingo Premise	£25.00	£25.00	No VAT currently charged
Family Entertainment Centre	£25.00	£25.00	No VAT currently charged
<b>Copy of Notice</b>			
Temporary Use Notices	£25.00	£25.00	No VAT currently charged

**NOTES:**

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



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**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 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>Club Premise Certificate (New &amp; Variation)</b>			
Band A - (rateable value £0 to £4,300)	£100.00	£100.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	£190.00	£190.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	£315.00	£315.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	£450.00	£450.00	No VAT currently charged
Band E - (rateable value over £125,000)	£635.00	£635.00	No VAT currently charged
<b>Club Premises Certificate Annual Fee</b>			
Band A - (rateable value £0 to £4,300)	£70.00	£70.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	£180.00	£180.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	£295.00	£295.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	£320.00	£320.00	No VAT currently charged
Band E - (rateable value over £125,000)	£350.00	£350.00	No VAT currently charged
Copy of Certificate	£10.50	£10.50	No VAT currently charged
Notification of change of name or alteration of club rules	£10.50	£10.50	No VAT currently charged
Change of relevant registered address of club	£10.50	£10.50	No VAT currently charged
<b>Personal Licence</b>			
Application	£37.00	£37.00	No VAT currently charged
Copy	£10.50	£10.50	No VAT currently charged
<b>Premises Licence Application and Variation</b>			
Band A - (rateable value £0 to £4,300)	£100.00	£100.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	£190.00	£190.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	£315.00	£315.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	£450.00	£450.00	No VAT currently charged
Band E - (rateable value over £125,000)	£635.00	£635.00	No VAT currently charged
Dx2	£900.00	£900.00	No VAT currently charged
Ex3	£1,905.00	£1,905.00	No VAT currently charged
Application for making of a provisional statement	£315.00	£315.00	No VAT currently charged
	£10.50	£10.50	No VAT currently charged
Vary a Designated Premises Supervisor	£23.00	£23.00	No VAT currently charged
Transfer a Premises Licence	£23.00	£23.00	No VAT currently charged
Notification of Interest in a Premises	£21.00	£21.00	No VAT currently charged
Notification of Change of name or address (holder of premises licence)	£10.50	£10.50	No VAT currently charged
Interim authority notice following death etc of Licence Holder	£23.00	£23.00	No VAT currently charged
Right of freeholder etc to be notified of licensing matters	£21.00	£21.00	No VAT currently charged
<b>Premises Licence Annual Fee</b>			
Band A - (rateable value £0 to £4,300)	£70.00	£70.00	No VAT currently charged
Band B - (rateable value £4,301 to £33,000)	£180.00	£180.00	No VAT currently charged
Band C - (rateable value £33,001 to £87,000)	£295.00	£295.00	No VAT currently charged
Band D - (rateable value £87,001 to £125,000)	£320.00	£320.00	No VAT currently charged
Band E - (rateable value over £125,000)	£350.00	£350.00	No VAT currently charged
Dx2	£640.00	£640.00	No VAT currently charged
Ex3	£1,050.00	£1,050.00	No VAT currently charged
<b>Temporary Events Notice</b>			
Temporary Events Notice	£21.00	£21.00	No VAT currently charged
Copy of Temporary Events Notice	£10.50	£10.50	No VAT currently charged
<b>Premises Licence Annual Fee - Large Venues</b>			
Number of Persons Present :-			
5,000 to 9,999	£500.00	£500.00	No VAT currently charged
10,000 to 14,999	£1,000.00	£1,000.00	No VAT currently charged
15,000 to 19,999	£2,000.00	£2,000.00	No VAT currently charged
20,000 to 29,999	£4,000.00	£4,000.00	No VAT currently charged
30,000 to 39,999	£8,000.00	£8,000.00	No VAT currently charged
40,000 to 49,999	£12,000.00	£12,000.00	No VAT currently charged
50,000 to 59,999	£16,000.00	£16,000.00	No VAT currently charged
60,000 to 69,999	£20,000.00	£20,000.00	No VAT currently charged
70,000 to 79,999	£24,000.00	£24,000.00	No VAT currently charged
80,000 to 89,999	£28,000.00	£28,000.00	No VAT currently charged
90,000 and over	£32,000.00	£32,000.00	No VAT currently charged
<b>Premises Licence Additional Fee - Large Venues</b>			



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**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 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
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
<b>Pavement Licence</b>			
Every 6 Months	£100.00	£100.00	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>



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

## PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Civil and Environmental Enforcement</b>			
<b>Fixed Penalty Notices</b>			
Depositing Litter (Section 87/88 - Environmental Protection Act 1990)	£150.00* (Maximum penalty £2,500.00)	£150.00* (Maximum penalty £2,500.00)	No VAT currently charged
Fly-Posting or Graffiti (Section 43 - Anti-Social Behaviour Act 2003)	£150.00* (Maximum penalty £2,500.00)	£150.00* (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)	£150.00* (Maximum penalty £2,500.00)	£150.00* (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
Industrial & Commercial Waste Receptacle Offences (Section 47 - Environmental Protection Act 1990)	£100.00* (Maximum penalty 1,000.00)	£100.00* (Maximum penalty 1,000.00)	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 unlimited)	£100.00 (Maximum penalty unlimited)	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 1,000.00)	£100.00 (Maximum penalty 1,000.00)	No VAT currently charged
<b>Penalty Charge Notices</b>			
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:

\* Environment Enforcement Officers can reduce these fines using their discretion based on individual circumstances





Service	Planning Applications	Service Manager	Planning Manager
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

## PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Planning Applications - Statutory Fees Set By Central Government</b>			
<b>OPERATIONS</b>			
<b>New Dwellings</b>			
<b>Outline planning permission</b>			
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
<b>In other cases</b>			
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
<b>Buildings other than dwellings, agricultural building, plant or glasshouses etc.)</b>			
<b>Outline planning permission</b>			
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
<b>In other cases</b>			
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 metre in excess of 3,750 sq metres	£138.00	£138.00	No VAT currently charged
Maximum	£300,000.00	£300,000.00	No VAT currently charged
<b>Agricultural buildings on agricultural land (other than glasshouses)</b>			
<b>Outline planning permission</b>			
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
<b>In other cases</b>			
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 metres	£462.00	£462.00	No VAT currently charged
Rate per additional 75 sq metres in excess of 540 sq metres	£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 metres	£138.00	£138.00	No VAT currently charged
Maximum	£300,000.00	£300,000.00	No VAT currently charged
<b>Glasshouses on agricultural land</b>			
Gross area less than 465 sq metres	£96.00	£96.00	No VAT currently charged
Gross floor area in excess of 465 sq metres	£2,580.00	£2,580.00	No VAT currently charged
<b>Erection, alteration or replacement of plant or machinery</b>			
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	Planning Manager
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Planning Applications - Statutory Fees Set By Central Government</b>			
<b>Enlargement, improvement or alteration of dwellings for domestic purposes</b>			
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
<b>USES</b>			
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
<b>ADVERTISEMENTS</b>			
Advertisements on business premises or other land within the business curtilage relating to nature of business, goods sold, services provides, 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
<b>OTHER APPLICATIONS</b>			
Certificate of existing use or development	As for a planning application	As for a planning application	
Certificate of proposed use or development	50% of planning application	50% of planning application	
Prior approval application under the General Permitted Development Order			
Application made under parts 6, 7 or 31	£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	Planning Manager
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Planning Applications - Statutory Fees Set By Central Government</b>			
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:**

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 2023-2024****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2023-24	2024-25	2025-26
R500	<b><u>CHIEF EXECUTIVE &amp; SOLICITOR TO THE COUNCIL</u></b> <b><u>Elections - Sale of Stationery</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R515	<b><u>Legal Services - Road Closure Orders</u></b> Increase charges by 5% in line with Council Policy.	C	£0.00	£0.00	£0.00
		R	£120.00	£120.00	£120.00
		S	£0.00	£0.00	£0.00
R515	<b><u>Legal Services - fees</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R002	<b><u>COMMUNITY WELL-BEING AND ENVIRONMENT</u></b> <b><u>Domestic Waste - Extra Capacity Bins</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R003	<b><u>Trade Waste</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R005	<b><u>Garden Waste</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R040	<b><u>Cemeteries</u></b> Increase charges by 5% in line with Council Policy.	C	£0.00	£0.00	£0.00
		R	£2,600.00	£2,600.00	£2,600.00
		S	£0.00	£0.00	£0.00
R065	<b><u>Bewdley Museum</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R160	<b><u>Parks and Green Spaces</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R163	<b><u>Rangers Services</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R185	<b><u>Car Parks - Meter income, Season Tickets, Parking</u></b> <b><u>Dispensations</u></b> Fees and charges reviewed.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00

**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2023-2024****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2023-24	2024-25	2025-26
R189	<b><u>Car Parks</u></b> Management Fee only - increase charges by 4.5%.	C	£0.00	£0.00	£0.00
		R	£8,130.00	£8,130.00	£8,130.00
		S	£0.00	£0.00	£0.00
R200	<b><u>Bulky waste - Domestic and Trade</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R200	<b><u>Cleansing - Contract Work</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R229	<b><u>Garage</u></b> Class 4 MOT only. No Increase proposed	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R236	<b><u>Grounds Maintenance - Traffic Island Sponsorship</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R236	<b><u>Grounds Maintenance</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R252	<b><u>Grounds Maintenance - Arboricultural Services</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R253	<b><u>Driver Training</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£1,250.00	£1,250.00	£1,250.00
		S	£0.00	£0.00	£0.00
R253	<b><u>Landscaping</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R251	<b><u>NORTH WORCESTERSHIRE ECONOMIC DEVELOPMENT &amp; REGENERATION</u></b> <b><u>Wyre Forest House - Room Hire</u></b> Increase charges by 5% in line with Council Policy	C	£0.00	£0.00	£0.00
		R	£250.00	£250.00	£250.00
		S	£0.00	£0.00	£0.00
R703	<b><u>Property Services</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R704	<b><u>Regeneration and Economic Development</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R510	<b><u>STRATEGIC GROWTH</u></b> <b><u>Land Charges</u></b> To propose an increase of 5% on the WFDC proportion of the fee. The Highways proportion of the fee is set by Worcestershire County Council and has been increased by 10%	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R625	<b><u>Building Control</u></b> To Implement charges as set by North Worcestershire Building Control	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R631	<b><u>Street Naming and Numbering</u></b> Increase charges by 5% in line with Council Policy	C	£0.00	£0.00	£0.00
		R	£1,840.00	£1,290.00	£1,290.00
		S	£0.00	£0.00	£0.00

**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2023-2024****CABINET**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2023-24	2024-25	2025-26
R675	<b>Private Sector Housing</b> Licence fees and penalty charges for houses in multiple occupation. Increase some charges by 5% in line with Council Policy.	C	£0.00	£0.00	£0.00
		R	£160.00	£160.00	£160.00
		S	£0.00	£0.00	£0.00
R679	<b>Housing Strategy &amp; Enabling</b> Custom and self build register charges. An Annual Charge is being Implemented	C	£0.00	£0.00	£0.00
		R	£10.00	£10.00	£10.00
		S	£0.00	£0.00	£0.00
	<b>TOTALS</b>	C	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>
		R	<b>£14,360.00</b>	<b>£13,810.00</b>	<b>£13,810.00</b>
		S	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>



Service	Elections and Electoral Registration	Service Manager	Electoral Services Manager
Service Area	Chief Executive	Cabinet Member	Housing, Health Well-being and Democratic Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Elections</b>			
<b>ELECTIONS STATIONERY</b>			
The Occupier Address Labels (per property)	£0.10	£0.10	No VAT currently charged
Political Party Address Labels (per 1000 or part thereof)	£22.00	£23.00	No VAT currently charged
Street Index (each)	£22.00	£23.00	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	Road Closures	Service Manager	Principal Solicitor
Service Area	Chief Executive	Cabinet Member	Strategy and Finance

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Road Closure Orders</b>			
Charitable / community events (if the application received less than 6 weeks in advance of the event)	£162.00	£170.00	No VAT currently charged
Charitable / community events (if the application received more than 6 weeks in advance of the event)	£123.00	£129.00	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)	£204.00	£214.00	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)	£162.00	£170.00	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>



<b>Service</b>	<b>Legal Services</b>	<b>Service Manager</b>	<b>Principal Solicitor</b>
<b>Service Area</b>	<b>Chief Executive</b>	<b>Cabinet Member</b>	<b>Strategy and Finance</b>

**PROPOSAL OF SCALE OF FEES AND CHARGES**

<b>INCOME DESCRIPTION</b>	<b>Current Charge</b>	<b>Proposed Charge</b>	<b>Proposed Charge</b>
	<b>TO 31-03-2023</b>	<b>FROM 01-04-2023</b>	<b>FROM 01-04-2023</b>
<b>Legal Services Administration</b>	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
Recoverable fees relating to legal services	Price on Application	Price on Application	Price on Application

**NOTES:**

Pricing decisions delegated to the Service Manager  
 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	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>LGV Courses</b>			
Practical driving test on a 1 to 1 basis (2 to 1 price on application) <i>Course includes: 1 hour assessment, 5 day course, drive time and classroom based. Use of vehicle for test included.</i>	Price on application	Price on application	No VAT currently charged
Practical driving: Module 4 only	Price on application	Price on application	No VAT currently charged
As above on a 2:1 basis (each)	Price on application	Price on application	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>	Price on application	Price on application	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>	Price on application	Price on application	No VAT currently charged
2 Day course (as above) not in conjunction with HGV test	Price on application	Price on application	No VAT currently charged
CPC Course per 7 hour module	Price on application	Price on application	No VAT currently charged

**NOTES:**

Pricing decisions delegated to the Head of Service



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Domestic Waste Collections</b>			
<b>Trade and Domestic Bulky Collections</b>			
<b>BULKY CHARGES – DOMESTIC</b>			
1-2 items	Price on Application	Price on Application	No VAT currently charged
3-4 items	Price on Application	Price on Application	No VAT currently charged
5-6 items	Price on Application	Price on Application	No VAT currently charged
7-8 items	Price on Application	Price on Application	No VAT currently charged
9-10 items	Price on Application	Price on Application	No VAT currently charged
11+ items	Price on Application	Price on Application	No VAT currently charged
<b>Charges for the Supply of a Replacement Wheelie Bin</b>	£40.00	£40.00	No VAT currently charged
<b>Developers / RSL's bin charge for delivery</b>			
240 litre	£38.00	£33.33	£40.00
1100 litre	£500.00	£437.50	£525.00
Unscheduled waste collection fee	£52.50	£52.50	No VAT currently charged
<b>Garden Waste Contracts*</b>			
Annual collection contract - 240ltr bin	£55.00	£60.00	No VAT currently charged
Annual collection contract - 660ltr bin	Price on application	Price on application	No VAT currently charged
Annual collection contract - 1100ltr bin	Price on application	Price on application	No VAT currently charged
Administration / set-up fee	£20.00	£20.00	No VAT currently charged

**NOTES:**

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 overriding proviso that all households actively participate in the Recycling Scheme

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

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.



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

## PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Business Waste Collections - Refuse</b>			
<b>WEEKLY COLLECTION</b>			
<b>COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax</b>			
140 litre (one lift per week) - existing customers only	Price on Application	Price on Application	No VAT currently charged
240 litre (one lift per week)	Price on Application	Price on Application	No VAT currently charged
360 litre (one lift per week) - existing customers only	Price on Application	Price on Application	No VAT currently charged
660 litre (one lift per week)	Price on Application	Price on Application	No VAT currently charged
1100 litre (one lift per week)	Price on Application	Price on Application	No VAT currently charged
<b>COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax</b>			
140 litre (one lift per week) - existing customers only	Price on Application	Price on Application	No VAT currently charged
240 litre (one lift per week)	Price on Application	Price on Application	No VAT currently charged
360 litre (one lift per week) - existing customers only	Price on Application	Price on Application	No VAT currently charged
660 litre (one lift per week)	Price on Application	Price on Application	No VAT currently charged
1100 litre (one lift per week)	Price on Application	Price on Application	No VAT currently charged
1100 litre Schools (40 weeks)	Price on Application	Price on Application	No VAT currently charged
<b>ALTERNATE WEEKLY COLLECTION</b>			
<b>COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to landfill tax</b>			
140 litre (one lift every other week) - existing customers only	Price on Application	Price on Application	No VAT currently charged
240 litre (one lift every other week)	Price on Application	Price on Application	No VAT currently charged
360 litre (one lift every other week) - existing customers only	Price on Application	Price on Application	No VAT currently charged
660 litre (one lift every other week)	Price on Application	Price on Application	No VAT currently charged
1100 litre (one lift every other week)	Price on Application	Price on Application	No VAT currently charged
<b>COUNCIL OWNED WHEELIE BINS - Cat 2 - not liable to landfill tax</b>			
140 litre (one lift every other week) - existing customers only	Price on Application	Price on Application	No VAT currently charged
240 litre (one lift every other week)	Price on Application	Price on Application	No VAT currently charged
360 litre (one lift every other week) - existing customers only	Price on Application	Price on Application	No VAT currently charged
660 litre (one lift every other week)	Price on Application	Price on Application	No VAT currently charged
1100 litre (one lift every other week)	Price on Application	Price on Application	No VAT currently charged
1100 litre Schools (40 weeks every other week)	Price on Application	Price on Application	No VAT currently charged
<b>PLASTIC SACKS</b>			
Pack of 25	Price on Application	Price on Application	No VAT currently charged
Pack of 50	Price on Application	Price on Application	No VAT currently charged
<b>Additional One-Off Collections - Single Lift Fee</b>			
140 litre - 360 litre	Price on Application	Price on Application	No VAT currently charged
600 litre - 1100 litre	Price on Application	Price on Application	No VAT currently charged
<b>Multiple Collections as above</b>	Price on Application	Price on Application	No VAT currently charged
<b>Trade Waste Bulky Collections</b>	Price on Application	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. Price on Application.



