

AGENDA

CABINET MEETING



Date: Wednesday 17 December 2014
Time: 6.30 pm
Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Mrs Blackmore (Chairman), Burton,
Greer, McLoughlin, Perry and Mrs Ring

Page No.

1. Apologies for Absence
2. Urgent Items
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of lobbying
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information
7. Minutes of the Meeting held on 12 November 2014

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Continued Over/:

Issued on 9 December 2014

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**Alison Broom, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

8. Reference from Council - Motion - Waterside Park - 14/501895 (J8) Decision 5 - 6

KEY DECISION REPORTS

9. Report of the Director of Regeneration and Communities - Council Tax 2015 16 Collection Fund Adjustments 7 - 14
10. Report of the Corporate Leadership Team - Budget Strategy 2015 16 Onwards - Fees & Charges 15 - 41
11. Report of Corporate Leadership Team - Budget Strategy 2015 16 Onwards - Capital 42 - 65
12. Report of Corporate Leadership Team - Budget Strategy 2015 16 Onwards - Revenue 66 - 86
13. Report of the Chief Executive - Draft Strategic Plan 2015/2020 87 - 114

MAIDSTONE BOROUGH COUNCIL

CABINET

MINUTES OF THE MEETING HELD ON WEDNESDAY 12 NOVEMBER 2014

Present: Councillor Mrs Blackmore (Chairman), and
Councillors Burton, McLoughlin, Perry and Mrs Ring

Also Present: Councillor Mrs Springett

63. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Greer.

64. URGENT ITEMS

There were no urgent items.

65. NOTIFICATION OF VISITING MEMBERS

Councillor Mrs Springett attended the meeting as an observer but reserved her right to speak on Agenda Item 9 – Draft Economic Development Strategy 2014.

66. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

67. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

68. EXEMPT ITEMS

RESOLVED: That the items on the agenda be taken in public as proposed.

69. MINUTES OF THE MEETING HELD ON 8 OCTOBER 2014

RESOLVED: That the Minutes of the meeting held on 8 October 2014 be approved as a correct record and signed.

70. REPORT OF THE DIRECTOR OF REGENERATION AND COMMUNITIES -
BUDGET MONITORING 2ND QUARTER 2014/15

Members considered the report of the Director of Regeneration and Communities relating to Budget Monitoring 2nd Quarter.

DECISION MADE:

- (a) That the satisfactory revenue position at the end of the second quarter of 2014/15 be noted;
- (b) That the proposals for slippage and re-profiling in the capital programme to 2015/16, as set out in Appendix 'B' to the Report of the Director of Regeneration and Communities be agreed; and
- (c) That the detail in the report on the collection fund, general fund balances and treasury management activity is noted.

For further information regarding this decision, please follow this link:

<http://services.maidstone.gov.uk/meetings/ieDecisionDetails.aspx?ID=876>

71. REPORT OF THE DIRECTOR OF REGENERATION AND COMMUNITIES - DRAFT ECONOMIC DEVELOPMENT STRATEGY 2014

Members considered the report of the Director of Regeneration and Communities in regard to the draft Economic Development Strategy 2014.

DECISION MADE:

That the draft Economic Development Strategy and action plan for public consultation be approved.

For further information regarding this decision, please follow this link:

<http://services.maidstone.gov.uk/meetings/ieDecisionDetails.aspx?ID=877>

72. REPORT OF THE HEAD OF FINANCE AND RESOURCES - CORPORATE IMPROVEMENT PLAN: MID YEAR 2014/15

Members considered the report of the Head of Finance and Resources relating to the Corporate Improvement Plan: Mid Year 2014/15 Progress Update.

DECISION MADE:

- (a) That the progress made on the Corporate Improvement Plan 2014-17 shown at Appendix A to the report of the Head of Finance and Resources be noted; and
- (b) That costings relating to Officer time in achieving Investors in People Gold be provided.

For further information regarding this decision, please follow this link:

<http://services.maidstone.gov.uk/meetings/ieDecisionDetails.aspx?ID=878>

73. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS - MID YEAR STRATEGIC PLAN PERFORMANCE UPDATE 2014/15

Members considered the report of the Head of Policy and Communications Relating to the Mid Year Strategic Plan Performance Update 2014/15.

DECISION MADE:

That:

- (a) The progress made against the Strategic Actions be noted;
- (b) That the out-turns of the KPIs (attached as Appendix A to the report of the Head of Policy and Communications), definitions are included for reference at Appendix B to the report of the Head of Policy and Communications be noted;
- (c) That the following indicators that are unlikely to achieve the annual performance target be noted:
 - Processing of minor planning applications within statutory timescales
 - WCN 004 Total waste arisings per household
- (d) That an update on the Planning Shared Service be provided at future Cabinet Meetings.

For further information regarding this decision, please follow this link:

<http://services.maidstone.gov.uk/meetings/ieDecisionDetails.aspx?ID=879>

74. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS - PLANNING, TRANSPORT AND DEVELOPMENT OVERVIEW AND SCRUTINY COMMITTEE SCRAIP REGARDING - AMENDMENT TO DECISION MAKING ARRANGEMENTS FOR NEIGHBOURHOOD PLANS

Members considered the report of the Head of Policy and Communications relating to Planning, Transport and Development Overview and Scrutiny Committee SCRAIP regarding – Amendment to decision making arrangements for Neighbourhood Plans.

DECISION MADE:

That approval is given to the insertion of an additional paragraph in the decision making arrangements for neighbourhood plans as follows:

3a	MBC consulted on submission version of the neighbourhood plan (Ref 16)	Internal consultation with ward members/adjoining ward members/Cabinet Member	Cabinet Member Report to consider MBC comments on submission of draft plan.
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For further information regarding this decision, please follow this link:

<http://services.maidstone.gov.uk/meetings/ieDecisionDetails.aspx?ID=880>

75. DURATION OF MEETING

6.30 p.m. to 7.15 p.m.

MAIDSTONE BOROUGH COUNCIL

CABINET

17 DECEMBER 2014

REFERENCE FROM COUNCIL

1. MOTION – WATERSIDE PARK - 14/501895 (J8) DECISION

- 1.1 At the extraordinary meeting of the Council held on 10 November 2014, the following motion was moved by Councillor Harper, seconded by Councillor McKay:

The local economy has been underperforming since 2008 compared to large parts of Kent and the South East. More and more residents have to look for work outside of the Borough. Now it looks like the Borough of Maidstone is shut for business. The shocking and damaging statement sent out to the business community by Members of this Council who refused permission for the Waterside Park J8 site (planning ref: 14/501895) put forward by ADL and Scarab two major local businesses.

These firms have out grown their current sites and need to relocate, either within the Borough or to authorities only too happy to take jobs from Maidstone.

The fact is that Maidstone is in deep need of a range of sites for business and employment, including non-centre locations with good access to the rail, motorway and main road network for business zones. The entire town is ringed with green land, but it needs to go somewhere and this application was ascetically pleasing. To ensure our town and Borough have a future the Council must take responsibility for proactively identifying non-centre locations for business zones.

This Council resolves to:

1. Urgently identify alternative sites within the Borough of Maidstone.
2. Work closely with companies who wish to relocate within Maidstone or improve infrastructure to their current sites if that is an alternative.
3. Ensure that the Local Plan is pro jobs and that there are sufficient and appropriate sites identified for employment.

4. Adopt in the Local Plan policies to oppose the loss of employment land unless compensating space is locally available.
 5. Support the principle of the development of an Enterprise Hub.
 6. Report back to the next full Council meeting on all points above.
- 1.2 The motion, having been moved and seconded, was referred to the Cabinet, as the decision making body, for consideration.
- 1.3 RECOMMENDED: That the Cabinet consider and respond to the motion relating to economic development and the allocation of employment sites.**

MAIDSTONE BOROUGH COUNCIL

CABINET

WEDNESDAY 17 DECEMBER 2014

REPORT OF DIRECTOR OF REGENERATION AND COMMUNITIES

Report prepared by Ellie Dunnet

1. 2015-16 COLLECTION FUND ADJUSTMENT

1.1 Issue for Decision

1.1.1 This report details the anticipated balance on the collection fund as at 31 March 2015 from council tax and business rates collection. The distribution of balances to precepting authorities is an important part of their budget calculation and a decision at this time enables timely advice to those authorities. It also enables timely consideration in relation to the council's own budget strategy.