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Business Waste Collections -Recycling</b>			
<b>WEEKLY COLLECTIONS</b>			
<b>COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to Recycling gate Fee</b>			
240 litre (one lift per week)	Price on Application	Price on Application	No VAT currently charged
660 litre (one lift per week)	Price on Application	Price on Application	No VAT currently charged
1280 litre (one lift per week)	Price on Application	Price on Application	No VAT currently charged
<b>ALTERNATE WEEKLY COLLECTION</b>			
<b>COUNCIL OWNED WHEELIE BINS - Cat 1 - liable to Recycling gate Fee</b>			
240 litre (one lift every other week)	Price on Application	Price on Application	No VAT currently charged
660 litre (one lift every other week)	Price on Application	Price on Application	No VAT currently charged
1280 litre (one lift every other week)	Price on Application	Price on Application	No VAT currently charged
<b>Additional One-Off Collections - Single Lift Fee</b>			
240 litre - 360 litre	Price on Application	Price on Application	No VAT currently charged
660 litre - 1280 litre	Price on Application	Price on Application	No VAT currently charged
<b>Multiple Collections as above</b>	Price on Application	Price on Application	No VAT currently charged
<b>Business Waste Bulky Collections</b>	Price on Application	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. Price on Application.



Service	Parks and Open Spaces	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Cemetery Fees</b>			
<b>CHARGES ONLY APPLY TO KIDDERMINSTER CEMETERY</b>			
<b>INTERMENTS - RESIDENTS ONLY **</b>			
Child under 18*	No Charge	No Charge	N/A
Persons over 18 years*	£635.00	£665.00	No VAT currently charged
Burial of cremated remains*	£255.00	£270.00	No VAT currently charged
<b>INTERMENTS - NON-RESIDENTS OF WYRE FOREST</b>			
Child under 18*	No Charge	No Charge	N/A
Persons over 18 years*	£1,270.00	£1,335.00	No VAT currently charged
Burial of cremated remains*	£460.00	£485.00	No VAT currently charged
<b>PURCHASED GRAVES - RESIDENTS ONLY **</b>			
Purchase of burial rights - Child under 18*	No Charge	No Charge	N/A
Purchase of burial rights - Persons over 18 years*	£725.00	£760.00	No VAT currently charged
Purchase of burial rights for cremated remains - Child under 18*	No Charge	No Charge	N/A
Purchase of burial rights for cremated remains - Persons over 18 years*	£375.00	£395.00	No VAT currently charged
<b>PURCHASED GRAVES - NON-RESIDENTS OF WYRE FOREST</b>			
Purchase of burial rights	£1,435.00	£1,505.00	No VAT currently charged
Purchase of burial rights for cremated remains	£750.00	£790.00	No VAT currently charged
<b>MISCELLANEOUS CHARGES</b>			
Maintenance of grave. Planting with Spring and Summer bedding per annum (specified areas of the Cemetery only)	£165.00	£144.17	£173.00
<b>CHARGES OF USE OF STAFF/FACILITIES</b>			
For attendance of Registrar other than between 9:00am and 10:00am (weekdays other than Bank/Public Holidays)	£83.00	£73.33	£88.00
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	£61.00	£53.33	£64.00
<b>MONUMENTS / GRAVE STONES ETC</b>			
The right to place or erect a memorial including first inscription	£320.00	£280.00	£336.00
The right to place or erect a commemorative plaque or kerb stone	£160.00	£140.00	£168.00
Each additional inscription	£61.00	£53.33	£64.00
Vase	£61.00	£53.33	£64.00
Certified copy of entry in Register of Burials / Burial Grant	£39.00	£34.17	£41.00
Transfer of exclusive Right of Burial	£100.00	£87.50	£105.00
Surrender of exclusive Right of Burial	£66.00	£58.33	£70.00

**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.



Service	Cultural Services	Service Manager	Museum Manager
Service Area	Community and Environment	Cabinet Member	Culture, Leisure and Community Protection

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Museum</b>			
<b>MUSEUM</b>			
<b>Bewdley Museum</b>			
Adults	Free	Free	N/A
Senior Citizen	Free	Free	N/A
Accompanied Children	Free	Free	N/A
Unaccompanied Children	Free	Free	N/A
Residents' Season Ticket	Free	Free	N/A
School Parties Admission Charge	Free to commercial judgement	Price on Application	No VAT currently charged
General Enquiries (per hour)	£20.00	Price on Application	Price on Application
Weddings and Special Occasions	Commercial Judgement	Price on Application	No VAT currently charged
<b>Hire of Education Room</b>			
Minimum Charge	Free	Free	N/A
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
<b>Hire of Wyre Forest Gallery</b>			
Charge for local organisations & emerging community artists (per week)	Free	Free	N/A
Commercial Bookings	Commercial Judgement	Price on Application	No VAT currently charged
<b>Hire of Sawyard Gallery</b>			
Charge for local organisations & emerging community artists (per week)	Free	Free	N/A
Commercial Bookings	Commercial Judgement	Price on Application	No VAT currently charged
<b>Hire of Guild Hall</b>			
Minimum Charge	Free	Free	N/A
Maximum Charge	Commercial Judgement	Price on Application	No VAT currently charged

**NOTES:**

Pricing decisions delegated to the Head 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	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Parks Events</b>			
<b>GREEN SPACES - Parks and Green Spaces (not Nature Reserves)</b>			
Fund Raising/Charity Events Ground Hire per day (refundable deposit applies)	Price on application	Price on application	No VAT currently charged
Commercial Events (refundable deposit applies)	Price on application	Price on application	No VAT currently charged
<b>Grounds maintenance - external contracts</b>			
Based upon an hourly rate			
Arborists	Price on application	Price on application	VAT charged at current rate
Grounds Maintenance	Price on application	Price on application	VAT charged at current rate
Landscaping	Price on application	Price on application	VAT charged at current rate
<b>Advertising and Sponsorships</b>			
Refuse vehicle banners	Price on application	Price on application	VAT charged at current rate
Traffic Island Sponsorship	Price on application	Price on application	VAT charged at current rate

**NOTES:**



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Rangers Services and Nature Reserves</b>			
<b>NATURE RESERVES</b>			
Small charitable or community events (less than 20 people)			
up to 3 hrs	Price on Application	Price on Application	No VAT currently charged
over 3 hrs	Price on Application	Price on Application	No VAT currently charged
Medium charitable or community events (more than 20 people less than 100)			
up to 3 hrs	Price on Application	Price on Application	No VAT currently charged
over 3 hrs	Price on Application	Price on Application	No VAT currently charged
Large charitable or community events (more than 100 people)			
up to 3 hrs	Price on Application	Price on Application	No VAT currently charged
over 3 hrs	Price on Application	Price on Application	No VAT currently charged
Commercial and fund raising events	Price on Application	Price on Application	No VAT currently charged

**NOTES:**

Pricing decisions delegated to the Head 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	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
<b>Parking Dispensations and Event Support</b>	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>Parking Dispensations</b>			
Charge per application - daily rate	Price on application	Price on application	No VAT currently charged
Charge per application - up to 7 days	Price on application	Price on application	No VAT currently charged
Charge per application - more than 7 days	Price on application	Price on application	No VAT currently charged
<b>EVENTS SUPPORT</b>			
Trailer cabin unit - charge per unit	Price on Application	Price on Application	VAT charged at current rate
The provision of above, but on a more permanent basis	Price on Application	Price on Application	VAT charged at current rate
Facilitating access or removing bollards - charge per hour	Price on Application	Price on Application	VAT charged at current rate
Car Boot events	Price on Application	Price on Application	No VAT currently charged
Private Cleansing work	Price on application	Price on application	VAT charged at current rate

**NOTES:**

Pricing decisions delegated to the Head of Service



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Maximum Stay	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Car Parks Fees and Charges</b>				
<b>Short Term</b>				
<b>Bewdley</b>	1 hour	£1.10	£0.92	£1.10
Load Street Surface Vehicle Park (Upper)	2 hours	£2.20	£1.83	£2.20
<b>Kidderminster</b>				
Market Street Surface Vehicle Park				
Bull Ring				
<b>Stourport-on-Severn</b>				
Bridge Street Surface Vehicle Park				
<b>Long Term</b>				
<b>Kidderminster</b>	1 hour	£1.10	£0.92	£1.10
Aldi Store Surface Vehicle Park	2 hours	£2.20	£1.83	£2.20
Batemans Yard Surface Vehicle Park	3 hours	£3.30	£2.75	£3.30
Pike Mills Surface Vehicle Park	24 hours	£5.50	£4.58	£5.50
Bromsgrove Street	48 hours	£11.00	£9.17	£11.00
Castle Road				
Comberton Place				
St Mary's				
<b>Blakedown</b>				
The Avenue Surface Car Park				
<b>Long Term</b>				
<b>Bewdley</b>	1 hour	£1.10	£0.92	£1.10
Dog Lane Surface Vehicle Park	2 hours	£2.20	£1.83	£2.20
Gardners Meadow Surface Vehicle Park	3 hours	£4.40	£3.67	£4.40
Load Street Surface Vehicle Park (Lower)	24 hours	£6.60	£5.50	£6.60
<b>Stourport-on-Severn</b>	48 hours	£11.00	£9.17	£11.00
Raven Street Surface Vehicle Park				
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				
Vale Road Surface Car Park				
<b>(Applied 1st April - 30th September)</b>				
<b>Long Term</b>				
<b>Bewdley</b>	1 hour	£1.10	£0.92	£1.10
Dog Lane Surface Vehicle Park	2 hours	£2.20	£1.83	£2.20
Gardners Meadow Surface Vehicle Park	3 hours	£3.30	£2.75	£3.30
Load Street Surface Vehicle Park (Lower)	24 hours	£5.50	£4.58	£5.50
<b>Stourport-on-Severn</b>	48 hours	£11.00	£9.17	£11.00
Raven Street Surface Vehicle Park				
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				
Vale Road Surface Car Park				
<b>(Applied 1st October - 31st March)</b>				

**NOTES:**

Charges apply Monday-Sunday between 08:00 and 21:00.



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

## PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION		Current Charge	Proposed Charge	Proposed Charge
	Ticket Length	TO 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
<b>Car Parking Season Tickets</b>		Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>Wyre Forest Ticket</b>	1 month	£45.00	£54.17	£65.00
All car parks	6 months	£250.00	£291.67	£350.00
	12 months:	£400.00	£500.00	£600.00
	payable in 11 instalments*			
<b>Senior Citizen Ticket</b>	12 months:	£175.00	£166.67	£200.00
All car parks	payable in 11 instalments*			
<b>Bromsgrove St Ticket</b>	1 month	£36.00	£33.33	£40.00
Bromsgrove Street Surface Vehicle Park	6 months	£170.00	£158.33	£190.00
<b>Note</b> - All season tickets are valid on this car park	12 months:	£300.00	£291.67	£350.00
	payable in 11 instalments*			

## NOTES:

\*First month paid in advance. Remainder payable as 10 monthly Direct Debit payments.



Service	Operational Services	Service Manager	Head of Community and Environment
Service Area	Community and Environment	Cabinet Member	Operational Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Fleet Management</b>			
<b>External contracts based upon</b>	Price on Application	Price on Application	VAT charged at current rate
<b>Staff and Members Servicing</b>			
Fixed service charges Std A	£120.00	£105.00	£126.00
Fixed service charges Full B	£192.00	£168.00	£201.60
All servicing excludes parts - which will be an additional charge			
<b>Car Inspection</b>	£60.00	£50.00	£60.00
<b>Staff / Members Cars</b>			
Labour charges per hour based upon	£61.20	£51.00	£61.20
PLUS additional material at cost*			
<b>MOT</b>			
Class 4	£54.85	£54.85	No VAT currently charged
Class 4 - Staff Only	£40.00	£40.00	No VAT currently charged
Class 7	£58.60	£58.60	No VAT currently charged
<b>Taxi Fees &amp; Charges</b>			
Taxi Inspection - Single Recovery Charges to WRS	£48.00	£50.40	No VAT currently charged
Taxi Reinspection - Direct Charge - Floor	£34.00	£35.70	No VAT currently charged
Taxi Reinspection - Direct Charge - Ramp	£41.00	£43.05	No VAT currently charged
Taxi Missed Inspection (Less than 24hrs) - Direct Charge	£41.00	£43.05	No VAT currently charged
Taxi MOT (as part of above scheduled inspection) - Direct Charge	£35.00	£36.75	No VAT currently charged
Taxi MOT Independently Booked - Direct Charge	£49.00	£51.45	No VAT currently charged

**NOTES:**

Pricing decisions delegated to the Head of Service

\* Work undertaken is dependant upon workload capacity and the need to maintain the operational fleet



Service	Facility Hire	Service Manager	Asset Maintenance & Compliance Officer
Service Area	North Worcestershire Economic Development & Regeneration	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
	TO 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
Hire of Facilities	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
WYRE FOREST HOUSE			
Partnership and Commercial rate (hourly)			
Council Chamber	Price on Application	Price on Application	Price on Application
Stourport on Severn & Bewdley rooms combined	Price on Application	Price on Application	Price on Application
Stourport-on-Severn & 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

**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>



<b>Service</b>	<b>Property Services</b>	<b>Service Manager</b>	Head of Economic Development & Regeneration - North Wors
<b>Service Area</b>	North Worcestershire Economic Development & Regeneration	<b>Cabinet Member</b>	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Property Services</b>			
Fees relating to surveys prior to lettings	Price on Application	Price on Application	Price on Application
<b>NOTE</b>			
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	Regeneration	Service Manager	Head of Economic Development and Regeneration for North Worcestershire
Service Area	North Worcestershire Economic Development & Regeneration	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Regeneration and Economic Development</b>			
<b>Town Centre Promotions</b>			
National brand - Bus, van or marquee per day	£126.00	£132.00	No VAT currently charged
National brand - Bus, van or marquee per week	£630.00	£662.00	No VAT currently charged
Established local business - Bus, van or marquee per day	£126.00	£132.00	No VAT currently charged
Established local business - Bus, van or marquee per week	£630.00	£662.00	No VAT currently charged
New local business or start-up - first occasion	Free	Free	
New local business or start-up - second occasion	N/A	N/A	No VAT currently charged
New local business or start-up - thereafter - per day	£32.00	£34.00	No VAT currently charged
New local business or start-up - thereafter - per week	£158.00	£166.00	No VAT currently charged
Leafleting only (without stall or table) per day	£32.00	£34.00	No VAT currently charged
Registered charities (local) - first occasion	Free	Free	
Registered charities (local) - second occasion	N/A	N/A	No VAT currently charged
Registered charities (local) - thereafter - per day	£63.00	£66.00	No VAT currently charged
Registered charities (local) - thereafter - per week	£315.00	£331.00	No VAT currently charged
Registered charities (national) per day	£105.00	£110.00	No VAT currently charged
Registered charities (national) per week	£420.00	£441.00	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	Land Charges	Service Manager	Head of Strategic Growth
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION		Current Charge	Proposed Charge	Proposed Charge
Land Charges		TO 31-03-2023 £ Charges inclusive of VAT (if applicable)	FROM 01-04-2023 £ Charges before VAT	FROM 01-04-2023 £ Charges inclusive of VAT (if applicable)
<b>LAND CHARGES - RESIDENTIAL &amp; COMMERCIAL</b>				
Basic Land Charges Search Fee	LLC1	27.00	28.00	No VAT currently charged
	Con 29 Part 1	103.33	90.42	108.50
Highway Information Payable to Worcs County Council	Con 29 Highway	45.67	41.87	50.24
	Total	176.00	160.29	186.75
Each additional residential/commercial property/parcel of land				
	LLC1	27.00	28.00	No VAT currently charged
	Con 29 Part 1	23.90	20.92	25.10
	Total	50.90	48.92	53.10
<b>Each Optional Enquiry - Residential and Commercial</b>				
Questions answered by WFDC		26.40	23.71	28.45
Question 4 WFDC		12.30	10.78	12.94
Question 4 payable to Worcs County Council Highways		14.10	12.93	15.51
	Total	26.40	23.71	28.45