1.2 Recommendation of the Director of Regeneration and Communities

1.2.1 That Cabinet agrees the council tax projection detailed in this report and as a result agree the distribution of the surplus set out in paragraph 1.4.5 as follows:

Preceptor	£
Maidstone Borough Council	302,209
Kent County Council	1,270,007
Kent Police Authority	171,465
Kent and Medway Towns Fire Authority	82,354
Total	1,826,034

1.2.2 That Cabinet agrees the business rates projection detailed in this report and as a result note the distribution of the surplus set out in paragraph 1.5.4 as follows:

Preceptor	£
Central Government (50%)	35,545
Maidstone Borough Council (40%)	28,436
Kent County Council (9%)	6,398
Kent and Medway Towns Fire Authority (1%)	711
Total	71,089

1.3 Reasons for Recommendation

- 1.3.1 Members will be aware that this council is required to maintain a collection fund which accounts for all local tax payments for council tax and business rates. The income into the fund is used to pay the precepts to Kent County Council, Kent Fire Authority, Kent Police (council tax only), central government (business rates only) and the equivalent requirement of this council, which includes parish precepts.
- 1.3.2 For the proper maintenance of the collection fund it is necessary to assess, on an annual basis, the likely balance as at 31 March of each year. Any balance, either positive or negative, must be taken into account in the following financial year. However, under the statutory arrangements which govern the collection fund, the balance remaining does not become a credit or charge on this council solely but needs to be split proportionately across preceptors.

1.4 Council Tax

- 1.4.1 The current situation regarding council tax in 2014-15 is projected to 31 March 2015 in **Appendix A**. This appendix details the precepts and demands on the Fund totaling £85,544,191.
- 1.4.2 **Appendix A** also details the latest situation regarding council tax bills dispatched, incorporating exemptions and discounts. Total income is now anticipated to be £86,355,243; therefore a surplus of £811,052 is anticipated for 2014-15. The collection fund regularly produces a surplus due to the continuing increase in properties on the valuation list.
- 1.4.3 The actual council tax surplus as at 31 March 2014 was £1,444,278. The predicted outturn at this time last year was £429,296 and this value was taken into account in setting the Council Tax in 2013-14. In 2013-14 there was increased uncertainty around the predictions used in relation to the local council tax support scheme that replaced council tax benefit from 1 April 2013. The level of demand for support through the scheme was lower than predicted, which had a positive impact on the surplus at 31 March 2014. A further variance arose during the year due to the reversal of unutilised provision for bad debts, which also increased the surplus on the fund at 31 March 2014. There is therefore a balance of £1,014,982 resulting from an under distribution in this year.
- 1.4.4 In total, **Appendix A** estimates that there will be a net surplus on the collection fund for 2014-15 of £1,826,034.
- 1.4.5 In line with the Local Government Finance Act 1992 it is necessary to declare the distribution of any surplus or deficit on the collection fund and for this reason it is recommended that the surplus be distributed as set out in the table below. This apportions the surplus in line with

the preceptors' share of the council tax as set out in **Appendix A**.

Preceptor	£
Maidstone Borough Council	302,209
Kent County Council	1,270,007
Kent Police Authority	171,465
Kent and Medway Towns Fire Authority	82,354
Total	1,826,034

1.5 Business Rates

- 1.5.1 Cabinet will be aware that a new system for business rates came into effect on 1 April 2013. This introduced the distribution of business rates via the collection fund in a similar way to council tax. Under the previous system, income was pooled and distributed nationally by the government. Precepts for business rates are determined prior to the start of a financial year based on fixed percentages applied to estimated income. Variations from the estimates realised within the collection fund are then distributed in the following two financial years (based on estimates in the following year and actuals in the subsequent year). 2014-15 will therefore be the first year that the balance arising on business rates impacts on the collection fund balance.
- 1.5.2 The current situation regarding business rates for 2014-15 is projected to 31 March 2015 in **Appendix B**. As at 31 March 2015 the collection fund is estimated to have a surplus of £85,817 for business rates relating to the financial year 2014-15, to be distributed to preceptors in 2015-16.
- 1.5.3 The actual outturn, as at 31 March 2014, was a deficit of £1,804,789. The predicted outturn in January 2014 was a deficit of £1,790,061. Therefore, there is a balance of -£14,728 to be shared with preceptors. The deficit in 2013-14 arose principally from requirement for the council to create a provision for losses on appeals against rateable value. Under the previous system the impact of these losses was passed onto central government as part of the national pooling arrangements. This has already been reported to central government and preceptors, and sufficient resources were set aside in 2013-14 to cover this council's share of the deficit.
- 1.5.4 The total balance on the collection fund for business rates of £71,089 will be distributed to preceptors as set out in the table below, by applying the central and local share percentages set by the government.

Preceptor	£
Central Government (50%)	35,545
Maidstone Borough Council (40%)	28,436
Kent County Council (9%)	6,398
Kent and Medway Towns Fire Authority (1%)	711
Total	71,089

1.5.5 Since the beginning of the new system the government has utilised a number of incentives to assist businesses such as small business rates exemptions and limiting business rates increases to 2%. These have a direct impact on the collection fund by reducing the value of business rates collected. The council is reimbursed through other government grants that do not affect the collection fund. For this reason the detailed distribution above does not reflect the details set out in the medium term financial strategy elsewhere on this agenda as that report takes into account the consequences of the business rates pool and the section 31 grant.

1.6 Alternative Action and why not Recommended

1.6.1 It is a statutory requirement that any adjustment be calculated annually and Cabinet cannot choose to ignore this decision.

1.6.2 Cabinet could vary the figures used in the estimate provided within the appendices. However, these are based on data from the revenues system, projections developed from past experience and known factors. They are considered to represent a reasonable estimate of the situation.

1.6.3 Should Cabinet choose to vary the data and distribute a different surplus or deficit this could affect the balance on the collection fund and the council's cash flows.

1.7 Impact on Corporate Objectives

1.7.1 The results of this decision affect the overall budget strategy process and therefore the pressure on council tax in creating a balanced budget.

1.8 Risk Management

1.8.1 The calculation of the balance on the collection fund at 31 March 2015 could be incorrect and a significant deficit could arise. This would be recouped from the various preceptors and the council in 2015-16. In the period between, the deficit would affect the council's cash flow.

1.8.2 Monthly monitoring of collection rates and the growth seen in the tax base over recent years help the council to mitigate this risk.

1.9 Other Implications

1.9.1

1.	Financial	X
2.	Staffing	
3.	Legal	
4.	Equality Impact Needs Assessment	
5.	Environmental/Sustainable Development	
6.	Community Safety	
7.	Human Rights Act	
8.	Procurement	
9.	Asset Management	

1.9.2 The distribution of the surplus will mean that the 2015-16 budget will benefit from the receipt of this council's £330,645 share of the surplus on the collection fund.

1.10 Relevant Documents

1.10.1 Appendices

- Appendix A – Council tax projection to 31 March 2015
- Appendix B – Business rates projection to 31 March 2015

1.11 Background Documents

None

IS THIS A KEY DECISION REPORT?

THIS BOX MUST BE COMPLETED

Yes

No

If yes, this is a Key Decision because:

.....

Wards/Parishes affected:

.....

MAIDSTONE BOROUGH COUNCIL
CABINET

COLLECTION FUND 2014-15 - COUNCIL TAX ADJUSTMENT

	£	Approx %
<u>DEMANDS ON THE FUND</u>		
Maidstone Borough Council budget requirement	14,155,352	16.55
Kent County Council	59,497,752	69.55
Kent Police Authority	8,032,803	9.39
Kent and Medway Towns Fire Authourity	3,858,284	4.51
<u>Council Tax requirement</u>	<u>85,544,191</u>	<u>100.00</u>
<u>DEBIT RAISED</u>		
Charges raised	106,082,926	
Less Disabled Relief	75,085	
Discounts	16,696,819	
Exemptions	2,307,379	
	<u>87,003,643</u>	
Less Provision for bad and doubtful debts	648,400	
Projected Council Tax Income	<u>86,355,243</u>	
<u>Projected surplus for the year</u>	<u>811,052</u>	

<u>UTILISATION OF FUND BALANCE</u>	<u>£</u>
Actual Surplus at 31 March 2014	1,444,278
Less anticipated surplus (2013-14 Estimate)	429,296
	<u>1,014,982</u>
Add Projected Surplus 2014-15	811,052
<u>Projected Surplus at 31 March 2015</u>	<u>1,826,034</u>

MAIDSTONE BOROUGH COUNCIL
CABINET

COLLECTION FUND 2014-15 - BUSINESS RATES

ESTIMATED NON-DOMESTIC RATING INCOME 2014-15

Central Government	27,720,610
Maidstone Borough Council	22,176,488
Kent County Council	4,989,710
Kent Fire Authority	554,412
Total	<u><u>55,441,220</u></u>

ESTIMATED SURPLUS / (DEFICIT) AT 31 MARCH 2015

Opening balance (deficit at 31/3/14)	(1,804,789)
Gross rates payable in respect of 2014-15	66,953,020
Less Transitional relief	(36,149)
Transitional premium	45,039
Less: Mandatory reliefs	(7,271,185)
Discretionary reliefs	(788,526)
Total charges	(57,011,593)
Projected surplus for the year	<u><u>85,817</u></u>

<u>Utilisation of fund balance</u>	<u>£</u>
Actual deficit at 31 March 2014	(1,804,789)
Less anticipated deficit - (2013/14 Estimate)	1,790,061
	<u>(14,728)</u>
Add Projected Surplus/deficit 2014/15	85,817
<u>Projected Surplus at 31 March 2015</u>	<u><u>71,089</u></u>

<u>Distribution</u>	<u>£</u>	<u>%</u>
Central Government	35,545	50
Maidstone Borough Council	28,436	40
Kent County Council	6,398	9
Kent Fire Authority	711	1
Total	<u><u>71,089</u></u>	<u><u>100</u></u>

MAIDSTONE BOROUGH COUNCIL

CABINET

17 DECEMBER 2014

REPORT OF CORPORATE LEADERSHIP TEAM

Report prepared by Paul Riley

1. BUDGET STRATEGY 2015 16 ONWARDS – FEES & CHARGES

1.1 Issue for Decision

1.1.1 To consider proposals for setting the level of fees and charges for 2015/16 for services where the Council raises income by charging the user of the service and where the setting of the fee or charge is discretionary. To also note the level of fees and charges that are set in accordance with statutory requirements.