**NOTES:**

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
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Building Control - Fees Set By North Worcestershire Building Control Shared Service</b>			
<b>STANDARD CHARGES FOR THE CREATION OR CONVERSION TO NEW HOUSING</b>			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Additional Charge *	Price on application	Price on application	VAT Charged at Current Rate
<b>DOMESTIC EXTENSIONS TO A SINGLE BUILDING</b>			
Conversion of attached garage into habitable room:			
Application Charge	£375.00	£312.50	£375.00
Regularisation Charge	£450.00	£450.00	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 <sup>2</sup> :			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Additional Charge *	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 <sup>2</sup>			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
Additional Charge *	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	£231.00	£192.50	£231.00
Regularisation Charge	£275.00	£275.00	No VAT Currently Charged
Installing Steel Beams(s) within an Existing House:			
Application Charge	£225.00	£187.50	£225.00
Regularisation Charge	£270.00	£270.00	No VAT Currently Charged
Window Replacement:			
Application Charge	£225.00	£187.50	£225.00
Regularisation Charge	£270.00	£270.00	No VAT Currently Charged
Installing New Boiler or Wood Burner, etc:			
Application Charge	£440.00	£366.67	£440.00
Regularisation Charge	£530.00	£530.00	No VAT Currently Charged
<b>ALL OTHER WORK - ALTERATIONS</b>			
Application Charge	Price on application	Price on application	VAT Charged at Current Rate
Regularisation Charge	Price on application	Price on application	No VAT Currently Charged
<b>Supplementary Charges</b>			
Archived plans			
Re-open archived file and issue completion certificate	£55.44	£46.20	£55.44
Site Visit relating to archived case - per site visit	£72.34	£60.28	£72.34



Service	Building Control	Service Manager	Building Control Manager - North Worcestershire
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Building Control - Fees Set By North Worcestershire Building Control Shared Service</b>			
<b>Withdrawn Applications</b>			
Process request - Admin Charge	£55.44	£46.20	£55.44
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 £66.90 per visit	refund fee less admin charge less £55.75 per visit	refund fee less admin charge less £66.90 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 £66.90 per visit	refund fee less admin charge less £55.75 per visit	refund fee less admin charge less £66.90 per visit
<b>Redirected Inspection fees/issue copy documents</b>			
Re invoice to new address	£55.44	£46.20	£55.44
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
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Street Naming and Numbering</b>			
<b>Existing Properties</b>			
Renaming an existing street	£333.00	£350.00	No VAT currently charged
Additional charge per premise	£83.00	£87.00	No VAT currently charged
Renaming (where the premise is NOT also numbered) or renumbering a premise	£166.00	£174.00	No VAT currently charged
Additional charge per premise	£32.00	£34.00	No VAT currently charged
Adding a name to or renaming a premise (where the premise is also numbered)	£32.00	£34.00	No VAT currently charged
Additional charge where this includes naming of a building (e.g. a block of flats)	£83.00	£87.00	No VAT currently charged
<b>New Developments</b>			
Naming a New Street	£333.00	£350.00	No VAT currently charged
Naming and Numbering a new Premises	£166.00	£174.00	No VAT currently charged
Additional charge for each adjoining premise	£32.00	£34.00	No VAT currently charged
Additional Charge where this includes naming of a building (e.g. a block of flats)	£83.00	£87.00	No VAT currently charged
Confirmation of address to solicitors/conveyancers/occupiers or owners	£32.00	£34.00	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
Service Area	Strategic Growth	Cabinet Member	Housing, Health, Well-Being and Democratic Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Private Sector Housing</b>			
HMO Licence - 5 year licence	£800.00	£800.00	No VAT currently charged
HMO Licence additional charge for incomplete or late application	£250.00	£250.00	No VAT currently charged
Residential Caravan Site New Application	£800.00	£800.00	No VAT currently charged
Residential Caravan Site additional charge for incomplete or late application	£250.00	£250.00	No VAT currently charged
Residential Caravan Site Annual Inspection Fee	£220.00	£220.00	No VAT currently charged
Residential Caravan Site Fit and Proper Person 5 year Registration	£800.00	£800.00	No VAT currently charged
<b>Smoke &amp; CO Regulations Penalty Charges as per Published Statement of Principles*</b>			
Penalty fee where no previous action has been taken	£662.00	£695.00	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	£2,001.00	£2,101.00	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	£4,077.00	£4,281.00	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**	£662.00	£695.00	No VAT currently charged
Administration Costs	£336.00	£353.00	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	Planning	Service Manager	Head of Strategic Growth
Service Area	Strategic Growth	Cabinet Member	Housing, Health, Well-Being and Democratic Services

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Housing Strategy and Enabling</b>			
Custom and self build register charges	£40.00	£42.00	No VAT currently charged

**NOTES:**

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

**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2023-2024****COUNCIL**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2023-24	2024-25	2025-26
R637	<b><u>CHIEF EXECUTIVE &amp; SOLICITOR TO THE COUNCIL</u></b> <b><u>Environmental Health - Water Sampling</u></b> Water sampling and analysis charges are set by Worcs Regulatory Services. Increase charges by 5%	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R637	<b><u>Environmental Health - Control of Dogs</u></b> The charges levied for the Control of stray dogs are set by Worcs Regulatory Services on a cost recovery basis. Charges are consistent across all authorities within the Shared Service.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R638	<b><u>Licensing Activities - Hackney Carriages</u></b> Fee and charges have been reviewed and changes reflected in the budget.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R638	<b><u>Licensing Activities - Animal Activity Licensing</u></b> The Animal Activity licensing charges were introduced in October 2018, covering animal boarding, dog breeding, pet shops, riding establishments and performing animals. WRS are not proposing an increase in 2023/24	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
R638	<b><u>Licensing Activities - Other General Licensing</u></b> Increase charges by 5% in line with Council Policy.	C	£0.00	£0.00	£0.00
		R	£320.00	£320.00	£320.00
		S	£0.00	£0.00	£0.00
R638	<b><u>Licensing Activities - Gambling Act 2005 (Premises)</u></b> Increase charges by 5% in line with Council Policy.	C	£0.00	£0.00	£0.00
		R	£680.00	£680.00	£680.00
		S	£0.00	£0.00	£0.00

**WYRE FOREST DISTRICT COUNCIL****FEES AND CHARGES 2023-2024****COUNCIL**

Cost Centre	ACTIVITY AND DESCRIPTION OF SERVICE OPTION	KEY	CHANGES IN RESOURCES		
			2023-24	2024-25	2025-26
<b>R638</b>	<b><u>Licensing Activities - Scrap Metal Dealers Licence</u></b> Scrap metal dealers licence is a 3 year licence which was introduced in 2014. Level of charges are recommended by Worc's Regulatory Services. No increase is being proposed in 2023/24 across all Districts	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
<b>R638</b>	<b><u>Licensing Activities - Street Trading</u></b> Increase charges by 5% in line with Council Policy.	C	£0.00	£0.00	£0.00
		R	£890.00	£890.00	£890.00
		S	£0.00	£0.00	£0.00
<b>R605</b>	<b><u>STRATEGIC GROWTH</u></b> <b><u>Development Management - Planning Advice</u></b> Increase charges by 5% in line with Council Policy.	C	£0.00	£0.00	£0.00
		R	£30.00	£30.00	£30.00
		S	£0.00	£0.00	£0.00
<b>R605</b>	<b><u>Development Management - High Hedges</u></b> Increase charges by 5% in line with Council Policy.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
<b>R605</b>	<b><u>Development Management - Pre-application Advice</u></b> Fees and charges reviewed and commercial judgement used.	C	£0.00	£0.00	£0.00
		R	£1,230.00	£1,230.00	£1,230.00
		S	£0.00	£0.00	£0.00
<b>R605</b>	<b><u>Development Management - Sale of Documents</u></b> Increase charges by 5% in line with Council Policy.	C	£0.00	£0.00	£0.00
		R	£200.00	£200.00	£200.00
		S	£0.00	£0.00	£0.00
<b>R625</b>	<b><u>Building Control - Decision Notices</u></b> To increase charges by 5% for copies of decision notices held by the Council prior to the formation of the North Worcestershire Building Control Shared Service.	C	£0.00	£0.00	£0.00
		R	£10.00	£10.00	£10.00
		S	£0.00	£0.00	£0.00
<b>R310</b>	<b><u>RESOURCES</u></b> <b><u>Council Tax and NNDR</u></b> Summons Costs       £50 Liability Order Costs   £30 £80  Bi-annual review of summons costs and liability orders to reflect inflation and additional Magistrates Court costs.	C	£0.00	£0.00	£0.00
		R	£0.00	£0.00	£0.00
		S	£0.00	£0.00	£0.00
	<b>TOTALS</b>	C	£0.00	£0.00	£0.00
		R	£1,470.00	£1,470.00	£1,470.00
		S	£0.00	£0.00	£0.00



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
Water Sampling and Analysis Charges - Fees Recommended By Worcestershire Regulatory Services	TO 31-03-2023	FROM 01-04-2023	FROM 01-04-2023
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>POLLUTION CONTROL</b>			
<b>Water Sampling Charges</b>			
The Regulations allow local authorities to charge a fee, to enable reasonable costs of services (lab fees etc) to be recovered			
<b>Proposed Fees and Charges</b>			
Risk Assessment	56.00 per hour	59.00 per hour	No VAT currently charged
Sampling (each visit)	56.00 per hour	59.00 per hour	No VAT currently charged
Investigation	56.00 per hour	59.00 per hour	No VAT currently charged
Analysing a sample			
taken under regulation 10 (small supplies)	lab analysis cost	lab analysis cost	No VAT currently charged
(Plus extra lab costs for additional parameters where required)			
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
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge	Proposed Charge	Proposed Charge
<b>Control of Dogs - Fees Recommended By Worcestershire Regulatory Services</b>	<b>TO 31-03-2023</b>	<b>FROM 01-04-2023</b>	<b>FROM 01-04-2023</b>
	Charges inclusive of VAT (if applicable)	Charges before VAT	Charges inclusive of VAT (if applicable)
<b>Stray Dogs</b>			
Statutory Fine per dog seized	£25.00	£25.00	No VAT currently charged
Kennelling charge per dog per day	£17.00	£18.00	No VAT currently charged
Kennelling of Dangerous Dogs charge per dog per day	£25.00	£26.00	No VAT currently charged
Administration Fee per stray dog seized	£15.00	£17.00	No VAT currently charged
Out of Hours Charge	£45.00	£47.00	No VAT currently charged
Repeat stray charge	£40.00	£42.00	No VAT currently charged
Treatment Costs (wormer, flea treatment)	£10.00	£12.00	No VAT currently charged
Vet fees/treatment charges (if applicable)	Charged at Cost	Charged at Cost	VAT Charged at Current Rate
<b>Commercial Animal Services</b>			
Dog Training Facility Welfare Assessment Check (upon request)	£168.00	Upon Request	VAT Charged at Current Rate
Dog Kennelling per dog per day (excluding any hospitalisation)	£22.80	Upon Request	VAT Charged at Current Rate
Dog Kennelling of dangerous dogs per dog per day (excluding any hospitalisation)	£26.40	Upon Request	VAT Charged at Current Rate
Boarding of non-canine animals charges quoted at time	Upon Request	Upon Request	VAT Charged at Current Rate
Administration Charge	£18.00	included in kennelling charges	n/a
Veterinary Fees including Hospitalisation	Charged at Cost	Charged at Cost	VAT Charged at Current Rate
Transportation charge to include Collection, transport to vets if required and return of Dog/Animal to include travel time per hour	£48.00	Upon Request	VAT Charged at Current Rate
Transportation charge to include Collection, transport to vets if required and return of Dangerous Dog to include travel time per hour	£60.00	Upon Request	VAT Charged at Current Rate
Rehoming of animal	£54.00	Upon Request	VAT Charged at Current Rate

**NOTES:**

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



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge  TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge  FROM 01-04-2023  Charges before VAT	Proposed Charge  FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Hackney Carriage/Private Hire Fees</b>			
Hackney Carriage Vehicle (includes renewal plates and twice yearly vehicle inspections)	£430.00	£240.00	No VAT currently charged
Private Hire Vehicle (includes renewal plates and twice yearly vehicle inspections)	£430.00	£215.00	No VAT currently charged
Change of Business (Sell Car and Transfer Plate)	£108.00	£113.00	No VAT currently charged
Temporary Replacement HC & PH vehicle (excluding plates & decals)	£107.00	£112.00	No VAT currently charged
<b>Initial or Replacement Licences/Plates (if lost or damaged)</b>			
External Car Plate	£50.00	£53.00	No VAT currently charged
Internal (Executive Vehicles) Car Plate	£22.00	£23.00	No VAT currently charged
Vehicle Decals - Replacements	£20.00	£21.00	No VAT currently charged
Exemption Notice (Executive Vehicles)	£30.00	£32.00	No VAT currently charged
<b>Vehicle Testing</b>			
Vehicle Retest Fee (if re-tested within 48 hours of failure)	£32.00	£32.00	£32.00
Vehicle Retest Fee (if re-tested after 48 hours of failure)	£61.00	£61.00	£61.00
Hackney Carriage/Private Hire Drivers Licence (valid for 1 year)	N/A	£120.00	No VAT currently charged
Hackney Carriage/Private Hire Drivers Licence (valid for 3 years)	£426.00	£330.00	No VAT currently charged
Disclosure and Barring Service check	£64.00	£64.00	No VAT currently charged
Drivers Badge	£26.00	£27.00	No VAT currently charged
Drivers' Knowledge Test (re-test)	£56.00	£56.00	No VAT currently charged
Private Hire Operators (valid for 1 year)	£477.00	£120.00	No VAT currently charged
Private Hire Operators (valid for 5 years)	£1,810.00	£490.00	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
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge  TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge  FROM 01-04-2023  Charges before VAT	Proposed Charge  FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Licensing and Registration - Animal Activity Licence</b>			
<b>Animal Activity Licence</b>			
Animal Boarding, Dog Breeding, Pet Shops, Riding Establishments			
Application Fee	£329.00	£329.00	No VAT currently charged
1 Year Licence Fee	£184.00	£184.00	No VAT currently charged
2 Year Licence Fee	£364.00	£364.00	No VAT currently charged
3 Year Licence Fee	£546.00	£546.00	No VAT currently charged
Variation Fee	£240.00	£240.00	No VAT currently charged
Inspection Fee	£163.00	£163.00	No VAT currently charged
Vet Fees	Charged at Cost recovery	Charged at Cost recovery	
<b>Animal Activity Licence</b>			
Performing Animals (No Risk Assessment)			
Application Fee	£219.00	£219.00	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	£300.00	£300.00	No VAT currently charged
Variation Fee	£158.00	£158.00	No VAT currently charged
Inspection Fee	£163.00	£164.00	No VAT currently charged
Vet Fees	Charged at cost recovery	Charged at Cost recovery	

**NOTES:**

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Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Licensing and Registration</b>			
Dangerous Wild Animals Initial	£432.00	£432.00	No VAT currently charged
Renewal	£285.00	£285.00	No VAT currently charged
Vet fees/Animal welfare visit (if applicable)			
Zoo Licences Initial	£2,075.00 (plus Inspector's expenses)	£2,075.00 (plus Inspector's expenses)	No VAT currently charged
Renewal	£1,866.00 (plus Inspector's expenses)	£1,866.00 (plus Inspector's expenses)	No VAT currently charged
Vet fees/Animal welfare visit (if applicable)	Charged at Cost	Charged at Cost	
Acupuncture, Tattooing, Electrolysis, Ear Piercing, Skin Piercing & Semi-Permanent Skin Colouring -			
Certificate of Registration: (a) Person	£210.00	£221.00	No VAT currently charged
(b) Premise	£302.00	£317.00	No VAT currently charged
(c) Persons & Premises	No Longer Available	No Longer Available	
Hypnotism			
Application for authorisation	n/a	£50.00	No VAT currently charged
Sex Establishments Initial	£5,487.00	£5,487.00	No VAT currently charged
Renewal	£2,107.00	£2,107.00	No VAT currently charged
Transfer	£421.00	£421.00	No VAT currently charged
Variation	n/a	price on application	No VAT currently charged