1.1.2 To consider the impact of the proposed changes in the level of fees and charges on the Council's medium term financial strategy.

1.2 Recommendation of Corporate Leadership Team

1.2.1 That Cabinet approves the proposed fees and charges for 2015/16 totalling an additional £76,300 as set out in detail in Appendix A.

1.2.2 That Cabinet approves the proposed changes to income budgets that occur as a consequence of the proposed fees and charges as set out in paragraph 1.3.8.

1.3 Background

1.3.1 The Council adopted a corporate fees and charges policy in May 2009. The Policy promotes consistency across the Council, is focused on the strategic aims of the Council and sets out the approach that the Council takes in setting fees and charges.

1.3.2 The Policy covers fees and charges that are set at the discretion of the Council. It does not apply to services where the Council is prohibited from charging, e.g. collection of household waste or services where the charge is currently determined by Central Government, e.g. planning application fees. However consideration

of any known changes to such fees and charges and any consequence to the medium term financial strategy are detailed in this report.

1.3.3 The headline objective of the Policy is that fees and charges are set at the maximum level after taking into account conscious decisions on the subsidy level for individual services, concessions, impact of changes on users and any impact on the delivery of the Strategic Plan. Therefore there is a presumption that a charge will be levied for a service unless justified by strategic consideration or legal constraints.

1.3.4 The Policy also proposes that a review of all fees and charges will occur annually in line with the development of the Medium Term Financial Strategy. The review of fees and charges should consider the following factors:

- a) The Council's vision, objectives and values, and how they relate to the specific services involved;
- b) The level of subsidy currently involved and the impact of eliminating that subsidy on the level of fees and charges, the effect on users and the social impact;
- c) The actual or potential impact of any competition in terms of price or quality;
- d) Trends in user demand including the forecasted effect of price changes on customers;
- e) Customer survey results;
- f) Impact on users of proposals both directly and in terms of delivery of the Council's objectives;
- g) Financial constraints including inflationary pressure and service budget targets;
- h) The implications arising from developments such as an investment made in a service;
- i) The corporate impact on other service areas of Council wide pressures to increase fees and charges;
- j) Alternative charging structures that could be more effective;
- k) Proposals for targeting promotions during the year and the evaluation of any that took place in previous periods.

- 1.3.5 The results of the annual review of fees and charges as required by the policy are reported to the Cabinet in a single report each December. The work completed last December created an increase of £50,440 in the budgeted income from fees and charges for the current year.
- 1.3.6 Cabinet will be aware from the second quarter's budget monitoring report that income levels achieved in the first half of 2014/15 are above the midyear target in total however most services have not reached their target. At September 2014 the development management and refuse and recycling services were significantly above target and supporting shortfalls in most other service.
- 1.3.7 The detailed results of the review carried out this year are set out in **Appendix A** and the approval of the Cabinet is sought to the amended fees and charges for 2015/16.
- 1.3.8 The table below summarises the 2014/15 estimate and predicted outturn for income from the different fees and charges. It shows the proposed budget increase that can be achieved from each service and the percentage increase in budget this creates resulting in a budget proposal for 2015/16 for each service. The table is sub-divided by the effect any increase can have on the medium term financial strategy and the approval of the Cabinet is sought to the proposed levels of budgeted income for 2015/16 as shown in the table.

Service Charge Type	2014-2015 Estimate	2014/15 Outturn	Budget 2015/16		2015/16 Estimate
			Proposed Increase £	Proposed Increase %	
Cemetery	118,950	118,950	0	0.00%	118,950
Crematorium	1,104,780	1,084,780	0	0.00%	1,104,780
Licences	123,240	123,240	0	0.00%	123,240
Hackney Carriage and Private Hire Drivers Licences	40,250	40,250	0	0.00%	40,250
Recycling & Refuse Collection Total	760,060	810,060	50,000	6.58%	798,850
Conservation	21,470	21,470	0	0.00%	21,470
HMO Licensing	2,380	2,380	0	0.00%	2,380
Parking Services	2,752,270	2,752,270	21,300	0.77%	2,773,570
Town Hall	2,150	2,150	0	0.00%	2,150
SUPPORT TO BUDGET STRATEGY	4,925,550	4,955,550	71,300	1.45%	4,985,640
Environmental Enforcement	193,920	193,920	0	0.00%	193,920
Licensing Statutory	131,320	131,320	0	0.00%	131,320
Development Control-Planning	1,068,940	1,103,920	5,000	0.47%	1,073,940
STATUTORY CHARGES	1,394,180	1,429,160	5,000	0.36%	1,399,180
Building Control	346,320	346,320	0	0.00%	346,320
Development Control-Land Charges	253,750	253,750	0	0.00%	253,750
OBLIGATION TO BREAK EVEN	600,070	600,070	0	0.00%	600,070
Parks and Open Spaces	70,040	70,040	0	0.00%	70,040
Street Naming & Numbering	29,000	29,000	0	0.00%	29,000
PRE-SET TARGETS	99,040	99,040	0	0.00%	99,040
Museum	80,040	80,040	0	0.00%	80,040
Environmental Health	12,480	12,480	0	0.00%	12,480
Market	179,840	179,840	0	0.00%	179,840
Park and Ride	401,350	401,350	0	0.00%	401,350
CURRENT BUDGET SHORTFALL	673,710	673,710	0	0.00%	673,710
TOTAL	7,692,550	7,757,530	76,300	0.99%	7,757,640

1.3.9 As required by the Policy, the level of increase in fees and charges budgets for 2015/16 set out in the table at paragraph 1.3.8 reflects consideration of the effect of increasing the charges, such as elasticity of demand and creating movement of users to competitors or ceasing to use a service. A number of services have either not proposed an increase or, where they have, the increase has not resulted in an increased budget. The reasoning behind these actions is all in line with the Policy's guidance.

1.3.10 Each service has been considered separately and in all cases the Policy has been followed. Brief explanations of the consideration officers have given to significant issues are set out in the following paragraphs.

1.4 Fees & Charges Supporting Medium Term Financial Strategy

1.4.1 For comparison purposes, there was an average increase of 1.03% in these fees in 2014/15. An increase in income has the same effect as a saving on the corresponding budget.

1.4.2 The fees and charges policy identifies current performance as a factor for consideration when setting future fees and charges. Officers have considered this factor in setting the proposed fees and the result is an average increase of 1.45%.

- 1.4.3 Specific issues that the Cabinet should note are:
- a) It is possible that there will be a shortfall in a number of services areas. At this time most services have developed plans to mitigate the shortfall or remove it and the success of these plans will be monitored throughout the remainder of the year.
 - b) There is currently a downturn in income from the crematorium that is unlikely to be mitigated;
 - c) There is additional income from recycling and from garden waste bins;
 - d) The increase in parking income is the result of increased usage.
- 1.5 Statutory Charges
(Set by others but may count as a saving)
- 1.5.1 These charges are set in accordance with regulation or specified by central government.
- 1.5.2 The environmental enforcement penalty charge is already set at the maximum. It is not expected at this time that statutory licensing income will increase in 2015/16.
- 1.5.3 Development Control charges were increased by an average of 15% in November 2012 by Central Government and have not been amended since that date. This income budget already reflects assumptions about increased income to fund additional staffing in 2014/15 and a further review of the level of staffing compared to the volume of applications is being completed. If a further increase in budget is possible without related increases in staffing costs this will be reported to Cabinet in February 2015, in time to be included in the final budget for 2015/16.
- 1.5.4 The fee for pre-application advice is set locally and the increase in income for Development Control reflects an increase in the hourly rate for this advice. As the increased salary cost has already been taken into account in the Medium Term Financial Strategy, this increase can be utilised to support the budget for 2015/16.
- 1.6 Review of Revenue Resources
- 1.6.1 Both Building Control and Land Charges have a statutory obligation to break even. Both services will consider any necessary increase following budget setting and, if necessary, report this to the relevant Cabinet Member.