**NOTES:**

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Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge  TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge  FROM 01-04-2023  Charges before VAT	Proposed Charge  FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Gambling Premises Licence Fees</b>			
<b>Gambling Premises Licence - New Application</b>			
Adult Gaming Centre	£1,765.00	£1,853.00	No VAT currently charged
Betting Premises (excluding Tracks)	£2,648.00	£2,780.00	No VAT currently charged
Betting Premises (Tracks)	£2,205.00	£2,315.00	No VAT currently charged
Bingo Club	£3,085.00	£3,239.00	No VAT currently charged
Family Entertainment Centre	£1,765.00	£1,853.00	No VAT currently charged
Temporary Use Notices	£449.00	£471.00	No VAT currently charged
<b>Gambling Premises Licence - Annual Fee</b>			
Adult Gaming Centre	£883.00	£927.00	No VAT currently charged
Betting Premises (excluding Tracks)	£530.00	£557.00	No VAT currently charged
Betting Premises (Tracks)	£883.00	£927.00	No VAT currently charged
Bingo Club	£883.00	£927.00	No VAT currently charged
Family Entertainment Centre	£660.00	£693.00	No VAT currently charged
<b>Provisional Statement Application</b>			
Adult Gaming Centre	£1,765.00	£1,853.00	No VAT currently charged
Betting Premises (excluding Tracks)	£2,648.00	£2,780.00	No VAT currently charged
Betting Premises (Tracks)	£2,205.00	£2,315.00	No VAT currently charged
Bingo Club	£3,085.00	£3,239.00	No VAT currently charged
Family Entertainment Centre	£1,765.00	£1,853.00	No VAT currently charged
<b>Licence Application (Provisional Statement Holders)</b>			
Adult Gaming Centre	£837.00	£879.00	No VAT currently charged
Betting Premises (excluding Tracks)	£1,061.00	£1,114.00	No VAT currently charged
Betting Premises (Tracks)	£837.00	£879.00	No VAT currently charged
Bingo Club	£1,061.00	£1,114.00	No VAT currently charged
Family Entertainment Centre	£837.00	£879.00	No VAT currently charged
<b>Application to Transfer</b>			
Adult Gaming Centre	£837.00	£879.00	No VAT currently charged
Betting Premises (excluding Tracks)	£1,061.00	£1,114.00	No VAT currently charged
Betting Premises (Tracks)	£837.00	£879.00	No VAT currently charged
Bingo Club	£1,061.00	£1,114.00	No VAT currently charged
Family Entertainment Centre	£837.00	£879.00	No VAT currently charged
<b>Application to Vary</b>			
Adult Gaming Centre	£883.00	£927.00	No VAT currently charged
Betting Premises (excluding Tracks)	£1,322.00	£1,388.00	No VAT currently charged
Betting Premises (Tracks)	£1,101.00	£1,156.00	No VAT currently charged
Bingo Club	£1,546.00	£1,623.00	No VAT currently charged
Family Entertainment Centre	£883.00	£927.00	No VAT currently charged
<b>Reinstatement of Licence</b>			
Adult Gaming Centre	£837.00	£879.00	No VAT currently charged
Betting Premises (excluding Tracks)	£1,061.00	£1,114.00	No VAT currently charged
Betting Premises (Tracks)	£837.00	£879.00	No VAT currently charged
Bingo Club	£1,061.00	£1,114.00	No VAT currently charged
Family Entertainment Centre	£837.00	£879.00	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
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Scrap Metal Dealers Act 2013 - Fees Recommended By Worcestershire Regulatory Services</b>			
Site Licence - Initial (3 year licence)	£296.00	£296.00	No VAT currently charged
Site Licence - Renewal (3 year licence)	£245.00	£245.00	No VAT currently charged
Collectors Licence - Initial (3 year licence)	£148.00	£148.00	No VAT currently charged
Collectors Licence - Renewal (3 year licence)	£97.00	£97.00	No VAT currently charged
Variation of Licence	£67.00	£67.00	No VAT currently charged
Copy of licence (if lost or stolen)	£26.00	£26.00	No VAT currently charged

**NOTES:**

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



Service	Worcestershire Regulatory Services	Service Manager	Worcestershire Regulatory Services Officer
Service Area	Chief Executive & Solicitor to the Council	Cabinet Member	Culture, Leisure and Community Safety

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Street Trading</b>			
Single Unit up to 12 x 12 (max 5m length) Food - Initial	£2,575.00	£2,704.00	No VAT currently charged
- Renewal	£2,450.00	£2,573.00	No VAT currently charged
Single Unit up to 12 x 12 (max 5m length) Non-Food - Initial	£2,145.00	£2,252.00	No VAT currently charged
- Renewal	£1,935.00	£2,032.00	No VAT currently charged
For every additional 12 x 12 or part thereof or length more than 5m	£1,060.00	£1,113.00	No VAT currently charged
Mobile Traders - Initial	£1,010.00	£1,061.00	No VAT currently charged
Mobile Traders - Renewal	£1,010.00	£1,061.00	No VAT currently charged
Street Amenities (Control of Street Furniture)	£405.00	£405.00	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	Service Manager	Planning Manager
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>High Hedge Applications</b>			
<b>High Hedge Applications</b>			
Householder	£450.00	£473.00	No VAT currently charged
Other	£450.00	£473.00	No VAT currently charged
Concession (for those in receipt of housing or council tax benefits)	£200.00	£210.00	No VAT currently charged
<b>NOTES:</b>			

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	Planning Manager
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Planning Advice</b>			
<b>Building Control Decision Notices (Pre 01-01-2012)</b>			
<b>Sale of Copy Documents</b>			
Reply to general individual queries, Planning or Building Control for up to 6 questions (after that the full Local Land Charge Search fee will be charged)	£30.00 per Question	£32.00 per Question	No VAT currently charged
If any query requires a site visit to be made (e.g. compliance with conditions)	£87.00	£91.00	No VAT currently charged
<b>Charges for Copy Documents</b>			
See Note 2 below			
Monthly Decision List - Emailed	Free	Free	Free
Weekly Planning Application List - Emailed	Free	Free	Free
Decision Notices	£25.00	£21.67	£26.00
Decision Notices Additional Copies	£1.70	£1.50	£1.80
A4 - For each copy	£1.70	£1.50	£1.80
A3 - For each copy	£1.70	£1.50	£1.80
A2 - For each copy	£4.40	£3.83	£4.60
A1 - For each copy	£6.00	£5.25	£6.30
A0 - For each copy	£7.40	£6.50	£7.80

**NOTES:**

Note 1 - Copies, where appropriate, are available free up to a cumulative single transaction value of £10 for individuals (the discretion of Head 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	Planning Manager
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

## PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Permitted Developments and Pre-application Advice</b>			
<b>Permitted Development enquiries</b>			
<b>Proposed development type</b>			
Householder	Free	£25.00	£30.00
Other	Free	£25.00	£30.00
<b>Pre-Application advice</b>			
Householder	Free	£35.00	£42.00
<b>Residential Development including Conversions (see note 1)</b>			
1 dwelling (Fee for the first three meetings)	£110.00	£96.67	£116.00
Cost of each additional meeting	£49.00	£42.50	£51.00
2-3 dwellings (Fee for the first three meetings)	£309.00	£270.00	£324.00
Cost of each additional meeting	£132.00	£115.83	£139.00
4-5 dwellings (Fee for the first three meetings)	£414.00	£362.50	£435.00
Cost of each additional meeting	£193.00	£169.17	£203.00
6-7 dwellings (Fee for the first three meetings)	£607.00	£530.83	£637.00
Cost of each additional meeting	£276.00	£241.67	£290.00
8-9 dwellings (Fee for the first three meetings)	£827.00	£723.33	£868.00
Cost of each additional meeting	£386.00	£337.50	£405.00
10-24 dwellings (Fee for the first three meetings)	£1,103.00	£965.00	£1,158.00
Cost of each additional meeting	£607.00	£530.83	£637.00
25-49 dwellings (Fee for the first three meetings)	£1,764.00	£1,543.33	£1,852.00
Cost of each additional meeting	£772.00	£675.83	£811.00
50 - 74 dwellings (Fee for the first three meetings)	£2,205.00	£1,929.17	£2,315.00
Cost of each additional meeting	£992.00	£868.33	£1,042.00
75 - 99 dwellings (Fee for the first three meetings)	£2,867.00	£2,508.33	£3,010.00
Cost of each additional meeting	£1,323.00	£1,157.50	£1,389.00
100 - 149 dwellings (Fee for the first three meetings)	£3,528.00	£3,086.67	£3,704.00
Cost of each additional meeting	£1,433.00	£1,254.17	£1,505.00
150 - 199 dwellings (Fee for the first three meetings)	£3,589.00	£3,140.00	£3,768.00
Cost of each additional meeting	£1,654.00	£1,447.50	£1,737.00
200 - 299 dwellings (Fee for the first three meetings)	£4,631.00	£4,052.50	£4,863.00
Cost of each additional meeting	£1,985.00	£1,736.67	£2,084.00
300 - 499 dwellings (Fee for the first three meetings)	£5,292.00	£4,630.83	£5,557.00
Cost of each additional meeting	£2,205.00	£1,929.17	£2,315.00
500+ dwellings (Fee for the first three meetings)	£5,733.00	£5,016.67	£6,020.00
Cost of each additional meeting	£2,756.00	£2,411.67	£2,894.00
<b>Non Residential/Commercial Development (see note 1)</b>			
Gross floor area up to 75m2	Free	Free	Free
Cost of each additional meeting	Free	Free	Free
Gross floor area 76m2 - 249m2	£166.00	£145.00	£174.00
Cost of each additional meeting	£83.00	£72.50	£87.00
Gross floor area up to 250m2 - 499m2	£331.00	£290.00	£348.00
Cost of each additional meeting	£166.00	£145.00	£174.00
Gross floor area 500m2 - 999m2	£717.00	£627.50	£753.00
Cost of each additional meeting	£358.00	£313.33	£376.00
Gross floor area 1,000m2 - 2,499m2	£1,764.00	£1,543.33	£1,852.00
Cost of each additional meeting	£794.00	£695.00	£834.00
Gross floor area 2,500m2 - 4,999m2	£2,756.00	£2,411.67	£2,894.00
Cost of each additional meeting	£938.00	£820.83	£985.00
Gross floor area 2,500m2 - 9,999m2	£3,749.00	£3,280.00	£3,936.00
Cost of each additional meeting	£1,213.00	£1,061.67	£1,274.00
Gross floor area +10,000m2	£5,292.00	£4,630.83	£5,557.00
Cost of each additional meeting	£1,654.00	£1,447.50	£1,737.00



Service	Planning	Service Manager	Planning Manager
Service Area	Strategic Growth	Cabinet Member	Economic Regeneration, Planning and Capital Investments

## PROPOSAL OF SCALE OF FEES AND CHARGES

INCOME DESCRIPTION	Current Charge TO 31-03-2023 Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023 Charges before VAT	Proposed Charge FROM 01-04-2023 Charges inclusive of VAT (if applicable)
<b>Permitted Developments and Pre-application Advice</b>			
<b>Other Categories</b>			
Advertisements	£83.00	£72.50	£87.00
Cost of each additional meeting	£27.00	£23.33	£28.00
Change of Use	£166.00	£145.00	£174.00
Cost of each additional meeting	£83.00	£72.50	£87.00
Telecommunications	£248.00	£216.67	£260.00
Cost of each additional meeting	£127.00	£110.83	£133.00
Glasshouses/Poly Tunnels	£88.00	£76.67	£92.00
Cost of each additional meeting	£22.00	£19.17	£23.00
Others (see note 2)	£83.00	£72.50	£87.00
Cost of each additional meeting	£27.00	£23.33	£28.00
<b>Historic Environmental and Tree related enquiries</b>			
Separate Listed Building and Conservation Area Advice (Up to 3 Separate Matters - see note 3)	£66.00	£57.50	£69.00
Cost per additional matter to be considered	£17.00	£15.00	£18.00
Cost of each additional meeting	£27.00	£23.33	£28.00
Separate Tree related Advice - number of trees not exceeding 10	£66.00	£57.50	£69.00
Cost of each additional meeting	£27.00	£23.33	£28.00
Separate Tree related Advice - number of trees over 10 but not exceeding 30	£132.00	£115.83	£139.00
Cost of each additional meeting (see Note 4)	£27.00	£23.33	£28.00
<b>Exemptions</b>			
As set out in Guidance Note (e.g. Parish Councils, etc)			

## NOTES:

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

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



Service	Revenues	Service Manager	Revenues, Benefits and Customer Services Manager
Service Area	Resources	Cabinet Member	Finance and Capital Portfolio

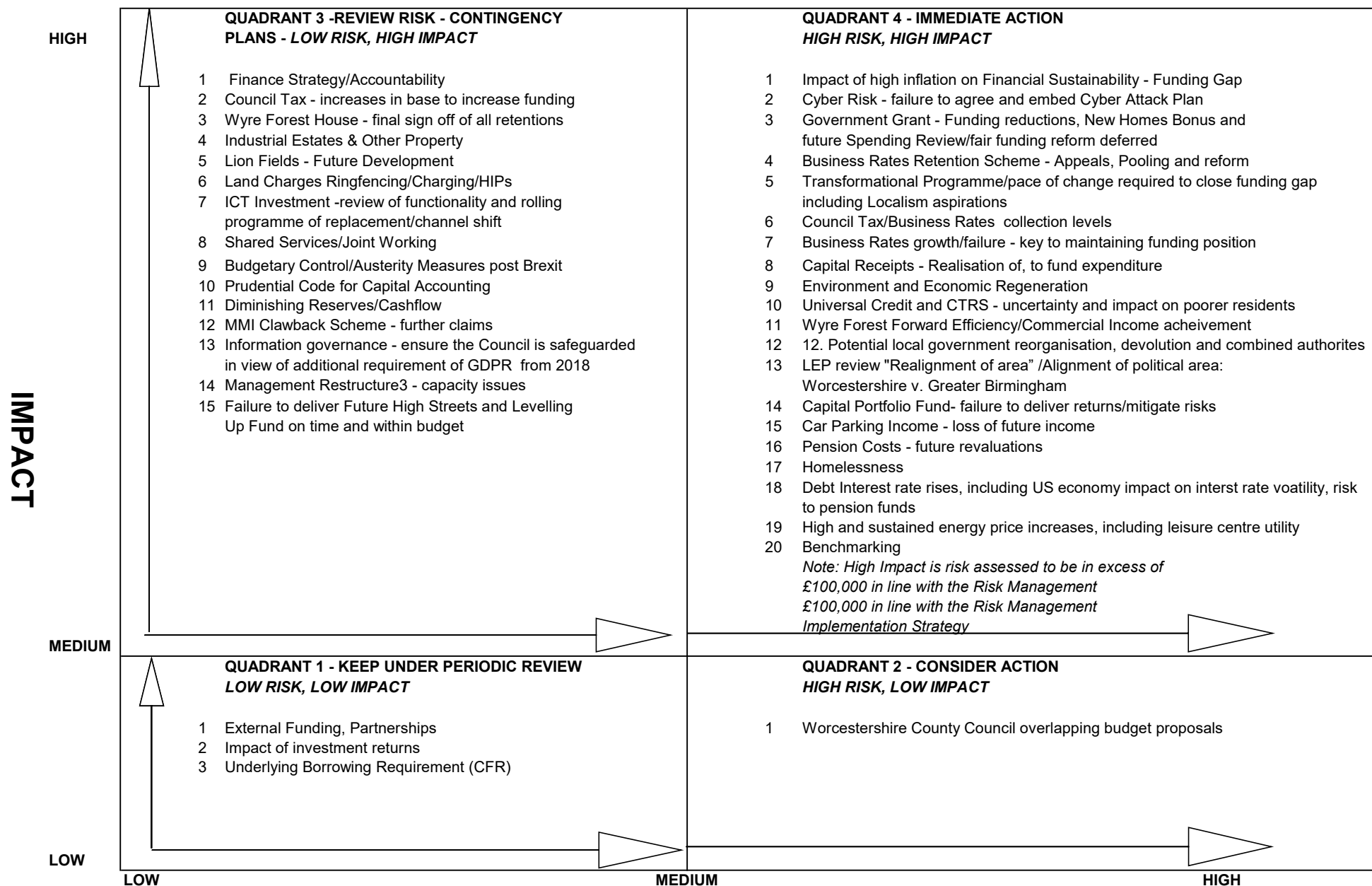
**PROPOSAL OF SCALE OF FEES AND CHARGES**

INCOME DESCRIPTION	Current Charge TO 31-03-2023  Charges inclusive of VAT (if applicable)	Proposed Charge FROM 01-04-2023  Charges before VAT	Proposed Charge FROM 01-04-2023  Charges inclusive of VAT (if applicable)
<b>Council Tax and NNDR</b>			
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 2023-26



## **WYRE FOREST DISTRICT COUNCIL**

### **CABINET MEETING** **20<sup>TH</sup> DECEMBER 2022**

#### **CAPITAL STRATEGY 2023-33 AND CAPITAL PROGRAMME UPDATE**

<b>OPEN</b>	
<b>CABINET MEMBERS:</b>	Councillor Mary Rayner
<b>RESPONSIBLE OFFICERS:</b>	Helen Ogram: Head of Resources and Ostap Paparega, Head of North Worcestershire Economic Development & Regeneration
<b>CONTACT OFFICERS:</b>	Helen Ogram Ext 2907 <a href="mailto:helen.ogram@wyreforestdc.gov.uk">helen.ogram@wyreforestdc.gov.uk</a> Ostap Paparega <a href="mailto:Ostap.paparega@wyreforestdc.gov.uk">Ostap.paparega@wyreforestdc.gov.uk</a>
<b>APPENDIX 1A</b> <b>APPENDIX 1B</b> <b>APPENDIX 2</b>  <b>APPENDIX 3</b>	Capital Programme 2022-23 onwards Vehicle, Equipment and Systems Renewal Schedule 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 2023-33.
- 1.2 To consider the Capital Programme 2022-23 onwards and set out the detail to support the recommendations within the separate Medium-Term Financial Strategy (MTFS) 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 DLUHC Investment Guidance.