- 1.6.2 Any increase set will not benefit the medium term financial strategy as it will be set to maintain a break even cost of service.
- 1.7 Pre-set Targets
- 1.7.1 These services have pre-set obligations such as the targets set through the Medium Term Financial Strategy in previous years. At this time no increases are proposed that will have an additional effect on income budgets.
- 1.8 Current Budget Shortfall
- 1.8.1 These services are currently reporting significant difficulty in generating income. Any increase in fees proposed is designed to support current targets.
- 1.9 Alternative Action and why not Recommended
- 1.9.1 Cabinet Members could consider their respective service proposals individually. This is not recommended as the consideration of the full range of fees and charges in this way enables the impact of all charges to be considered together. This gives the Cabinet the ability to assess the impact of changes on individual customers. The consideration of fees and charges in this way removes the need to set a generic target for increases as part of the medium term financial strategy. This is in line with the approved policy on fees and charges.
- 1.9.2 The Cabinet could agree different increases to those proposed. Officers have considered all aspects of the policy in developing these proposals and they are in line with the factors set out earlier in this report.
- 1.10 Impact on Corporate Objectives
- 1.10.1 Increases in fees and charges can have a significant impact on the Council's objectives. The use of the policy as a guide to assessing a correct level of increase means that the most appropriate levels are proposed in this report.
- 1.10.2 The direct charging of a fee for a service reduces the level of subsidy required by all Council Tax payers and ensures a greater element of the cost is recovered directly from the service users where this approach is appropriate.
- 1.11 Risk Management

1.11.1 The budget expectation will form part of the medium term financial strategy for 2015/16 and the major risk is that the proposed increases do not deliver the additional income that is reflected in the budget once it is approved. If the income does not reach the levels expected within the budget the Council will have to take corrective action to balance the budget.

1.11.2 This risk is faced by service managers every year and, where the income generated is not sufficient to reach the budget, corrective action is taken. In such cases the quarterly budget monitoring reports received by Cabinet will highlight any variances to Cabinet. In addition the constitution requires that any significant variances from income targets are reported to the relevant Cabinet Member along with proposals to mitigate any issues that arise as a result.

1.12 Other Implications

1. Financial	X
2. Staffing	
3. Legal	X
4. Equality Impact Needs Assessment	X
5. Environmental/Sustainable Development	
6. Community Safety	
7. Human Rights Act	
8. Procurement	
9. Asset Management	

1.12.1 **Financial** – The proposals in this report will provide £76,300 towards the requirements of the medium term financial strategy 2015/16 onwards that is reported elsewhere on this agenda.

1.12.2 **Legal** - A number of the fees and charges made for services by the Council are set so as to provide the service at cost. These services are set up as trading accounts to ensure that the cost of service is clearly related to the charge made. In other cases the fee is set by statute and the Council must charge the set

fee. In both cases the proposals in this report meet the Council's obligations.

1.12.3 Where a customer defaults the fee or charge for a service must be defensible, in order to recover it through legal action. Adherence to the policy on setting fees and charges provides Cabinet with some assurance that appropriate factors have been considered in setting these charges.

1.12.4 **Equality Impact Assessment** – The objective of the review of fees and charges in this corporate way, including a focus on the factors required by the corporate policy minimises the opportunity for unintended disadvantage to be created. The overview granted to Cabinet by this single report also reduces the possibility of an unintentional focus on a single group by multiple separate decisions.

1.13 Relevant Documents

1.13.1 Appendices

Appendix A – Schedule of all fees and charges by service.

<u>IS THIS A KEY DECISION REPORT?</u>			
Yes	<input checked="checked" type="checkbox"/>	No	<input type="checkbox"/>
If yes, when did it first appear in the Forward Plan?			
.....			
This is a Key Decision because:		Budget Strategy Report	
.....			
Wards/Parishes affected:		All	
.....			

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
AA30/AA31	Museum								
	School visits		27,460	22,500					22,500
	First Hour				50.00	60.00	20.00%		
	Each Subsequent Hour				30.00	40.00	33.33%		
	Craft Sessions				0.00	60.00	100.00%		
	Object Inspired				0.00	30.00	100.00%		
	Lunch room hire				0.00	15.00	100.00%		
	Outreach to schools								
	Children's holiday activities								
	Out with 1 CLA								
	1 workshop				0.00	165.00	100.00%		
	1 workshop + craft				0.00	255.00	100.00%		
	2 workshops				0.00	230.00	100.00%		
	2 workshops + 2 Craft				0.00	370.00	100.00%		
	2 workshops + Giant - full class craft				0.00	345.00	100.00%		
	3 workshops				0.00	335.00	100.00%		
	3 workshops + Giant - full class craft				0.00	400.00	100.00%		
	4 workshops				0.00	325.00	100.00%		
	Out with 2 CLA								
	2 Workshops + 2 craft				0.00	450.00	100.00%		
	3/4 workshops				0.00	350.00	100.00%		
	3/4 workshops + 3/4 craft				0.00	550.00	100.00%		
	Loan Boxes to schools per week				0.00	10.00	100.00%		
	Loan Boxes to schools per half term				0.00	50.00	100.00%		
	Room hire	*	25,560	30,540					30,540
	Brenchley Room - Per day	*			500.00	500.00	0.00%		
	Glass Room - Per half day	*			150.00	180.00	20.00%		
	Glass Room - Per day	*			275.00	300.00	9.09%		
	Glass Room - evening min 4 hrs	*			0.00	300.00	100.00%		
	Library - Per half day	*			200.00	220.00	10.00%		
	Library - Per day	*			350.00	385.00	10.00%		
	Library - evening min 4 hrs	*			0.00	385.00	100.00%		
	Bentlif-Bearsted - evening min 4 hrs	*			0.00	300.00	100.00%		
	Bentlif II - evening min 4 hrs	*			0.00	440.00	100.00%		
	Café Gallery								
	4 week hire - Apr - Oct	*			0.00	200.00	100.00%		
	4 week hire - Nov - Mar	*			0.00	175.00	100.00%		
	Events		17,058	12,000				0	12,000
	Per Child				2.50	2.50	0.00%		
	Childrens Parties	*	660	10,000					10,000
	Per Child				10.00	10.00	0.00%		
	Museum Talks or Tours -		1,918	1,000					1,000
	External talks	*			80.00	100.00	25.00%		
	Internal	*			80.00	100.00	25.00%		
	Carriage Museum Admission		1,903	4,000					4,000
	Adult				2.50	2.50	0.00%		
	Senior Citizen				1.00	1.00	0.00%		
	Child over 5				1.00	1.00	0.00%		
	Collections enquiries								
	Public enquiries per hour max 3 hrs				0.00	25.00	100.00%		
	Museum Total		74,559	80,040				0	80,040