#### **2. RECOMMENDATIONS**

- 2.1 The CABINET is asked to **ENDORSE** and **RECOMMEND** to the Strategic Review Panel for scrutiny:

The Council's updated Capital Strategy:

- a) Approve the Capital Strategy 2023-33 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 Capital Portfolio Fund as a percentage of net service expenditure as set out in Appendix 2.

## 2.2 The Cabinet is asked to APPROVE:

That delegation is given to the Head of North Worcestershire Economic Development & Regeneration in consultation with the Head of Resources and Solicitor to the Council and the Cabinet Member for Resources and Capital Portfolio Fund, to update the Capital Portfolio Strategy Policies in year if required.

## 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 how capital expenditure, capital financing and treasury management activity contribute to service objectives and the delivery of desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability. The Prudential Code has been significantly updated to incorporate changes which restrict councils using borrowing to finance commercial property investment solely for generating yield. The Capital Strategy reflects the new requirements and compliance with them.
- 3.2 The Capital Strategy forms part of the framework for financial planning and is integral to both the Medium Term Financial Strategy (MTFS) and the Treasury Management Strategy (TMS). It sets out how capital investment will play its part in delivering the ambitious long term strategic objectives of the Council, how associated risk is managed and the implications for future financial sustainability. The Capital Strategy is one of the foundations of good financial management and reflects the requirements under the CIPFA Financial Management Code. 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
- 3.3 All capital expenditure and capital investment decisions are covered by this strategy. It is refreshed annually in line with the MTFS and TMS to ensure it remains fit for purpose and enables the Council to make the investments necessary to deliver its strategic aims and objectives. 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
- 3.4 **Capital Expenditure** - In contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services, capital expenditure seeks to provide long-term solutions to Council priorities and operational requirements. Capital expenditure is technically described as: expenditure on the acquisition, creation or enhancement of 'non-current assets' i.e.. items of land, property and plant which has a useful life of more than 1 year. Expenditure for capital purposes gives rise to new assets, increases the value or useful life of existing assets or generates economic and social value and an income stream or revenue savings to the Council.
- 3.5 The Purpose of the Capital Strategy is to take a long-term perspective on capital investment and to ensure this contributes to the achievement of key strategies such as the Corporate Plan and the Local Plan. The strategy will ensure investment is prudent, affordable, and sustainable over the medium term and adheres to the prudential code, Treasury Management Code and other regulatory conditions. In addition, the strategy sets out the arrangements and governance for investment decisions in order to make the most effective and appropriate use of the funds available and to instil consideration of a range of financing solutions where appropriate.

#### 4. **THE CAPITAL STRATEGY**

##### 4.1 **Key priorities, principles and objectives**

The Council will undertake **capital expenditure** in support of the priorities in the Corporate Plan for the following purposes:

- To discharge statutory duties (examples include homelessness, disabled facilities grants and environmental requirements, including the Environment Act 2021)
- To support discretionary functions including economic regeneration and development;
- To facilitate the operational delivery of the Council's duties and functions, including the buildings, vehicles and ICT infrastructure on which they rely.

Capital expenditure also includes contributions made by the Council towards capital expenditure by third parties.

The Council will **finance capital expenditure** by a mixture of grants provided by Government and third parties, capital receipts, borrowing and contributions from revenue.

The Council's **financial contributions to the Capital Strategy are expected to be delivered primarily by means of borrowing**, which can include internal borrowing, borrowing from the Public Works Loan Board and borrowing from other third parties.

The Council's borrowing will be undertaken in accordance with the Local Government Act 2003 and current statutory guidance.

In order to maintain access to borrowing from the PWLB, the Council does not intend to borrow in advance of need in order to profit from the additional amount borrowed by purchasing investment assets primarily for yield.

The Council sets limits for borrowing at least annually in accordance with the 2003 Act. The Council plans to keep **its total borrowing in broad terms to no more than five times its net revenue expenditure**.

The **Capital Programme** is the delivery plan for the Corporate Strategy and sets out the proposed capital expenditure for a ten-year period. It is approved by Council annually. In year amendments are approved either by Council or (under delegated powers) by Cabinet.

The Capital Strategy and Programme are under-pinned by the borrowing strategy contained in the Treasury Management Strategy Statement, the Property Disposal Strategy and the Capital Portfolio Strategy.

The Council will comply with the **disclosure and reporting requirements required by the Statutory Guidance on Local Government Investments**.



## Core Principles of the Capital Strategy

Principle 1 – Managing the impact of capital investment decisions on our revenue budgets
We will do this by:
<ul style="list-style-type: none"> <li>Ensuring capital investment decisions do not place unnecessary additional pressure on Council Tax or our MTFS</li> </ul>
<ul style="list-style-type: none"> <li>Taking property-related acquisitions that generate an appropriate rate of return to cover costs of funding within an acceptable risk range as set out in the Capital Portfolio Strategy, whilst also meeting Corporate Priorities</li> </ul>
<ul style="list-style-type: none"> <li>Purchase rather than leasing vehicles such as the refuse fleet with programmes for replacement that maximise efficiency and minimise revenue budget costs</li> </ul>
<ul style="list-style-type: none"> <li>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.</li> </ul>
<ul style="list-style-type: none"> <li>Focus on resources and spending programmes the Council will use to maximise the use and financial return on assets within an acceptable. risk</li> </ul>
<ul style="list-style-type: none"> <li>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.</li> </ul>
<ul style="list-style-type: none"> <li>Have appropriate exit strategies and contingency plans in place to protect the Council's long-term position including maintaining appropriate risk reserves</li> </ul>
Principle 2 – Optimise the availability of capital funding where that funding supports the priorities of WFDC
We will do this by:
<ul style="list-style-type: none"> <li>Disposal of surplus assets and use receipts generated to reinvest via the Evergreen Investment Fund, using them to supplement prudential borrowing to expedite delivery of capital schemes in line with corporate priorities.</li> </ul>
<ul style="list-style-type: none"> <li>Effective working relationships with potential funders including the Worcestershire and GBS LEPS</li> </ul>
<ul style="list-style-type: none"> <li>Listening to and support effective partnering arrangements</li> </ul>
<ul style="list-style-type: none"> <li>Generating capacity within the services' revenue budgets to deliver ongoing contributions towards necessary capital investment.</li> </ul>
<ul style="list-style-type: none"> <li>Have clear policies for the consumption of our reserves</li> </ul>

Principle 3 – Ensure we have effective pre and post project appraisal
We will do this by:
<ul style="list-style-type: none"> <li>Developing projects that fully support the council's Corporate Priorities and Wyre Forest Forward Programme</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring a system of competition exists for project approval</li> </ul>
<ul style="list-style-type: none"> <li>Build into project appraisal recognition of environmental sustainability</li> </ul>
<ul style="list-style-type: none"> <li>Fully consider project risk</li> </ul>
<ul style="list-style-type: none"> <li>Carefully consider Value for Money and Efficiency of every project</li> </ul>
<ul style="list-style-type: none"> <li>Only adding schemes once an affordable business plan is in place</li> </ul>

Principle 4 – Performance manage our capital programme
<ul style="list-style-type: none"> <li>Integrating the capital programme into our performance management framework</li> </ul>
<ul style="list-style-type: none"> <li>Ensure our capital schemes use appropriate project management tools</li> </ul>
<ul style="list-style-type: none"> <li>Expect responsibility for the delivery of the capital programme to be clearly defined</li> </ul>
<ul style="list-style-type: none"> <li>Make sure our assets perform at an optimal level through effective ongoing asset management, consistent with levels of investment</li> </ul>
<ul style="list-style-type: none"> <li>Reporting regularly on the performance of our property and non-treasury portfolios including updates on risk and recommendations for appropriate mitigation measures.</li> </ul>

### Key Objectives for non-treasury capital portfolio property acquisitions

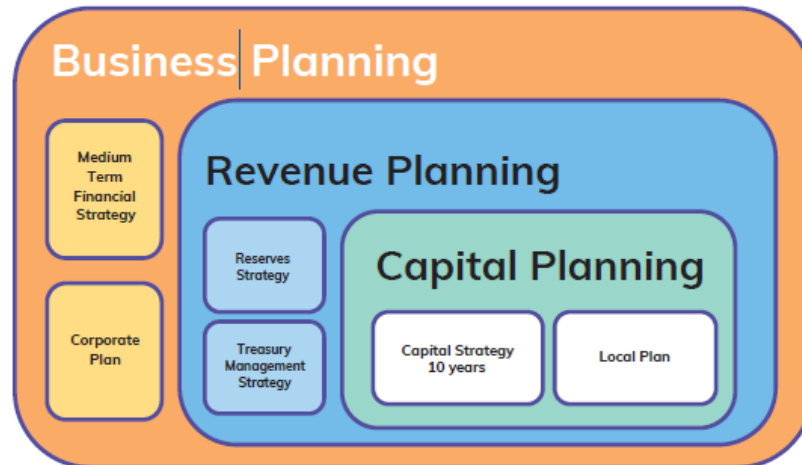
- Acquire properties or fund developments that drive delivery of the Council's corporate priorities
  - A safe, clean and green living environment
  - Supporting a successful local economy
 And are within the Council's functional economic geography,
- Maximise return whilst minimising risk through the management processes as outlined in this strategy,
- Prioritise properties that yield stable income whilst meeting Corporate priorities,
- 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

## 4.2 Factors Influencing the Capital Programme

**4.2.1** The strategy provides 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. The Capital Strategy takes 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 and its functional economic geography (FEG) which also covers the Black Country. These priorities inform resource allocation. Progress on achieving these objectives is closely monitored in accordance with the performance framework.

**4.2.2** The Capital Portfolio Fund Strategy has formed a key part of the MTFs from 2017-18. The strategy was adopted to make a proportionate contribution to achieving ongoing financial sustainability in addition to supporting regeneration and other operational objectives. The operational outputs were achieved as well as the original modest income assumptions, initially contributing circa £250k pa (average over early years) to the Funding Gap. However, the impact of the COVID-19 pandemic and the downturn in economic conditions have diminished this financial contribution. It is hoped that financial performance will start to improve now the occupancy levels have returned to pre Covid targets and arrears levels have reduced. Whilst there is undoubtedly risk attached to the progression of the strategy, opportunities continue to be explored. Risk analysis is set out and explored in detail as part of this report.

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



## 4.3 Links with other strategies, policies and plans

As well as the council plan and capital programme, the Capital Strategy links to several other key strategies, policies and plans, the most significant of which include the Local Plan, Medium Term Financial Strategy and Treasury Management Strategy Statement.

- The strategic asset management plan/Asset Management strategy
- Worcestershire LEP Strategic economic Plan/ GBS LEP Strategic Economic Plan
- ReWyre
- Kidderminster Vision 2040
- Community Partnership Strategy
- Safety and crime reduction strategies

- Worcestershire Homelessness & Rough Sleeper Strategy (draft) 2022-25
- Procurement Strategy
- Worcestershire Housing Strategy (draft)
- Joint Local Health & Wellbeing Strategy
- Cost of Living Action Plan
- Climate Change Action Plan

In addition, the capital strategy will be influenced by the service transformation reviews. Where service reviews identify areas of service which are to be delivered under a new collaborative model this may give rise to assets which will be available for disposal which could generate a capital receipt which will be available for further capital investment. Alternatively, review may identify areas for investment, including invest to save projects, some of which might be capital investment.

#### **4.4 Resources available to finance capital investment**

Below are the main sources of funding which are available to us to finance our capital investment. Individual projects may be financed by a combination of sources:

##### **Internal**

- Capital receipts (Evergreen investment fund)
- Reserves
- Contribution from revenue (Direct Revenue Financing)

##### **External**

- Government grants
- Other grants e.g. Heritage Lottery Fund
- Contributions from partners (including developers)
- Prudential borrowing
- Donations

The majority of capital receipts are committed to finance the current approved capital programme. Any future capital receipts from asset disposals together with Right to Buy (RTB) receipts will be allocated to the Evergreen Investment Fund (EIF). The EIF initiative, approved by Council in September 2014, provides a sustainable source of capital funding for future projects. The fund helps to realise the regenerative benefits of some of the Council's vacant and underused assets as well as securing some longer term returns from working in partnership with developers, to help the district grow in housing, business or general economic terms.

The use of capital receipts and reserves to finance new capital projects reduces investment returns and the resources available to balance revenue expenditure since receipts from the sale of assets are invested until they are required to meet expenditure.

The Council can borrow for capital projects, subject to demonstrating that spending plans are affordable, prudent and sustainable in accordance with the Prudential Code. Prudential Borrowing has been assumed for the Vehicle, Equipment and System Renewals Schedule, the Capital Portfolio Fund, and the generic Capital Projects Fund. Borrowing to finance capital investment results in a Capital Financing Requirement (CFR) and gives rise to the need to charge an annual minimum revenue provision against revenue generated from Council tax.

#### **4.5 Governance and Reporting Requirements**

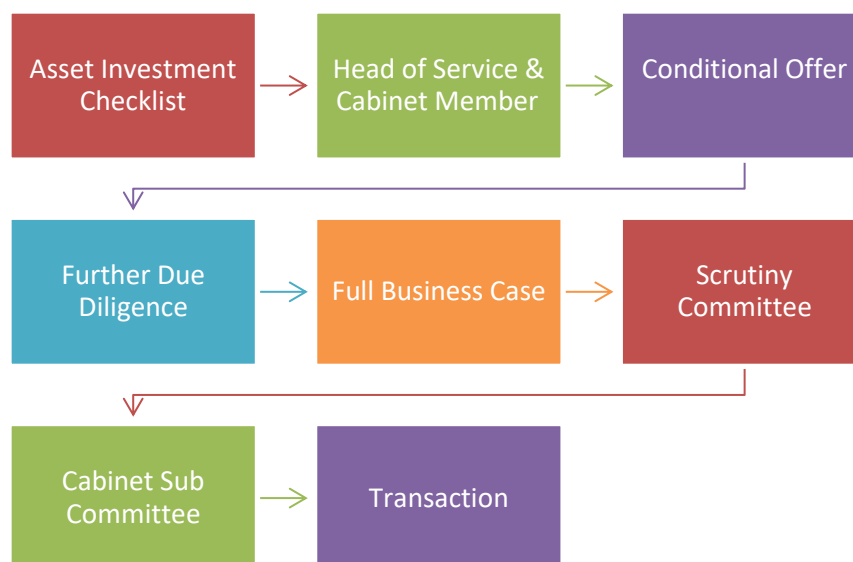
- 4.5.1** The Council is required to receive and approve a Capital Strategy report at least once a year to meet the requirements of the DLUHC Guidance. The Capital Strategy is agreed annually, alongside the MTFS as part of the budget setting process. The Strategy will be presented to Cabinet and then onward recommendation to Council in February 2023. In year

amendments, variations or additions are approved either by Council or under delegated powers by Cabinet. The Treasury Management Review Panel will continue to oversee treasury management investments.

**4.5.2** Oversight and stewardship for delivery of the major grant funded programmes are overseen by programme specific boards. The ICT Strategy Board oversees delivery and management of the ICT Strategy. For service projects that do not have a specific board, delivery is managed through the Corporate Leadership Team. Regular performance monitoring reports for the whole programme are considered by Overview and Scrutiny Committee to ensure effective challenge and by Cabinet.

**4.5.3** Business cases seeking cabinet approval will follow the standard decision pathway and as such can be subject to Scrutiny as part of that process. The separate reporting and governance arrangements approved by Cabinet on the 20<sup>th</sup> September 2017 will be followed for Capital Portfolio Fund proposals (updated for new Management Structure) and for Generic Capital Project proposals. These are summarised in the diagram below:

**Process Flow for Governance Process for Non-Treasury Investments - Capital Portfolio Fund and Generic Capital Projects Fund**



**4.5.4** The management of capital schemes through their lifecycle is an important aspect of delivering a successful capital investment programme. The approach should balance cost/funding certainty, risk, robust governance and transparent decision making. All capital investment decisions will be underpinned by a robust business case that sets out any expected financial return alongside the broader outcomes/impacts, including economic, environmental and social benefits. Throughout the decision-making process the risks and rewards for each project are reviewed and revised and form part of the monitoring of the capital programme.

**4.5.5** There may be occasions when the nature of a particular proposal requires additional support in the production of the business case or for performing a value for money or due diligence review. In these circumstances the Council may seek external advice. The Chief Finance Officer should report explicitly on the affordability and risk associated with the capital strategy. Where appropriate the Chief Finance Officer will have access to specialised advice to enable them to reach their conclusions and ensure sufficiency of reserves should risk or liabilities be realised.

**4.5.6** The Strategy sets out the core principles that underpin the current ten-year capital programme to provide a longer-term context particularly in relation to the capital expenditure funding from prudential borrowing for the Capital Portfolio Fund. It has regard to the requirements of the DLUHC Investment Guidance, therefore including any investments that are not managed as part of normal treasury management processes or under treasury management delegations. It also focuses on the key issues and risks that will impact on the delivery of the Capital Programme including the Capital Portfolio Fund and the governance framework required to ensure the overall Capital Strategy is delivered.

**4.5.7** The Council continues to strengthen its capital governance and CLT leads on the development, maintenance and delivery of the Capital Strategy to ensure it is consistent with the relevant codes of practice and guidance, the Corporate Plan and core regulatory functions. CLT will have an oversight and stewardship role for delivery of the Council's capital expenditure within affordable limits; as well as providing strategic direction to the programme and projects where necessary.

**4.5.8 Disclosure and reporting requirements required by the Statutory Guidance on Local Government Investments** - The Council will continue to comply with relevant disclosure and reporting requirements of the Local Government Act 2003 and the current DLUHC Guidance on Local Authority Investments, listed below. Treasury Management Prudential Indicators (PIs) will continue to be reported within the Treasury Management Strategy Statement and monitoring of PI will be included in the regular performance reports considered by Overview and Scrutiny Committee and Cabinet. For completeness property PIs will also be included.

- Limits for non-treasury investments;
- Agreement of the types of property acquisitions to be made and self-assessed limit for total exposure to these purchases;
- 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.

## **4.6 Capital Programme Update**

**4.6.1** 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. The Capital Programme proposed in Appendix 1 provides high-level projections over a 10 year timeframe. This longer timeframe informs borrowing, other cashflow decisions and financial planning. Any final adjustments to the Capital Programme 2023-33 and associated Prudential Indicators arising from Cabinet Proposals will be updated in the February 2023 reports to Council.

**4.6.2** The Council has an ambitious capital programme over the next ten years. The largest proportion of the programme is aligned to large infrastructure investments funded from government grant to support long term regeneration in Kidderminster that will improve the economic condition across the wider district. A further significant investment is

aligned to invest to save schemes and projects that are self-financing, support Council priorities and make a revenue contribution in the medium term to support the Council's revenue position such as the generic Capital Projects fund and the Capital Portfolio fund. The remainder of the programme supports service delivery, undertaking mandatory duties, keeping the public safe and maintaining our assets, and now includes the capital element of the Council's allocation of the UK Shared Prosperity Fund. The Council continues to be proactive in seeking further external funding to finance its programme in the future.

- 4.6.3** Like most public sector bodies the Council is experiencing delays in the physical progress of schemes against the original approved profile and cost over runs due to supply issues and price inflation as a result of Brexit, the war in Ukraine and economic conditions arising from national political turmoil and other factors outside the Council's control.
- 4.6.4** When capital schemes are approved their inclusion into the capital programme is based on best estimates and slippage is measured against the approved profile at the end of the financial year. Capacity to deliver and the size of the programme need to be addressed annually as part of the budget setting process.
- 4.6.5** Delivery of the programme is overseen by established governance boards as outlined in section 4.5 The Council operates a clear and transparent corporate approach to prioritisation of capital spending in accordance with the investment principles set out in section 4.1.
- 4.6.6** The Council's external borrowing has been maintained at a level of £34m over the last 12 months. Internal borrowing has been utilised as a more cost-effective funding option for the CFR. Most of these loans were with the PWLB, except for £2m with another 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 strategy will increase the future borrowing requirement, subject to identification of suitable opportunities that achieve regeneration objectives and a viability assessment that requires as a minimum a neutral impact on the MTFS over the medium term. Progress in respect of these schemes is detailed in section 5.2.6. External borrowing is scheduled within the MTFS as the Council's cash reserves continue to reduce and there is limited scope to support further capital expenditure without external borrowing. However, the current adverse impact on PWLB lending rates of recent economic turmoil arising from both geopolitical and national events means that internal borrowing, where possible within cash flow, is more financially favourable. Internal borrowing may therefore continue to be utilised until the economic recovery kicks in and hopefully borrowing rates start to fall.
- 4.6.7** The Council's share of right to buy (RTB) receipts, arising from the housing stock transfer agreement with The Community Housing Group (amended in accordance with the agreement from 2019-20 to 2024-25), are reported at £66k for the first half of 2022-23. RTB receipts are allocated to the Evergreen Investment Fund to support new regenerative development proposals including new residential development undertaken by the Council or through its companies as approved by Council 21<sup>st</sup> February 2018.
- 4.6.8** The capital allocation passported from Worcestershire County Council from the Better Care Fund remained at circa £1.4m for 2022-23. This was allocated to support Disabled Facilities Grants (DFGs) without the need for top-up from Council funding. The assumed ongoing allocation for this activity is circa £1m per annum but this is subject to confirmation each year.
- 4.6.9** Good progress has been made on a number of corporate priorities allied to the Capital Strategy this year. Following the successful application for grant funding from the Future High Streets fund and Levelling Up Fund for Kidderminster town centre, the programmes

are now in the delivery stage. Section 5 below provides further details.

#### **4.7 Climate Change and net Zero**

**4.7.1** The Council declared a climate emergency in May 2019, and the Cabinet's Green Advisory Panel has undertaken valuable work on examining the case for implementing specific measures by the Council.

**4.7.2** Locally, the administration believes that the Council's leadership role in addressing climate change and the move to net zero should be backed with investment in the MTFS. Purchase of the first electric vehicle is included within the current capital programme. Provision is made in the capital programme for the following:

- The fleet renewal schedule proposed includes the acquisition one electric vehicle in 2022-23 and of 5 more in 2023-24. Operation of this small electric fleet will provide useful operational experience to inform the business case to move to a fleet that is not dependent on fossil fuels by 2030. The additional costs associated will be financed from the Innovation Fund - Capital.
- The feasibility work is complete, capital funding agreed and procurement process underway for the installation of electric vehicle charging points in suitable council owned car parks. The Energy Savings Trust has been engaged for support regarding future funding opportunities. It is expected that the tender will be awarded before the end of the January and installation to commence by the end of the financial year (March 2023).
- Initial feasibility work on the possibility of generating electricity on Council owned land is complete and funding has been secured to progress to a detailed business case. Consultants have been engaged to complete this work. The business case will be subject to the formal decision making process during winter 2022-23.
- Installation of LED car park lighting, subject to ecological surveys. The new lighting will be installed by autumn 2023.

#### **4.8 Capital Portfolio Fund**

**4.8.1** Council approved the Capital Portfolio Fund at its meeting on the 22<sup>nd</sup> February 2017, with a funding limit of £26.5m approved in March 2020, to be funded in full from prudential borrowing. The detailed Strategy for the Capital Portfolio Fund has been regularly updated. The last update was approved by Council in February 2022. The DLUHC recommended limit for debt compared to net service expenditure for non-treasury investments and the Capital Portfolio Fund is presented in Appendix 2, together with debt compared to gross service expenditure. These ratios are based on the current (Revised) expenditure profiling for Capital Portfolio purchases included in the Capital Programme.

**4.8.2** Currently the Council is not overly dependent on revenue generated from properties acquired under this strategy to achieve a balanced revenue budget. However, any shortfall in net income arising from property ownership is met by the taxpayer so 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. The limit for debt compared to net service Expenditure (NSE) comparing the total potential gross debt of £26.5m for the Capital Portfolio Fund to the net revenue budget whilst high, is considered to be acceptable 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.

- 4.8.3** The Council does not acquire commercial properties under the policy primarily for investment return and so, in line with the CIPFA prudential code, continues to access PWLB borrowing to support capital investment. When assessing the desirability of entering into these transactions the Council considers the alignment to its strategic objectives and the contribution that will be made to a range of outcomes. Each investment can have more than one type of contribution.

Types of contribution the Council will consider to support proposals under the Capital Portfolio Fund Strategy include:

- Regeneration including provision of housing
- Economic benefit/business rates growth
- Support for local business objectives (e.g. 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 e.g. certain types of funding
- Regeneration, economic growth across the area of the district.
- Investment in Local Authority Trading Company or associates, Joint Ventures or to other third parties
- Income generation
- Mix of the above

- 4.8.4 Ethical considerations for Property Acquisitions** - Business case proposals for the council to invest in property by direct acquisition will include the consideration of ethical issues and will exclude investment in the following types of activity:

- Violence
- The Sex Industry
- Gambling or betting except where adult gambling is incidental to the overall offer of the property
- 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.

- 4.8.5 Risk Assessment For Ongoing Management Of Property Portfolio** - 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 2018-2021 report and updated last year in the refresh of the Capital Portfolio Strategy 2022-25. Jones Valerio continue to work in close liaison with BNP Paribas Real Estate Advisory and Property Management Ltd to undertake the day-to-day operational property management of the multi tenanted Capital Portfolio properties. The on-going management of the property portfolio is currently being reviewed and the new tender for the services will be advertised with a commencement date of 1<sup>st</sup> April 2023 to ensure that there is appropriate, ongoing monitoring and management of the properties.

- 4.8.6** The balance between security, liquidity and yield based on risk appetite and

contributions of investment activities has been achieved by use of the Risk Matrix in the current approved strategy. It allows the Council to have a robust means of comparing and prioritising multiple opportunities whilst taking into account balance between security, liquidity and yield.

**4.8.7** Quantitative Indicators to help measure total risk exposure in terms of proportionality are as set out in full in Appendix 2. Section 5, Financial Implications, provides further explanation and detail.

**4.8.8 Proportionality** - The £26.5m total approval for the Capital Portfolio Fund is shown in Appendix 2 as a proportion of the total CFR, together with the proportion of total Balance Sheet Fixed Assets (i.e. Property Plant and Equipment). 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. The MTFS makes no assumption for a net return on these acquisitions 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.

## **4.9 Skills and Knowledge**

**4.9.1** Appropriate training will be provided to all charged with investment responsibilities. This includes all those involved in making investment decisions such as members of Cabinet as well as those charged for scrutiny and governance such as Overview and Scrutiny sub-committee and Audit Committee. Training will be provided either as part of meetings or by separate ad hoc arrangements. For particularly complex proposals, external specialist advice may be taken and advisors may attend member meetings for additional assurance and explanation; and appropriate use will be made of the Council's Treasury Management advisers.

## **5 FINANCIAL IMPLICATIONS**

**5.1** The Revised Capital Programme of approved schemes, including details of actual expenditure, prior to 1<sup>st</sup> April 2022 and estimates of projected costs, is set out in Appendix 1A.

### **5.2 Capital Schemes**

**5.2.1** The Council was successful in its bid for Heritage Lottery Funding for works to Brinton Park and was awarded £2.41m in July 2020. This is included in the Capital Programme together with £200k pump-priming funding. The procurement exercise for external contractors is expected to be completed in quarter 4.

**5.2.2** Following demolition of the former Wyre Forest Glades Leisure Centre (WFGLC) the first land parcel of Lion Fields was marketed and a preferred partner was appointed from bids received. The Development Agreement collapsed in April 2022 and was terminated in June 2022. Council will now explore alternative development opportunities for the site that meet the needs of future residents and businesses; that are affordable and deliverable in these tough market conditions. Council expects to have proposals by the end of this financial year.

**5.2.3** The successful award of £20.51m Future High Streets Funding is the largest external funding award ever made to this Council. This bold and innovative scheme included in the Capital Programme is so far proceeding to timetable, with works on site commencing in quarter 3.

**5.2.4** Planning consent for the development of temporary accommodation at Castle Road was

received in September 2022, with the procurement of the consultants and contractor currently in progress. The construction is anticipated to commence in early 2023.

**5.2.5** The successful award of £17.9m from the first round of Levelling Up Fund awards has already been included in the Capital Programme. The Council is working to bring an historic building back into economic use. Funding for Kidderminster Town Hall and the Canal Towpath will be passported to Kidderminster Town Council and Worcestershire County Council respectively. Both projects are under way with works expected to commence at the Town Hall in the first part of 2023 and the programmed work completed on the canal tow path during the spring 2023.

**5.2.6** The Capital Portfolio Fund supports both regeneration and economic growth. This is in accordance with the corporate plan priority “to support you to contribute to a successful local economy”, whilst also potentially generating modest future net income streams. The table below details the approved allocations.

Capital Portfolio Capital Fund	Expenditure		Committed
	Purchase Price/ Development Cost	SDLT, Fees and Capitalised Costs	
	£000	£000	£000
<b>Acquisitions</b>			
Worcester Street/High Street Retail Units, Kidderminster	1,034	51	10
Stratford Court Offices, Solihull	6,110	424	
Buntsford Gate Offices, Bromsgrove	1,487	87	
Forest House Start-up Units, Kidderminster	730	37	
Riverside Food and Beverage Units, Kidderminster	2,420	135	
Goldthorn Road Industrial Unit	4,100	240	
<b>Development Sites</b>			
Unity Park Industrial Units, Kidderminster	756		
<b>Fund Commitments</b>			
Homelessness Provision			2,838
	16,637	974	2,848
Total Capital Expenditure		17,309	20,459
Total Capital Approval			26,500
<b>Balance of Funds remaining (Max)</b>			6,041

Note: Balances include transactions and commitments to date.

The revenue impact of the Capital Portfolio Fund on the MTFS is shown in 5.4.3 below.

**5.2.7** Capital Expenditure on Wyre Forest House remains at £9.586m so expenditure remains within the allocated project budget of £10m. The final account remains outstanding and the subject of ongoing consideration. The consolidation of buildings and staff generated significant revenue savings, this continues to be reflected in the base budget. The building has mixed occupancy with a large proportion of the office space in the building now being let to host shared services and external tenants.

**5.2.8** 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 unallocated funding held in the EIF is currently £1m; this is included in the Capital programme ready for allocation to specific schemes once proposals are approved, currently £491k is provisionally allocated subject to approval of business cases. 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.

- 5.2.9** Future funding of the Capital Programme creates an estimated underlying Capital Financing Requirement (CFR). The estimated CFR at the end of the Finance Strategy is £58.491m (as at 31/03/2026) and £46.135m at the end of the 10-year 2023-33 Capital Strategy.

### **5.3 Statutory Framework - Prudential Borrowing**

- 5.3.1** In accordance with the Prudential Code, the Council can borrow for capital projects, subject to demonstrating that spending plans are affordable, prudent and sustainable. Prudential Borrowing has been assumed for the Vehicle, Equipment and System Renewals Schedule, the Capital Portfolio Fund, the Generic Capital Fund and the ICT Strategy. These assumptions result in a Capital Financing Requirement (CFR) and result in an annual requirement to make MRP repayments over the life of the assets acquired or developed, summarised in the Table in paragraph 5.3.4.

- 5.3.2** The Council had £34m external borrowing as at 30<sup>th</sup> November 2022, as detailed in paragraph 4.1. The Council will need to consider entering into further external borrowing in the near future, although this may not be taken from the PWLB given the increase in interest rates. A combination of internal borrowing and short term third party borrowing from cheaper sources than the PWLB is likely to be used. The assumptions included in the budget for the utilisation of external borrowing are shown in 5.3.4 below.

- 5.3.3** The introduction of the liability benchmark prudential indicator in the CIPFA Prudential Code places a strong emphasis on only borrowing for cashflow purposes. The liability benchmark is effectively the net borrowing requirement of a local authority plus a liquidity allowance. In its simplest form, it is calculated by deducting the amount of investable resources available on the balance sheet (reserves, cash flow balances) from the amount of outstanding external debt and then adding the minimum level of investments required to manage day-to-day cash flow. CIPFA recommends that the optimum position for external borrowing should be at the level of the liability benchmark (i.e., all balance sheet resources should be used to maximise internal borrowing).

- 5.3.4** If the outputs show future periods where external loans are less than the liability benchmark, then this indicates a borrowing requirement, thus identifying where the authority is exposed to interest rate, liquidity and refinancing risks. Conversely, where external loans exceed the liability benchmark then this will highlight an overborrowed position which will result in excess cash in the organisation requiring investment, thus exposing the authority to credit and reinvestment risks and a potential cost of carry.

- 5.3.5** The treasury strategy should explain how the treasury risks identified by the liability benchmark are to be managed over the coming years.

### **5.4 Forecast Capital Financing Requirement (CFR)**

- 5.4.1** The CFR is calculated from the Council's balance sheet and is the underlying need to borrow for capital purposes. 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.

**5.4.2** The debt liability is be funded 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. Whether to use internal or external borrowing is a judgement based on current market conditions and cash balances available and also consideration of the liability benchmark.