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

		* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
AE10/AE13/ AE14	Fees and Charges April 2014 - March 2015								
	Parks and Open Spaces								
	Football		5,064	12,650					12,650
	Seniors - single let (hirer to erect nets)	*			57.60	57.60	0.00%		
	Seniors - 10 or more lets (hirer to erect nets)	exempt			48.00	48.00	0.00%		
	Juniors - single let (hirer to erect nets)	*			22.80	22.80	0.00%		
	Juniors - 10 or more lets (hirer to erect nets)	exempt			19.00	19.00	0.00%		
	Use of five-a-side football nets - per set	*			19.90	19.90	0.00%		
	Rugby		0	1,610					1,610
	Seniors - single let	*			60.50	60.50	0.00%		
	Seniors - 10 or more lets	exempt			50.40	50.40	0.00%		
	Juniors - single let	*			30.50	30.50	0.00%		
	Juniors - 10 or more lets	exempt			25.40	25.40	0.00%		
	Tennis - per court per hour		390	0					0
	Adult - single hire	*			8.00	8.00	0.00%		
	Adult -10 or more hires	exempt			6.60	6.60	0.00%		
	OAP/Junior - single hire	*			4.40	4.40	0.00%		
	OAP/Junior - 10 or more hires	exempt			3.60	3.60	0.00%		
	Bowls - Season - Adult		1,835	2,820	73.60	73.60	0.00%		2,820
	- OAP/Junior	*			36.90	36.90	0.00%		
	- per Green - Adult	*			5.40	5.40	0.00%		
	- OAP/Junior	*			2.80	2.80	0.00%		
	-Match fees	*			4.40	4.40	0.00%		
	Use of Woods - per hour/match - Adult	*			3.30	3.30	0.00%		
	- OAP/Junior	*			2.20	2.20	0.00%		
	- per match - Adult	*			3.30	3.30	0.00%		
	- OAP/Junior	*			2.20	2.20	0.00%		
	Rounders - Weekends				50.90	50.90	0.00%		
	- Evenings 5 - 9.30pm	*			39.50	39.50	0.00%		
	Use of Changing Rooms and Showers		0	3,250	17.90	17.90	0.00%		3,250
	Events								
	Fairs and circuses - per day (min. charge)	exempt	32,485	29,330	550.00	550.00	0.00%		29,330
	Big top show - per evening (min. charge)	exempt			379.00	379.00	0.00%		
	Hire of Parks								
	Fitness Classes (10-70 participants) - per session (min charge)				15.00	15.00	0.00%		
	All Events		0	6,350					6,350
	Disruption Fees for all events (min charge)								
	Commercial and charity ticketed events - Mote Park				500.00+	500.00+	0.00%		
	Free events - Mote Park				50+	50+	0.00%		
	Commercial and charity ticketed events - All other Parks				250+	250+	0.00%		
	Free events - All other Parks				50+	50+	0.00%		
	Fees per head all events (min charge)								
	Commercial (ticketed) Concerts				0.37	0.37	0.00%		
	Commercial (ticketed) Walks/runs/sporting				0.37	0.37	0.00%		
	Commercial (ticketed) Other				0.25	0.25	0.00%		
	Charity Fundraising (ticketed) Concerts				0.25	0.25	0.00%		
	Charity Fundraising (ticketed) Walks/runs/sporting				0.12	0.12	0.00%		
	Charity Fundraising (ticketed) Other				0.12	0.12	0.00%		
	Commercial (free event) Concerts				0.07	0.07	0.00%		
	Commercial (free event) walks/Runs/Sporting				No Charge	No Charge			
	Commercial (free event) Other				No Charge	No Charge			
	Charity Fundraising (free event) Concerts				0.07	0.07	0.00%		
	Charity Fundraising (free event) Walks/Runs/Sporting				No Charge	No Charge			
	Charity Fundraising (free event) Other				No Charge	No Charge			
	Not-for-profit (free event) Concerts				0.07	0.07	0.00%		
	Not-for-profit (free event) Walks/Runs/Sporting				No Charge	No Charge			
	Not-for-profit (free event) Other				No Charge	No Charge			
	Filming companies - per day								
	- Mote Park	exempt			275.60	275.60	0.00%		
	- Brenchley Gardens	exempt			185.50	185.50	0.00%		
	- others by negotiation								
	Commercial medical units - per day				122.20	122.20	0.00%		
	Hot air ballooning (per flight/landing) - Private	exempt			75.00	75.00	0.00%		
	Golf-Pitch & Putt and Putting		6,993	13,600					13,600
	Weekdays - Putting - per round - Adult	*			2.50	2.50	0.00%		
	- Adult (Own Eqpt)	*			2.20	2.20	0.00%		
	- OAP/Junior	*			1.90	1.90	0.00%		
	- OAP/Junior (Own Eqpt)	*			1.70	1.70	0.00%		
	Weekends/Bank Hols - Putting - per round - Adult	*			2.70	2.70	0.00%		
	- Adult (Own Eqpt)	*			2.40	2.40	0.00%		
	- OAP/Junior	*			2.00	2.00	0.00%		
	- OAP/Junior (Own Eqpt)	*			1.80	1.80	0.00%		
	Weekdays - Pitch and Putt - per round - Adult	*			4.00	4.00	0.00%		
	- Adult (Own club/ball)	*			3.70	3.70	0.00%		
	- OAP/Junior	*			2.90	2.90	0.00%		
	- OAP/Junior (Own club/ball)	*			2.70	2.70	0.00%		
	Weekends/Bank Hols-Pitch and Putt-per round-Adult	*			4.20	4.20	0.00%		
	- Adult (Own club/ball)	*			3.90	3.90	0.00%		
	- OAP/Junior	*			3.10	3.10	0.00%		
	- OAP/Junior (Own club/ball)	*			2.90	2.90	0.00%		
	Weekdays - Family Tickets	*			11.70	11.70	0.00%		
	Family Tickets (Own Eqpt)	*			10.00	10.00	0.00%		
	Weekends/Bank Hols - Family Tickets	*			12.60	12.60	0.00%		
	Family Tickets (Own Eqpt)	*			11.00	11.00	0.00%		

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
	Ball deposit	*			1.00	1.00	0.00%		
	Equipment deposit - single player	*			10.00	10.00	0.00%		
	Equipment deposit - group	*			10.00	10.00	0.00%		
	Mooring Fee								
	PER VESSEL (20 feet length)								
	per Night	*			5.70	5.70	0.00%		
	per Week	*			30.00	30.00	0.00%		
	per Month	*			96.00	96.00	0.00%		
	per Quarter	*			240.00	240.00	0.00%		
	Slipway Fee		0	430					430
	per Canoe/Dinghy	*			4.20	4.20	0.00%		
	other Craft	*			10.30	10.30	0.00%		
	Parks and Open Spaces Total		46,767	70,040				0	70,040

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
CA10	Cemetery								
1.	Purchase of Exclusive Right of Burial		46,851	52,000				0	52,000
(a)	Resident Fees								
	General Section				750.00	765.00	2.00%		
	Class: Lawn				750.00	765.00	2.00%		
	Class: Vault				POA	POA			
	Class: Cremated remains burial plot				420.00	428.00	1.90%		
	Deed of grant				45.00	46.00	2.22%		
	Transfer of Exclusive Rights				82.00	83.60	1.95%		
	Grave Selection Fee				50.00	50.00	0.00%		
(b)	Non Resident Fees								
	General Section				1,500.00	1,529.00	1.93%		
	Class: Lawn				1,500.00	1,529.00	1.93%		
	Class: Vault				POA	POA			
	Class: Cremated remains burial plot				840.00	856.00	1.90%		
	Stillborn to 4 years				80.00	80.00	0.00%		
	5 to 15 years				150.00	150.00	0.00%		
	Deed of grant				45.00	46.00	2.22%		
	Transfer of Exclusive Rights				82.00	83.60	1.95%		
	Grave Selection Fee				50.00	50.00	0.00%		
2.	Interment Fees		54,480	46,250				0	46,250
	Stillborn to 4 years				No charge	No charge			
	5 to 15 years (15 years, 364 days)				260.00	260.00	0.00%		
	16 years and over (16 years and 1 day)				525.00	535.00	1.90%		
	Double				630.00	642.00	1.90%		
	Treble				850.00	866.00	1.88%		
	Cremated remains				210.00	214.00	1.90%		
	Interment in existing vault and interment/excavation new vault				POA	POA			
	Ashes casket (to purchase)				50.00	51.00	2.00%		
	Ashes urn (to purchase)				35.00	36.00	2.86%		
	Unpurchased grave				420.00	428.00	1.90%		
	Excavation of non standard grave (additional charge to above)				115.00	117.50	2.17%		
	Exhumation of cremated remains				220.00	224.50	2.05%		
	Exhumation of buried remains				POA	POA			
3.	Other charges								
	Use of chapel and organ								
	Witness Fee				45.00	46.00	2.22%		
	Hardwood seat with Stone Effect plaque								
	New Seat	*			POA	POA			
	New Base	*			POA	POA			
	Stone Effect Plaque	*			57.50	59.00	2.61%		
	Plot rental - 5 years				224.00	228.50	2.01%		
4.	Monuments		15,740	20,700					20,700
	Headstone				95.00	97.00	2.11%		
	Kerbstone				95.00	97.00	2.11%		
	Indicator stone				37.00	37.70	1.89%		
	Cremated remains memorial				95.00	97.00	2.11%		
	Tablet 12" x 12"				95.00	97.00	2.11%		
	Vase				95.00	97.00	2.11%		
	Additional inscription				95.00	97.00	2.11%		
	Any other monument				95.00	97.00	2.11%		
	Memorial inspection re-instatement (standard)				126.00	128.40	1.90%		
	Lawn Grave foundation - by MBS				48.00	49.00	2.08%		
5.	Search fees								
	1-5 years				10.00	10.00	0.00%)
	6-10 years				10.00	10.00	0.00%)
	Over 10 years				10.00	10.00	0.00%)
	Personal search (by appointment)				35.00	35.00	0.00%)
6.	Maintenance								
	Heather-5 years*				147.00	149.80	1.90%		
	renewal - 5 years*				123.00	125.35	1.91%		
	Rose bush-10 years*				163.00	166.10	1.90%		
	renewal 5 years*				147.00	149.80	1.90%		
	Miniature rose-10 years*				131.00	133.50	1.91%		
	renewal 5 years*				126.00	128.40	1.90%		
	Earthing				53.00	54.00	1.89%		
	Turfing				53.00	54.00	1.89%		
	Memorials								
	Mushrooms (new) been in place since July 2013				64.00	65.25	1.95%		
	Mushrooms dedication annual (new)				146.00	148.80	1.92%		
	Benches (new) start in Sept 13				300.00	306.00	2.00%		
	Benches dedication annual (new)				60.00	61.50	2.50%		
	Majestic Mausolia (new) aim to start Jan 14								
	Majestic Mausolia dedication 30 year (new) with 4 caskets				2,500.00	2,500.00	0.00%		
	Inscription on Mausolia plaque front (price per line)				35.00	35.00	0.00%		
	Additional removal of plaque for additional inscription				50.00	50.00	0.00%		
	Posy Holder for Mausolea								TBA
	Circular Bench (new) aim to start Nov 13				164.00	164.00	0.00%		
	Circular Bench dedication (new)				60.00	61.50	2.50%		
	Cemetery Total		117,071	118,950				0	118,950

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
CA20	Crematorium								
1.	Cremations		910,860	938,640				0	938,640
	Service charges								
	Medical Referee's Fee				25.00	25.50	2.00%		
	Non viable foetus and stillborn				no charge	no charge			
	Less than 5 years				95.00	95.00	0.00%		
	5 to 15 years 364 days				109.00	109.00	0.00%		
	Adult				530.00	535.00	0.94%		
	Adult - commital slot 9.00 A.M. (includes Environmental surcharge, Medical Referee fee & Cremation Carton)				480.00	480.00	0.00%		
	Adult - reduced cremation slot 9.30 A.M. (includes Environmental surcharge, Medical Referee fee & Cremation Carton)				550.00	550.00	0.00%		
	Environmental Surcharge				60.00	61.25	2.08%		
	Cremation of body parts				96.00	97.80	1.88%		
	Use of chapel (additional item)				200.00	204.00	2.00%		
	Use of chapel organ				8.50	8.50	0.00%		
	Use of personal C.D. at Ceremony				10.00	10.00	0.00%		
	Witness fee				37.00	37.50	1.35%		
	Saturday morning supplement fee				350.00	357.00	2.00%		
	Service over-run fee				From 60.00	From 60.00			
	Containers for cremated remains								
	Polytainer / Cremation carton / strewing tube	*			15.50	15.80	1.94%		
	Urn	*			34.00	34.70	2.06%		
	Casket	*			50.00	51.00	2.00%		
	Baby urn	*			12.50	12.75	2.00%		
	Other related services								
	Forwarding of cremated remains								
	Exhumation of cremated remains				194.00	198.00	2.06%		
	Disposal from other crematoriums				56.00	57.00	1.79%		
	Burial in individual plot				46.00	46.90	1.96%		
2.	Memorials		193,331	166,140				0	166,140
	Book of Remembrance								
	line entry (min 2 lines) *	*			97.00	98.85	1.91%		
	Flower/Crest/or Badge *	*			245.00	249.70	1.92%		
	Folded Remembrance Card								
	Card purchase *	*			10.75	10.95	1.86%		
	per line entry (minimum 2 lines) *	*			51.00	52.00	1.96%		
	Flower/Crest/or Badge *	*			166.00	169.15	1.90%		
	Mini Books of Remembrance								
	Book purchase *	*			25.00	25.50	2.00%		
	per line entry (minimum 2 lines) *	*			73.50	74.90	1.90%		
	Flower/Crest/or Badge *	*			212.00	216.00	1.89%		
	Cloister Hall of Remembrance								
	Wall vases								
	Vase *	*			8.60	8.75	1.74%		
	Plot Rental - per annum				60.50	61.65	1.90%		
	Stone Block vase *	*			12.25	12.50	2.04%		
	Plot Rental - per annum				69.50	70.80	1.87%		
	Cloister Hall of Remembrance								
	Cloister wall tablets								
	Single *	*			147.00	149.80	1.90%		
	Plot Rental - 10 year dedication				137.00	140.00	2.19%		
	Double (1 inscription) *	*			171.00	174.25	1.90%		
	Plot Rental - 10 year was				192.00	196.00	2.08%		
	Double (2 inscriptions) *	*			288.50	294.00	1.91%		
	Plot Rental - 10 year				192.00	196.00	2.08%		
	Refurbishment per letter - regild *	*			3.95	4.00	1.27%		
	Refurbishment per letter - repaint *	*			3.95	4.00	1.27%		
	Second inscription *	*			118.00	120.25	1.91%		
	Memorial Hall								
	Leather plaques *	*			29.00	29.55	1.90%		
	Plot Rental -5 year				76.50	77.95	1.90%		
	Added inscription *	*			28.50	29.05	1.93%		
	Gardens of Remembrance								
	Stone effect plaque *	*			57.50	58.60	1.91%		
	Stone effect plaque for bench*				57.50	63.00	9.57%		
	Stone effect plaque on spike				57.50	64.00	11.30%		
	Plot Rental 10 year				159.00	162.00	1.89%		
	Added inscription *	*			57.50	58.60	1.91%		
	Refurbishment *	*			19.00	19.40	2.11%		
	Gardens of Remembrance								
	Sanctum Vault								
	Vault with inscription *				360.00	367.00	1.94%		
	10 year lease				695.00	708.20	1.90%		
	20 year lease				980.00	999.00	1.94%		
	30 year lease				1,632.00	1,663.00	1.90%		
	Family Sanctum Vault (From Jan 15)								
	5 year lease				1,055.00	1,055.00	0.00%		
	10 year lease				1,582.50	1,582.50	0.00%		
	15 year lease				2,110.00	2,110.00	0.00%		
	20 year lease				2,637.50	2,637.50	0.00%		
	25 year lease				3,165.00	3,165.00	0.00%		
	30 year lease				3,692.50	3,692.50	0.00%		
	Illustration, photo plaques etc.				P.O.A.	P.O.A.			
	Chapel Lawn Planter								
	Plaque with inscription *				53.00	54.00	1.89%		
	Plus 10 year dedication				168.50	172.00	2.08%		
	Woodside Walk Book								
	Plaque with inscription *				63.50	64.70	1.89%		
	Plus 10 year dedication				189.00	193.00	2.12%		
	Woodside Walk Mushrooms								
	Tablet with inscription *				63.50	64.70	1.89%		
	Plus 10 year dedication				146.00	149.00	2.05%		

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
	Gardens of Remembrance								
	Memorial shrubs in beds								
	Shrubs with Stone Effect Plaque on Spike 5 years	*			153.00	156.00	1.96%		
	Adoption renewal	*			98.00	100.00	2.04%		
	Added inscription *	*			57.50	58.60	1.91%		
	Standard roses in bed (5 years) *	*			136.00	138.75	2.02%		
	Adoption renewal	*			114.50	116.75	1.97%		
	Standard roses-added inscription *	*			26.50	27.00	1.89%		
	Individual standard rose (5 years) *	*			173.50	176.75	1.87%		
	Adoption renewal	*			143.00	145.75	1.92%		
	Added inscription *	*			26.50	27.00	1.89%		
	Specimen tree *	*			26.50	28.00	5.66%		
	Plot Rental - 10 years				199.00	201.00	1.01%		
	Gardens of Remembrance								
	Hardwood seat	*			POA	POA			
	Plaque *	*			57.50	59.00	2.61%		
	Plot Rental - 5 years				222.50	227.00	2.02%		
	Added inscription *	*			56.00	58.60	4.64%		
3.	Search fees								
	1-5 years				10.00	10.00	0.00%		
	6-10 years				10.00	10.00	0.00%		
	Over 10 years				10.00	10.00	0.00%		
	Personal search (by appointment)				35.00	35.00	0.00%		
	Crematorium Total		1,104,191	1,104,780				0	1,104,780

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
CL20/CL30/ CL21	Environmental Health								
	Level 2 Food Hygiene Courses		1,953	1,910	45.00	45.00	0.00%		1,910
	Voluntary Surrender of unsound food (certificate)				169.00	172.00	1.78%		
	Food Export certificate				67.00	69.00	2.99%		
	Contaminated Land search fee		2,525	1,000	63.00	70.00	11.11%		1,000
	Private Water Risk Assessment- Proposed charge £40 per hour- Max £500				40.00	40.00	0.00%		
	Private Water Sampling Charge £40 per hour- Max £100				40.00	40.00	0.00%		
	Private water Authorisation Charge £40 per hour- Max £100				40.00	40.00	0.00%		
	Private Water Investigation Charge £40 per hour- Max £100				40.00	40.00	0.00%		
	Private Water Analysis charges per hour- Max £100				40.00	40.00	0.00%		
	Analysis – under Reg 10 (Domestic supplies)				25.00	25.00	0.00%		
	Analysis – Check monitoring (Commercial supplies) (Maximum £100)				40.00	40.00	0.00%		
	Analysis – Audit monitoring (Commercial supplies) (Maximum £500)				40.00	40.00	0.00%		
	Statutory Fees for 48 Pollution Prevention Control Processes		10,440	9,570	*	*	0.00%		9,570
	Environmental Health Total		14,918	12,480				0	12,480
CL22/CL10	Environmental Enforcement								
	Fixed Penalty Fines-Litter		164,825	187,500	75.00	75.00	0.00%		187,500
	Fixed Penalty Fines-Other		1160	2,520					2,520
	Dog Control Order (Fouling)				75.00	75.00	0.00%		
	Dog Control Order (Exclusion)				75.00	75.00	0.00%		
	Failure to produce waste documents				300.00	300.00	0.00%		
	Failure to produce authority to transport waste				300.00	300.00	0.00%		
	Unauthorised distribution of free printed matter				75.00	75.00	0.00%		
	Fly Posting				80.00	80.00	0.00%		
	Abandonment of a vehicle				200.00	200.00	0.00%		
	Repairing vehicles on a road				100.00	100.00	0.00%		
	Graffiti				75.00	75.00	0.00%		
	Failure to comply with a waste receptacles notice				100.00	100.00	0.00%		
	Smoking in a smoke free place				50.00	50.00	0.00%		
	Failure to display no smoking signs				200.00	200.00	0.00%		
	Community Protection Notice Fixed Penalty Notice				0.00	100.00	100.00%		
	Public Space Protection Order Fixed Penalty Notice				0.00	100.00	100.00%		
	Stray dog charges		2,294	3,900					3,900
	Collection charge (office hours)				40.00	40.00	0.00%		
	Collection charge (out of office hours)				60.00	60.00	0.00%		
	Collection charge (out of office hours (after midnight))				70.00	70.00	0.00%		
	Pest Control charges								
	Hourly charge for treatments carried out on industrial and commercial properties				"Call for quote"	"Call for quote"			
	For treatments outside of normal office hours				96.00	96.00	0.00%		
	Charge per visit for the treatment of wasps nests carried out on domestic properties				45.50	45.50	0.00%		
	Additional nests treatment				8.00	8.00	0.00%		
	Charge per visit for the treatment of rat and mouse nests carried out on domestic premises				45.00	45.00	0.00%		
	Minimum charge for the treatment of ants carried out on domestic premises				23.50	23.50	0.00%		
	Minimum charge (including up to six rooms) for the treatment of fleas, bedbugs and other household pests carried out on a domestic premises				55.00	55.00	0.00%		
	For each additional room (up to four rooms additional)				10.00	10.00	0.00%		
	Documentation charge added to charges above where it is necessary to send an invoice for payment.				29.50	29.50	0.00%		
	Environmental Enforcement Total		168,279	193,920				0	193,920