**5.4.3** The timing and source of external borrowing is carefully considered in liaison with our Treasury Management advisors, The Link Group. In the short-term, it should be possible to manage our capital financing requirement this year by a combination of internal and short-term borrowing. The position will continue to be monitored and reported to members as appropriate. The current CFR and the elements attributable to the Capital Portfolio Fund and the generic Capital Projects Fund are shown in the table that follows:

Description	2021-22 (and prior to 01/04/2022) £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000
CFR - General Capital Programme	24,368	26,399	28,645	28,097	28,180
CFR - Capital Portfolio Fund	16,868	16,567	23,565	23,018	22,469
CFR - Capital Projects Fund	0	500	3,983	8,118	7,842
Current estimated Capital Financing Requirement as at 31st March	41,236	43,466	56,193	59,233	58,491

**5.4.4** A more detailed analysis of the impact of planned capital expenditure, the CFR and Minimum Revenue Provision giving forward balance sheet projections can be found in the Treasury Management Strategy, that will be revised for February 2023 Council.

**5.4.5** The financial implications for the Council arising from this report are included in the MTFS also being considered by December 2022 Cabinet. The final set of Prudential Indicators will be updated for the February 2022 report. The modest net returns assumed previously for the Capital Portfolio Fund have now been revised to reflect actual returns for completed acquisitions. A neutral impact on the revenue account is assumed for the generic Capital Fund and for the balance of Capital Portfolio Fund yet to be spent to mitigate the risk of underachieving the forecasts within the MTFS. A summary of the latest forecasts for the Capital Portfolio Fund is shown in the following table:

	2022-23	2023-24	2024-25	2025-26
All Financed Property Acquisitions/Developments	£	£	£	£
Revenue Budget Net Income	0	(172,790)	(284,720)	(276,850)
<b>NET INCOME IN REVISED MTFS</b>	<b>0</b>	<b>(172,790)</b>	<b>(284,720)</b>	<b>(276,850)</b>

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

## **5.5 Forecast Future Prudential Borrowing**

- 5.5.1** Based upon current estimates of cashflow there is a potential requirement for the Council to externally borrow up to a further £22m 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 Capital Portfolio Fund and the Generic Capital Projects Fund. However, it is probable that cash balances and reserves will be utilised to support internal borrowing before new external debt is taken as a consequence of the new liability benchmark. Adopting this approach will erode investment income and expose the council to greater interest rate risk.

## **5.6 Vehicle, Equipment and Systems Renewal Schedule**

- 5.6.1** A revised Schedule has been prepared and set out as Appendix 1B. This includes the purchase of the Council's first electric vehicle in 2022-23 and a further 5 vehicles in 2023-24. Under capital rules vehicles, equipment and systems may be funded by Loan (borrowing), Leasing, Capital Receipts or Revenue. The Head of Resources and s151 Officer currently recommends that the Council use Prudential Borrowing where Capital Receipts or Direct Revenue Funding is not available since total cost of financing is lower than with leasing.

## **5.7 Looking Forward**

- 5.7.1** In accordance with the Government's waste strategy, the Environment Act 2021 introduces a requirement for weekly food waste collections, the October 2021 Comprehensive Spending Review announced funding on the basis that all council in England would introduce such collections by 2025. Whilst the Government has promised to meet all the costs of change, it is impossible to rely on such a "guarantee" at this stage when detailed estimates of costs and the regime for funding them are not known. This area thus represents a potentially significant funding risk for the council in future.

## **5.8 Reserves and Balances**

- 5.8.1** The Council held £5.341m in General Reserves at the 1<sup>st</sup> April 2022 including a £1.5m Working Balance. It also held £9.534m (excluding specific Covid related reserves) in Earmarked Reserves as at 1<sup>st</sup> April 2022, including a General Risk Reserve. In recognition that there may be limited scope within the current levels of Reserves to mitigate the risk arising from the Capital Portfolio Fund, we therefore started to build up these reserves from 2018-19 as part of the business case for each Capital Portfolio 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.

## **5.9 IFRS 16 – Implications of change in accounting for leases**

- 5.9.1** IFRS 16 (International Financial Reporting Standard) is a standard for lease accounting which has been deferred until April 2024. It will replace the existing **IAS 17** lease accounting standard. The exact impact of this new accounting is currently being assessed and will be reported as part of the Final Accounts process, but this is currently not expected to be significant.

## **6 LEGAL AND POLICY IMPLICATIONS**

- 6.1** The legislative regime for capital expenditure is set out primarily in the Local Government Act 2003 and statutory guidance issued under it. The Capital Strategy complies with the legislation and guidance. Individual capital schemes must comply with legislation such as

the Equality Act, and also Council policies, Contract Procedure Rules and Financial Regulations.

- 6.2 The Council has adopted policies for the Capital Portfolio Fund including legal considerations which were originally set out in depth in the December 2016 Medium Term Financial Strategy Cabinet Report. The Capital Portfolio fund policy was last refreshed and considered by Cabinet in December 2021.
- 6.3 The DLUHC Guidance on investments that should be read in conjunction with the Prudential Code includes 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 latest Code Guidance.
- 6.4 In accordance with approved policies and strategies, this Council's property acquisitions purchased under the Capital Portfolio Fund capital approval are not investments; all properties purchased under the policy are classified as operational assets, primarily purchased for delivery of service aims. However, the full suite of prudential indicators is included in this report for added transparency.

## **7 STRATEGIC RISK MANAGEMENT**

- 7.1 To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.
- 7.2 It is important to identify the risk associated with each scheme within the capital programme, especially when considering the purchase of property assets to be acquired for residential or commercial rent. The Capital Portfolio Fund assets acquired are not defined as non-treasury investments under the CIPFA Prudential Code but rather are held as operational assets as they contribute to the Council's corporate priorities. The key principle of control of risk and considering returns consistent with the level of risk still applies. The impact of COVID-19 and the cost-of-living increase on the viability of some of the businesses occupying our properties has increased the risk associated with holding a property portfolio. It has also affected the viability of potential purchases as additional risk is factored into the modelling. The full suite of Quantitative Indicators for assessment of risk exposure is reported in this Capital Strategy for full transparency as they are funded from prudential borrowing. Currently these are reported for the full £26.5m although this may be refined in future reports as the portfolio management continues to develop.
- 7.3 The Head of Resources/S151 Officer 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.
- 7.4 An assessment of risk will therefore be built into every capital project and major risks recorded in a Risk Register.
- 7.5 **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.
- 7.6 **Liquidity Risk** - 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.

- 7.7 Capital Portfolio Fund** - Property acquisitions and developments are by their very nature illiquid but regular revaluations, structured property management and ongoing analysis of market conditions will enable risk to be continuously monitored. The weekly economic market analysis that Link Group provide as part of retained Treasury Management Services contract is 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 the country enters a period of recession and as demand is impacted by changes to the way people work following the pandemic.

Subject to regular advice including updates on market conditions, we may adopt a “recycling” 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.

## **8 STRATEGIC RISK MANAGEMENT- CAPITAL PORTFOLIO**

- 8.1** The risks associated with the Capital Portfolio Fund and the Generic Capital Projects Fund and the steps to be adopted to mitigate them are kept under regular review. All risks are evaluated alongside the individual assessment of affordability. The DLUHC Investment Guidance sets out controls to ensure proportionality and to prevent commercial investments for income generation. 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.
- 8.2** CIPFA has issued Guidance on Prudential Property Investment including a detailed methodology on how authorities could calculate whether their property investments are proportional to the size of their revenue budgets. The calculation for the Council is considered within the reporting on the levels of adequate reserves to cover off risk as part of the S151 Officer’s report in February.
- 8.3** The CIPFA Prudential Code requires the chief financial officer to report explicitly on the risks associated with the capital strategy. The risks associated with the Capital Strategy are summarised in the Risk Matrix that follows:



<b>RISK REGISTER FOR CAPITAL PORTFOLIO FUND (CPF)</b>	<b>Impact (H/M/L)</b>	<b>Likelihood (H/M/L)</b>	<b>Risk Rating (R/A/G)</b>	<b>Risk Mitigation</b>
External challenge that proposals do not satisfy DLUHC Investment Guidance/other statutory requirements	H	L	G	<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 i.e. legal basis for proposal.</p> <p>To date external Final Accounts audits have not challenged the operational asset classification assigned to the property purchases based on the substantial evidence provided.</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 Fund 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 this fund means 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, particularly taking into account changes in PWLB rates may reduce the number of viable opportunities that provide sufficient income to cover borrowing costs and contribute to the risk reserve whilst also meeting corporate priorities of regeneration,</p>

<b>RISK REGISTER FOR CAPITAL PORTFOLIO FUND (CPF)</b>	<b>Impact (H/M/L)</b>	<b>Likelihood (H/M/L)</b>	<b>Risk Rating (R/A/G)</b>	<b>Risk Mitigation</b>
				increasing business rates or housing supply and council tax (and potentially new homes bonus whilst scheme still exists).
Lack of internal capacity, commercial knowledge and skills; both officers and members.	M	L	A	Successful procurement of external specialist advice. Member training has been provided. For CPF external advice has been taken and provided as appropriate.
Borrowing costs fluctuate and could increase; Council is unable to meet 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 tenant rental default. The assessed likelihood of this risk has increased following the pandemic and current high inflation.	M	L	A	A proactive approach will be taken to debt management with advice and assistance offered by the Council's retained external consultants as part of the Property Portfolio Management team and early legal action where necessary to realise security/collateral taken.
Management costs are excessive	M	L	A	For CPF the Council's retained professional property service teams and the internal team work together 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. Further changes to Prudential Code for MRP.	M	L	G	Policy change to introduce further flexibility approved as part of TMSS Council from February 2018. Changes to code guidance to be monitored and reported if relevant.

<b>RISK REGISTER FOR CAPITAL PORTFOLIO FUND (CPF)</b>	<b>Impact (H/M/L)</b>	<b>Likelihood (H/M/L)</b>	<b>Risk Rating (R/A/G)</b>	<b>Risk Mitigation</b>
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 property 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 by our external specialists who work closely with BNP Paribas 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 performance is subject to factors the Council cannot control, e.g. failure of tenants, poor building management, changes in perception of what is a good location, economic downturn etc. Note ongoing negative impact of COVID-19.	H	L	A	External investment advisors will scan external horizon and report as part of regular monitoring reports.
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.
Further changes in government policy or regulatory environment.	H	L	A	Current DLUHC Investment Guidance is fully taken into account. The liability benchmark indicator or other

<b>RISK REGISTER FOR CAPITAL PORTFOLIO FUND (CPF)</b>	<b>Impact (H/M/L)</b>	<b>Likelihood (H/M/L)</b>	<b>Risk Rating (R/A/G)</b>	<b>Risk Mitigation</b>
				<p>factors which constrain external borrowing have been considered. No revisions necessary to the Capital Strategy.</p> <p>Current CIPFA Guidance already complied with. Detailed model for how authorities could calculate whether their property investments are proportional to the size of their revenue budgets has been included within the reporting on the levels of adequate reserves to cover off risk.</p> <p>Extension of geography could lead to increased challenge. Each business case will put forward a strong evidential case to demonstrate how acquisition or development impacts on corporate or service priorities</p>

**8.4** 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 Fund strategy with particular emphasis on proportionality.

**8.5** 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.

## **9 SCHEME OF DELEGATION**

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

## **10 ROLE OF SECTION 151 OFFICER**

**10.1** The Treasury Management Role of the Section 151 Officer is detailed in Appendix 4. The revision of the Treasury Management Code of Practice in 2017 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. The 2021 updates to the Prudential and Treasury Management Codes did not amend the list of specific responsibilities but, implicit in the changes in both Codes, is a major extension of the functions of this role, especially in respect of non-financial investments, (which CIPFA has defined as being part of treasury management).

- preparation of a Capital Strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term 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 the 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,

## **11 EQUALITY IMPACT ASSESSMENT**

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

## **12 CONCLUSION**

- 12.1 This Capital Strategy sets out the Capital Plans for 2022-32 including the Capital Portfolio Fund and the Generic Capital Fund and has due regard to the latest DLUHC 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.

## **13 CONSULTEES**

- 13.1 CLT  
13.2 Cabinet

## **14 BACKGROUND PAPERS**

- The annual Medium-Term Financial Strategy including the revenue implications of this Capital Strategy is to be considered by Cabinet on 20<sup>th</sup> December 2022 and 7<sup>th</sup> February

2023 and proposed to Full Council on 22<sup>nd</sup> February 2023, together with this report

- The Treasury Management Strategy Statement (TMSS) 2022-23 approved by Council on 23<sup>rd</sup> February 2022.
- The Capital Strategy 2022-32 approved by Council on 23<sup>rd</sup> February 2022, updated by this report.
- The Strategy for the Capital Portfolio Fund approved by Cabinet on 14<sup>th</sup> June 2017 now updated as part of the previous Capital Strategy, approved by Council in February 2022.
- Corporate Plan 2021-2023.

## CAPITAL PROGRAMME 2023 TO 2033

## APPENDIX 1A

Detail	2022-23		2023-24 Estimate £	2024-25 Estimate £	2025-26 Estimate £	2026-27 Estimate £	2027-28 Estimate £	2028-29 Estimate £	2029-30 Estimate £	2030-31 Estimate £	2031-32 Estimate £	2032-33 Estimate £	Prior to 01/04/2022 £	Total £
	Original £	Revised £												
<b>COMMITTED EXPENDITURE</b>														
<b>1. CHIEF EXECUTIVE AND SOLICITOR TO THE COUNCIL</b>														
Headquarters - Office Accommodation	413,610	-	413,610	-	-	-	-	-	-	-	-	-	9,586,390	10,000,000
<b>SUB TOTAL</b>	<b>413,610</b>	<b>0</b>	<b>413,610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,586,390</b>	<b>10,000,000</b>
<b>2. COMMUNITY AND ENVIRONMENTAL SERVICES</b>														
Parking Facilities: Improvement to Car Parks	54,530	25,000	29,530	-	-	-	-	-	-	-	-	-	419,970	474,500
Stourport Riverside	20,000	28,000	-	-	-	-	-	-	-	-	-	-	122,000	150,000
Community Safety CCTV Upgrade (Grant Funded)	-	5,460	-	-	-	-	-	-	-	-	-	-	19,400	24,860
Brinton Park HLF Scheme (subject to successful HLF bid)	887,520	500,000	1,931,190	-	-	-	-	-	-	-	-	-	168,810	2,600,000
Innovation Fund - Capital*	395,390	210,390	185,000	-	-	-	-	-	-	-	-	-	54,610	450,000
* Subject to Business Cases & approval by the Cabinet/CLT														
<b>SUB TOTAL</b>	<b>1,357,440</b>	<b>768,850</b>	<b>2,145,720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>784,790</b>	<b>3,699,360</b>
<b>3. STRATEGIC GROWTH</b>														
Housing Strategy:														
Disabled Facilities Grants (subject to confirmation 23-24 onwards)	2,055,460	1,918,560	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	15,494,550	28,413,110
BCF Energy Efficiency	150,000	200,000	-	-	-	-	-	-	-	-	-	-	-	200,000
BCF Disabled Adapted Units	-	150,000	-	-	-	-	-	-	-	-	-	-	-	150,000
Property Flood Grants	-	137,950	-	-	-	-	-	-	-	-	-	-	-	132,640
Castle Road Development	3,353,360	1,453,360	2,000,000	-	-	-	-	-	-	-	-	-	-	270,590
Housing Assistance - Private Sector Measures (including Decent Homes Grant)	106,000	69,800	290,230	-	-	-	-	-	-	-	-	-	1,970,510	2,330,540
Flood Relief	-	28,410	-	-	-	-	-	-	-	-	-	-	170,590	199,000
Flood Recovery Support (BEIS Funded)	-	40,000	150,000	-	-	-	-	-	-	-	-	-	-	190,000
Green Homes Grants Phase 2	-	525,000	-	-	-	-	-	-	-	-	-	-	-	525,000
Future Investment Evergreen Fund (unallocated balance)*	-	145,000	855,460	-	-	-	-	-	-	-	-	-	21,600	1,022,060
Acquisition of Land at Horsefair, Kidderminster	-	49,590	-	-	-	-	-	-	-	-	-	-	410	50,000
Electric Vehicle Chargepoints	-	271,000	-	-	-	-	-	-	-	-	-	-	-	271,000
Capital Projects Fund*	8,000,000	500,000	3,500,000	4,267,750	-	-	-	-	-	-	-	-	-	8,267,750
* Subject to Business Cases & Due Diligence														
<b>SUB TOTAL</b>	<b>13,664,820</b>	<b>5,410,670</b>	<b>8,873,690</b>	<b>5,267,750</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>17,790,300</b>	<b>45,342,410</b>
<b>4. ECONOMIC DEVELOPMENT AND REGENERATION</b>														
Levelling Up Fund**	14,900,000	8,775,110	5,517,050	3,607,290	-	-	-	-	-	-	-	-	550	17,900,000
Industrial Units Franco Development - Silverwoods	-	10,860	-	-	-	-	-	-	-	-	-	-	997,150	1,008,010
Capital Portfolio Fund*	-	-	6,050,830	-	-	-	-	-	-	-	-	-	16,754,620	22,805,450
Future High Streets Fund**	7,201,110	8,033,670	9,751,920	-	-	-	-	-	-	-	-	-	3,975,010	21,760,600
<b>UK Shared Prosperity Fund (future years required)</b>	-	158,500	-	-	-	-	-	-	-	-	-	-	-	158,500
* Subject to Business Cases & Due Diligence														
**Any Co-funding subject to full Business Case following the principles of the Capital Portfolio Fund														
<b>SUB TOTAL</b>	<b>22,101,110</b>	<b>16,978,140</b>	<b>21,319,800</b>	<b>3,607,290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,727,330</b>	<b>63,632,560</b>
<b>5. RESOURCES</b>														
ICT Strategy	325,000	784,140	-	-	-	-	-	-	-	-	-	-	4,150,640	4,934,780
<b>SUB TOTAL</b>	<b>325,000</b>	<b>784,140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,150,640</b>	<b>4,934,780</b>
<b>6. VEHICLE, EQUIPMENT &amp; SYSTEMS RENEWAL SCHEDULE</b>														
Vehicles & Equipment & Systems Renewal Schedule	482,720	900,900	1,012,040	752,890	1,421,290	1,429,690	366,490	467,690	933,690	544,690	122,890	122,890	7,708,940	15,784,090
<b>SUB TOTAL</b>	<b>482,720</b>	<b>900,900</b>	<b>1,012,040</b>	<b>752,890</b>	<b>1,421,290</b>	<b>1,429,690</b>	<b>366,490</b>	<b>467,690</b>	<b>933,690</b>	<b>544,690</b>	<b>122,890</b>	<b>122,890</b>	<b>7,708,940</b>	<b>15,784,090</b>
<b>TOTAL COMMITTED EXPENDITURE</b>	<b>38,344,700</b>	<b>24,842,700</b>	<b>33,764,860</b>	<b>9,627,930</b>	<b>2,421,290</b>	<b>2,429,690</b>	<b>1,366,490</b>	<b>1,467,690</b>	<b>1,933,690</b>	<b>1,544,690</b>	<b>1,122,890</b>	<b>1,122,890</b>	<b>61,748,390</b>	<b>143,393,200</b>