0

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
CL00/CL01/ CL90	Licences								
	Animal Boarding - C200/C201/C202/C204								
			12,212	12,590				0	12,590
					115.00	115.00	0.00%		
					265.00	265.00	0.00%		
					330.00	330.00	0.00%		
					510.00	510.00	0.00%		
					265.00	265.00	0.00%		
					395.00	395.00	0.00%		
					510.00	510.00	0.00%		
					605.00	605.00	0.00%		
					150.00	150.00	0.00%		
					435.00	435.00	0.00%		
					550.00	550.00	0.00%		
					265.00	265.00	0.00%		
					395.00	395.00	0.00%		
					510.00	510.00	0.00%		
					645.00	645.00	0.00%		
					395.00	395.00	0.00%		
					80.00	80.00	0.00%		
					530.00	530.00	0.00%		
					750.00	750.00	0.00%		
	Tattooing, Electrolysis, Acupuncture & Ear-piercing - C205								
			1,470	570				0	570
					290.00	290.00	0.00%		
	Scrap Metal Dealers								
			0	2,400					2,400
	Site Licence								
					480.00	480.00	0.00%		
					410.00	410.00	0.00%		
					320.00	320.00	0.00%		
	Sex Establishments - F124								
			2,030	2,260				0	2,260
					4,000.00	4,000.00	0.00%		
					2,000.00	2,000.00	0.00%		
					2,000.00	2,000.00	0.00%		
	Pleasure Boats								
			825	670					670
	Rowing Boat, small motorised boat & pedalo								
					25.00	25.00	0.00%		
	Boatmen								
					15.00	15.00	0.00%		
	Street Trading - C207 & C208								
			13,680	11,640				0	11,640
					30.00	30.00	0.00%		
					65.00	65.00	0.00%		
					180.00	180.00	0.00%		
					385.00	385.00	0.00%		
	Farmers Markets								
					30.00	30.00	0.00%		
					185.00	185.00	0.00%		
					370.00	370.00	0.00%		
	River Festival								
					210.00	210.00	0.00%		
					30.00	30.00	0.00%		
	Taxi Fees & Charges								
			13,687	16,620				0	16,620
			67,411	63,030				0	63,030
			13,933	13,020				0	13,020
					63.00	65.00	3.17%		
					23.00	23.00	0.00%		
			833	440				0	440
	Discretionary Licence Total		126,081	123,240				0	123,240
CL90	Hackney Carriage and Private Hire Drivers								
	Hackney Carriage and Private Hire Drivers Licences - F103 & F104								
			33,663	40,250				0	40,250
					165.00	180.00	9.09%		
					83.00	85.00	2.41%		
					265.00	265.00	0.00%		
					199.00	200.00	0.50%		
					329.00	329.00	0.00%		
					125.00	130.00	4.00%		
					463.00	463.00	0.00%		
					300.00	300.00	0.00%		
	Hackney Carriage and Private Hire Drivers Licences Total		33,663	40,250				0	40,250

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
CL01	Licensing Statutory		131,731	131,320				0	131,320
	Licensing Act 2003 Fee Levels								
	New Application and Variation Fees								
	Band A				100.00	100.00	0.00%		
	Band B				190.00	190.00	0.00%		
	Band C				315.00	315.00	0.00%		
	Band D				450.00	450.00	0.00%		
	Band D*				900.00	900.00	0.00%		
	Band E				635.00	635.00	0.00%		
	Band E*				1,905.00	1,905.00	0.00%		
	Annual Charge								
	Band A				70.00	70.00	0.00%		
	Band B				180.00	180.00	0.00%		
	Band C				295.00	295.00	0.00%		
	Band D				320.00	320.00	0.00%		
	Band D*				640.00	640.00	0.00%		
	Band E				350.00	350.00	0.00%		
	Band E*				1,050.00	1,050.00	0.00%		
	Exceptionally Large Events								
	5,000 to 9,999				1,000.00	1,000.00	0.00%		
	10,000 to 14,999				2,000.00	2,000.00	0.00%		
	15,000 to 19,999				4,000.00	4,000.00	0.00%		
	20,000 to 29,999				8,000.00	8,000.00	0.00%		
	30,000 to 39,999				16,000.00	16,000.00	0.00%		
	40,000 to 49,999				24,000.00	24,000.00	0.00%		
	50,000 to 59,999				32,000.00	32,000.00	0.00%		
	60,000 to 69,999				40,000.00	40,000.00	0.00%		
	70,000 to 79,999				48,000.00	48,000.00	0.00%		
	80,000 to 89,999				56,000.00	56,000.00	0.00%		
	90,000 and over				64,000.00	64,000.00	0.00%		
	Other fees								
	Application for a grant or renewal of personal licence				37.00	37.00	0.00%		
	Temporary event notice				21.00	21.00	0.00%		
	Theft, loss, etc. of premises licence or summary				10.50	10.50	0.00%		
	Application for a provisional statement where premises being built, etc.				315.00	315.00	0.00%		
	Notification of change of name or address				10.50	10.50	0.00%		
	Application to vary licence to specify individual as premises supervisor				23.00	23.00	0.00%		
	Application for transfer of premises licence				23.00	23.00	0.00%		
	Interim authority notice following death etc. of licence holder				23.00	23.00	0.00%		
	Theft, loss etc. of certificate or summary				10.50	10.50	0.00%		
	Notification of change of name or alteration of rules of club				10.50	10.50	0.00%		
	Change of relevant registered address of club				10.50	10.50	0.00%		
	Theft, loss etc. of temporary event notice				10.50	10.50	0.00%		
	Theft, loss etc. of personal licence				10.50	10.50	0.00%		
	Duty to notify change of name or address				10.50	10.50	0.00%		
	Right of freeholder etc. to be notified of licensing matters				21.00	21.00	0.00%		
	Gambling Fees								
	Premises type								
	New Small Casino New Application				6,715.00	7,200.00	7.22%		
	New Small Casino Annual Fee				3,940.00	4,025.00	2.16%		
	New Small Casino Application to vary				2,520.00	2,600.00	3.17%		
	New Small Casino Application to Transfer				1,660.00	1,660.00	0.00%		
	New Small Casino Application for Reinstatement				1,420.00	1,480.00	4.23%		
	New Small Casino Application for Provisional Statement				6,715.00	7,200.00	7.22%		
	New Small Casino Licence Application (Provisional Statement Holders)				2,335.00	2,600.00	11.35%		
	New Small Casino Copy of Licence				21.00	11.00	-47.62%		
	New Small Casino Notification of Change				42.00	28.00	-33.33%		
	New Large Casino New Application				8,120.00	8,120.00	0.00%		
	New Large Casino Annual Fee				7,875.00	7,875.00	0.00%		
	New Large Casino Application to Vary				3,425.00	3,425.00	0.00%		
	New Large Casino Application to Transfer				1935	1935	0.00%		
	New Large Casino Application for Reinstatement				2105	2105	0.00%		
	New Large Casino Application for Provisional Statement				8015	8015	0.00%		
	New Large Casino Licence Application (Provisional Statement Holders)				4045	4045	0.00%		
	New Large Casino Copy of Licence				21	21	0.00%		
	New Large Casino Notification of Change				42	42	0.00%		
	Regional Casino New Application				12785	12785	0.00%		
	Regional Casino Annual Fee				11815	11815	0.00%		
	Regional Casino Application to Vary				5670	5670	0.00%		
	Regional Casino Application to Transfer				4255	4255	0.00%		
	Regional Casino Application for Reinstatement				4255	4255	0.00%		
	Regional Casino Application for Provisional Statement				12575	12575	0.00%		
	Regional Casino Licence Application (Provisional Statement Holders)				6355	6355	0.00%		
	Regional Casino Copy of Licence				21	21	0.00%		
	Regional Casino Notification of Change				42	42	0.00%		
	Bingo Club New Application				2420	2660	9.92%		
	Bingo Club Annual Fee				790	790	0.00%		
	Bingo Club Application to Vary				1680	1680	0.00%		
	Bingo Club Application to Transfer				1045	1200	14.83%		
	Bingo Club Application for Reinstatement				1045	1200	14.83%		
	Bingo Club Application for Provisional Statement				2425	2660	9.69%		
	Bingo Club Licence Application (Provisional Statement Holders)				960	1000	4.17%		
	Bingo Club Copy of Licence				21	11	-47.62%		
	Bingo Club Notification of Change				42	28	-33.33%		
	Betting Premises (excluding Tracks) New Application				2420	2660	9.92%		
	Betting Premises (excluding Tracks) Annual Fee				475	520	9.47%		
	Betting Premises (excluding Tracks) Application to Vary				1440	1500	4.17%		
	Betting Premises (excluding Tracks) Application to Transfer				1045	1200	14.83%		
	Betting Premises (excluding Tracks) Application for Reinstatement				1045	1200	14.83%		
	Betting Premises (excluding Tracks) Application for Provisional Statement				2425	2425	0.00%		
	Betting Premises (excluding Tracks) Licence Application (Provisional Statement Holders)				960	1000	4.17%		