## CAPITAL PROGRAMME 2023 TO 2033

## APPENDIX 1A

Detail	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	Prior to 01/04/2022	Total
	Original £	Revised £	Estimate £	Estimate £	Estimate £	Estimate £	Estimate £	Estimate £	Estimate £	Estimate £	Estimate £	Estimate £	£	£
<b>FINANCING</b>														
Capital Receipts: Funding Approved	1,075,520	779,710	1,610,750	-	-	-	-	-	-	-	-	-	-	2,390,460
Prudential Borrowing for Capital Projects Fund	8,000,000	500,000	3,500,000	4,267,750	-	-	-	-	-	-	-	-	-	8,267,750
Prudential Borrowing for Capital Portfolio Fund	-	-	6,050,830	-	-	-	-	-	-	-	-	-	-	6,050,830
Prudential Borrowing for additional Capital Portfolio Fund allocation (Future High Streets Fund Scheme)	-	-	1,250,000	-	-	-	-	-	-	-	-	-	-	1,250,000
Prudential Borrowing for Castle Road Development	2,738,360	838,360	2,000,000	-	-	-	-	-	-	-	-	-	-	2,838,360
Prudential Borrowing for Brinton Park HLF Scheme	-	-	176,380	-	-	-	-	-	-	-	-	-	-	176,380
Prudential Borrowing for ICT Strategy	325,000	784,140	-	-	-	-	-	-	-	-	-	-	-	784,140
Prudential Borrowing for Innovation Fund - Capital	395,390	210,390	185,000	-	-	-	-	-	-	-	-	-	-	395,390
Prudential Borrowing for Stourport Riverside	20,000	28,000	-	-	-	-	-	-	-	-	-	-	-	28,000
Prudential Borrowing for Electric Vehicle Chargepoints (scheme subject to Council approval)	-	271,000	-	-	-	-	-	-	-	-	-	-	-	271,000
Better Care Fund Grant (from Worcestershire County Council - subject to confirmation 23-24 onwards)	2,081,160	2,144,260	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	13,144,260
HLF Partner External Funding	887,520	500,000	1,754,810	-	-	-	-	-	-	-	-	-	-	2,254,810
Future High Street Fund	7,201,110	8,033,670	8,501,920	-	-	-	-	-	-	-	-	-	-	16,535,590
Levelling Up Fund	14,900,000	8,775,110	5,517,050	3,607,290	-	-	-	-	-	-	-	-	-	17,899,450
DEFRA Flood Grant Funding	-	-	28,410	-	-	-	-	-	-	-	-	-	-	28,410
S.106 Funding (Parking - Contractual Agreement)	52,670	25,000	27,670	-	-	-	-	-	-	-	-	-	-	52,670
S.106 Funding (Castle Road Development)	185,250	185,250	-	-	-	-	-	-	-	-	-	-	-	185,250
Department of Business, Energy and Industrial Strategy (BEIS) Fundingm(Phase 2)	-	525,000	-	-	-	-	-	-	-	-	-	-	-	525,000
Flood Relief Grant (from DLUHC)	-	137,950	-	-	-	-	-	-	-	-	-	-	-	137,950
Flood Support Grant	-	40,000	150,000	-	-	-	-	-	-	-	-	-	-	190,000
CCTV Grant (PCC)	-	5,460	-	-	-	-	-	-	-	-	-	-	-	5,460
UK Shared Prosperity Fund Grant	-	158,500	-	-	-	-	-	-	-	-	-	-	-	158,500
Vehicles, Equipment & Systems (Prudential Borrowing)	482,720	900,900	1,012,040	752,890	1,421,290	1,429,690	366,490	467,690	933,690	544,690	122,890	122,890	-	8,075,150
	38,344,700	24,842,700	33,764,860	9,627,930	2,421,290	2,429,690	1,366,490	1,467,690	1,933,690	1,544,690	1,122,890	1,122,890		81,644,810



Detail			Classification	2022-23		2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
				Original	Revised	Original	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
				£	£	£	£	£	£	£	£	£	£	£	£
<b>1. VEHICLES</b>															
MOT Bay & Garage Equipment - Replacement (slippage from pr	N/A	R229	GARAGE EQUIPMENT		17,680										
Refurbishment Fund	N/A	R002	REFURBISHMENT FUND		30,000										
Bin Stock Renewals	BINS	Various	BIN STOCK RENEWALS	111,720	111,720	122,890	122,890	122,890	122,890	122,890	122,890	122,890	122,890	122,890	122,890
Tractor	AV070	R236	TRACTOR												
JCB Digger	AV183	R001	JCB DIGGER			72,000									
Midi Tractor	AV189	R236	MIDI TRACTOR				36,000								
Tractor ( wx13 auv )	AV225	R236	TRACTOR				72,000								
Dennis Eagle Refuse Freighter	AV234	R002	REFUSE FREIGHTER 26000kg					132,000							
Dennis Eagle Refuse Freighter	AV237	R002	REFUSE FREIGHTER 26000kg					132,000							
Dennis Eagle Refuse Freighter	AV238	R002	REFUSE FREIGHTER 26000kg					132,000							
Dennis Eagle Refuse Freighter	AV239	R002	REFUSE FREIGHTER 26000kg					132,000							
Dennis Eagle Refuse Freighter	AV241	R002	REFUSE FREIGHTER 26000kg					132,000							
Dennis Eagle Refuse Freighter	AV268	R002	REFUSE FREIGHTER 26000kg					132,000							
Kia Rio	AV272	R193	CAR			18,000							18,000		
Kubota F3440	AV273	R160	RIDE ON MOWER AND FLAIL	28,000		33,600						21,000			
Kubota F3440	AV274	R160	RIDE ON MOWER AND FLAIL	28,000		33,600						21,000			
Mechanical Sweeper ( SCHMIDT )	AV275	R200	PAVEMENT SWEEPER		75,500										
Mechanical Sweeper ( SCHMIDT )	AV276	R200	PAVEMENT SWEEPER		75,500										
Forest TR8 Chipper	AV277	R252	CHIPPER			36,000								40,000	
Indespension Trailer (for chipper)	AV278	R252	TRAILER			4,800								5,000	
Vauxhall Astra 2.0 cdti	AV279	R160	CAR			14,400								12,000	
Viajet Roadsweeper	AV280	R200	ROAD SWEEPER 15000kg			156,000									
Small Van	AV281	R236	3500KG VAN			36,000								27,600	
Small Van	AV282	R236	LIGHT VAN			36,000								27,600	
Small van	AV283	R516	LIGHT VAN	30,000	30,000									27,600	
Iveco Cargo for Bulky	AV284	R200	TIPPER 7500kg				66,000								
Ford Connect	AV285	R193	LIGHT VAN			31,200								24,000	
Iveco Daily	AV286	R002	TIPPER 3500kg				42,000								
John Deere 1445	AV287	R236	RIDE ON MOWER			33,600						35,000			
Isuzu	AV288	R163	BOXED VAN 7500kg				36,000								
Mechanical Sweeper (Small JOHNSON C200)	AV289	R200	PAVEMENT SWEEPER	85,000		102,000						84,000			
Dennis Eagle Refuse Freighter	AV290	R002	REFUSE FREIGHTER 26000kg				132,000								
Dennis Eagle Refuse Freighter	AV291	R002	REFUSE FREIGHTER 26000kg				132,000								
Iveco Daily for Bulky	AV292	R160	TIPPER 3500kg				42,000								
Ride on Mower	AV293	R236	MOWING MACHINE												
Isuzu	AV294	R252	BOXED VAN 7500kg						57,600						
TR6 Chipper	AV295	R252	CHIPPER			36,000									
Mower	AV296	R160	RIDE ON MOWER					38,400							
Ride on Mower	AV297	R160	RIDE ON MOWER						30,000						
Tipper Vehicle	AV298	R254	TIPPER 3500kg					42,000							
Iveco Daily	AV299	R160	TIPPER 3500kg					42,000							
Small Van	AV300	R229	SMALL VAN						36,000						
Iveco Daily	AV301	R160	TIPPER 3500kg					42,000							
Iveco Daily	AV302	R160	TIPPER 3500kg					42,000							
Iveco Daily	AV303	R160	TIPPER 3500kg					42,000							
Iveco Daily	AV304	R160	TIPPER 3500kg					42,000							
Iveco Daily	AV305	R160	TIPPER 3500kg					42,000							
Iveco Daily	AV306	R160	TIPPER 3500kg					42,000							
Iveco Cargo small Refuse Freighter	AV307	R002	MEDIUM REFUSE FREIGHTER 12000kg RCV				132,000								
Dennis Eagle Refuse Freighter	AV308	R002	REFUSE FREIGHTER 26000kg						210,000						
Dennis Eagle Refuse Freighter	AV309	R005	REFUSE FREIGHTER 26000kg						210,000						
Dennis Eagle Refuse Freighter	AV310	R002	REFUSE FREIGHTER 26000kg						204,600						
Dennis Eagle Refuse Freighter	AV311	R002	REFUSE FREIGHTER 26000kg						204,600						
Iveco Daily	AV312	R200	TIPPER 3500kg						36,000						
Iveco Daily	AV313	R200	TIPPER 3500kg						36,000						
Iveco Daily	AV314	R200	TIPPER 3500kg						36,000						
Iveco Daily	AV315	R200	TIPPER 3500kg		30,000						36,000				
4x4 Offroad Vehicle	AV316	R163	4x4						36,000						
Isuzu	AV317	R252	BOXED VAN 7500kg							57,600					
Refuse Freighter	AV318	R002	REFUSE FREIGHTER 26000kg						210,000						
Mechanical Sweeper (Johnson CN201)	AV319	R200	PAVEMENT SWEEPER										120,000		
Iveco Daily	AV320	R200	TIPPER 3500kg							42,000					
Iveco Daily	AV321	R200	TIPPER 3500kg						42,000						
Ford Connect	AV322	R160	LIGHT VAN											40,000	
Ford Connect	AV323	R200	LIGHT VAN											40,000	
Ford Connect	AV324	R185	LIGHT VAN											40,000	
Iveco Daily Refuse Freigher	AV325	R002	SMALL REFUSE FREIGHTER 7500kg RCV							102,000					
Mechanical Sweeper (Johnson VT650)	AV326	R200	ROAD SWEEPER 15000kg								156,000				
Mechanical Sweeper	AV327	R200	PAVEMENT SWEEPER								80,400				
Mechanical Sweeper	AV328	R200	PAVEMENT SWEEPER								80,400				
Mercedes Refuse Freighter	AV329	R003	REFUSE FREIGHTER 26000kg		182,000							204,600			
Mercedes Refuse Freighter	AV330	R005	REFUSE FREIGHTER 26000kg		182,000							204,600			
Mercedes Refuse Freighter	AV331	R002	REFUSE FREIGHTER 18000kg		166,500							204,600			
Fork Lift Truck	FORKLIFT	R229	FORK LIFT												
<b>2. OTHER</b>															
Financial Management System Replacement	FMS001					45,950									
Flail Equipment replacement	R476	R236	FLAIL				24,000								
Wessex Proline	R600	R236	Pull Along Mower Attachment								28,000				
Zip Boilers replacement (Wyre Forest House)				200,000		200,000									
Lighting system upgrade (Wyre Forest House)															
				482,720	900,900	1,012,040	752,890	1,421,290	1,429,690	366,490	467,690	933,690	544,690	122,890	122,890

# **QUANTITATIVE INDICATORS FOR ASSESSMENT OF RISK EXPOSURE 2022-26**

**APPENDIX 2**

Capital Portfolio Fund as at December 2022		2022-23	2023-24	2024-25	2025-26
<b>DEBT TO GROSS SERVICE EXPENDITURE RATIOS</b>					
<input type="checkbox"/> Non treasury property investments debt to gross service expenditure (GSE) ratio	Gross debt of non treasury property acquisitions as a percentage of gross service expenditure, where gross service expenditure is a proxy for the size and financial strength of a local authority.	36.48%	51.60%	51.45%	52.28%
<b>DEBT TO NET SERVICE EXPENDITURE RATIOS</b>					
Non treasury property investments debt to net service expenditure (NSE) ratio	Gross debt of non treasury property acquisitions as a percentage of net service expenditure, where net service expenditure is a proxy for the size and financial strength of a local authority.	145.73%	191.04%	179.27%	173.02%
<b>LOAN TO VALUE RATIOS</b>					
Loan to PPE value ratio (property)	The amount of non treasury property debt compared to the total asset value (Long term assets - PPE).	27.89%	37.52%	37.52%	37.52%
Loan to value ratio (property only)	The amount of property debt compared to the total property asset value (property portfolio only).	108.73%	106.35%	106.35%	106.35%
<b>CFR RATIOS</b>					
<input type="checkbox"/> CFR - Property	Property CFR as a proportion of the gross CFR	38.11%	38.86%	42.09%	42.22%
<b>FINANCING COSTS TO NET SERVICE EXPENDITURE RATIOS</b>					
<input type="checkbox"/> Property investments financing costs to net service expenditure (NSE) ratio	Non treasury property acquisitions 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.	7.16%	7.02%	6.60%	6.38%
<b>INCOME/INVESTMENT COVER RATIOS</b>					
Property investment cover ratio	The total net income from property acquisitions, compared to the interest expense.	0.00%	34.01%	56.04%	54.49%
<input type="checkbox"/> Property target income returns (excluding financing costs)	Net revenue income (excluding financing costs) compared to equity. This is a measure of achievement of the portfolio of properties.	5.34%	4.69%	5.20%	5.17%
<input type="checkbox"/> Property target income returns (including financing costs)	Net revenue income compared to equity. This is a measure of achievement of the portfolio of properties.	0.00%	0.78%	1.29%	1.25%
Commercial income to NSE ratio	Dependence on non-fees and charges income to deliver core services. Fees and charges should be netted off gross service expenditure to calculate NSE.	3.89%	4.45%	4.74%	4.85%
<b>TRENDS</b>					
Gross income	The income received from the property portfolio at a gross level over time.	(£1,551,790)	(£1,672,090)	(£1,788,180)	(£1,795,390)
<input type="checkbox"/> Operating costs	The trend in operating costs of the non-financial investment portfolio over time, as the portfolio expands.	£691,860	£633,730	£636,550	£650,250
<input type="checkbox"/> Financing costs	The trend in financing costs of the non-financial property portfolio over time, as the portfolio expands.	£859,930	£865,570	£866,910	£868,290
Net income	The income received from the property portfolio at a net level (less costs) over time.	Break Even	(£172,790)	(£284,720)	(£276,850)

☐ Local quantitative indicators

**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 20<sup>th</sup> 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 5<sup>th</sup> 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.

**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.*