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
Fees and Charges April 2014 - March 2015								
Betting Premises (excluding Tracks) Copy of Licence				21	11	-47.62%		
Betting Premises (excluding Tracks) Notification of Change				42	28	-33.33%		
Tracks New Application				1880	1880	0.00%		
Tracks Annual Fee				790	790	0.00%		
Tracks Application to Vary				1250	1250	0.00%		
Tracks Application to Transfer				945	950	0.53%		
Tracks Application for Reinstatement				945	950	0.53%		
Tracks Application for Provisional Statement				1880	1880	0.00%		
Tracks Licence Application (Provisional Statement Holders)				945	950	0.53%		
Tracks Copy of Licence				21	11	-47.62%		
Tracks Notification of Change				42	28	-33.33%		
Family Entertainment Centres New Application				1880	1880	0.00%		
Family Entertainment Centres Annual Fee				590	610	3.39%		
Family Entertainment Centres Application to Vary				925	1000	8.11%		
Family Entertainment Centres Application to Transfer				945	950	0.53%		
Family Entertainment Centres Application for Reinstatement				945	950	0.53%		
Family Entertainment Centres Application for Provisional Statement				1880	1880	0.00%		
Family Entertainment Centres Licence Application (Provisional Statement Holders)				855	950	11.11%		
Family Entertainment Centres Copy of Licence				21	11	-47.62%		
Family Entertainment Centres Notification of Change				42	28	-33.33%		
Adult Gaming Centre New Application				1880	1880	0.00%		
Adult Gaming Centre Annual Fee				790	800	1.27%		
Adult Gaming Centre Application to Vary				925	1000	8.11%		
Adult Gaming Centre Application to Transfer				1045	1200	14.83%		
Adult Gaming Centre Application for Reinstatement				1045	1200	14.83%		
Adult Gaming Centre Application for Provisional Statement				1880	1880	0.00%		
Adult Gaming Centre Licence Application (Provisional Statement Holders)				960	1000	4.17%		
Adult Gaming Centre Copy of Licence				21	11	-47.62%		
Adult Gaming Centre Notification of Change				42	28	-33.33%		
Permits								
FEC Gaming Machine Application Fee				300.00	300.00	0.00%		
FEC Gaming Machine Renewal Fee				300.00	300.00	0.00%		
FEC Gaming Machine Transitional Application Fee				100.00	100.00	0.00%		
FEC Gaming Machine Change of Name				25.00	25.00	0.00%		
FEC Gaming Machine Copy of Permit				15.00	15.00	0.00%		
Prize Gaming Application Fee				300.00	300.00	0.00%		
Prize Gaming Renewal Fee				300.00	300.00	0.00%		
Prize Gaming Transitional Application Fee				100.00	100.00	0.00%		
Prize Gaming Change of Name				25.00	25.00	0.00%		
Prize Gaming Copy of Permit				15.00	15.00	0.00%		
Alcohol Licences Premises – Notification of 2 or less machines Application Fee				50.00	50.00	0.00%		
Alcohol Licences Premises – More than 2 machines Application Fee				150.00	150.00	0.00%		
Alcohol Licences Premises – More than 2 machines Annual Fee				50.00	50.00	0.00%		
Alcohol Licences Premises – More than 2 machines Transitional Application Fee				100.00	100.00	0.00%		
Alcohol Licences Premises – More than 2 machines Change of Name				25.00	25.00	0.00%		
Alcohol Licences Premises – More than 2 machines Copy of Permit				15.00	15.00	0.00%		
Alcohol Licences Premises – More than 2 machines Variation				100.00	100.00	0.00%		
Alcohol Licences Premises – More than 2 machines Transfer				25.00	25.00	0.00%		
Club Gaming Permit Application Fee				200.00	200.00	0.00%		
Club Gaming Permit Annual Fee				50.00	50.00	0.00%		
Club Gaming Permit Renewal Fee				200.00	200.00	0.00%		
Club Gaming Permit Transitional Application Fee				100.00	100.00	0.00%		
Club Gaming Permit Copy of Permit				15.00	15.00	0.00%		
Club Gaming Permit Variation				100.00	100.00	0.00%		
Club Gaming Machine Permit Application Fee				200.00	200.00	0.00%		
Club Gaming Machine Permit Annual Fee				50.00	50.00	0.00%		
Club Gaming Machine Permit Renewal Fee				200.00	200.00	0.00%		
Club Gaming Machine Permit Transitional Application Fee				100.00	100.00	0.00%		
Club Gaming Machine Permit Copy of Permit				15.00	15.00	0.00%		
Club Gaming Machine Permit Variation				100.00	100.00	0.00%		
Club Fast-track for Gaming Permit or Gaming Machine Permit Application Fee				100.00	100.00	0.00%		
Club Fast-track for Gaming Permit or Gaming Machine Permit Annual Fee				50.00	50.00	0.00%		
Club Fast-track for Gaming Permit or Gaming Machine Permit Renewal Fee				200.00	200.00	0.00%		
Club Fast-track for Gaming Permit or Gaming Machine Permit Copy of Permit				15.00	15.00	0.00%		
Club Fast-track for Gaming Permit or Gaming Machine Permit Variation				100.00	100.00	0.00%		
Miscellaneous								
Small Society Lottery Registration Application Fee				40.00	40.00	0.00%		
Small Society Lottery Registration Annual Fee				20.00	20.00	0.00%		
Temporary Use Notice Application Fee				375.00	375.00	0.00%		
Licensing Statutory Total		131,731	131,320				0	131,320

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
CR10/CW10 /CT10	Recycling & Refuse Collection Total								
	Bulky Collection		77,429	60,000				0	60,000
	1-4 items				22.50	23.00	2.22%		
	5-8 items				32.50	33.00	1.54%		
	Garden Waste Service								
					29.25	31.50	7.69%		
	140 litre bin hire		603,619	624,340				50,000	663,130
	240 litre bin hire				32.50	35.00	7.69%		
	Trade Waste								
	Sack collection - refuse only		36,568	75,720	2.50	2.50	0.00%		75,720
	240 litre bin - refuse only				8.50	8.50	0.00%		
	1100 litre bin - refuse only				24.00	24.00	0.00%		
	Sack collection - with recycling				1.80	1.80	0.00%		
	240 litre bin - with recycling				7.00	7.00	0.00%		
	1100 litre bin - with recycling				19.50	19.50	0.00%		
	Recycling & Refuse Collection Total		717,616	760,060				50,000	798,850
EA10/EA30	Building Control								
	Erection of a single dwelling house	*	286,424	346,320	790.00	790.00		0	346,320
	Erection of 2 dwelling houses	*			1,180.00	1,180.00	0.00%		
	Garages up to 60m ²	*			390.00	390.00	0.00%		
	Extensions up to 6m ²	*			390.00	390.00	0.00%		
	Extensions over 6m ² and up to 40m ²	*			565.00	565.00	0.00%		
	Extensions over 40m ² and up to 100m ²	*			755.00	755.00	0.00%		
	Loft Conversions up to 40m ²	*			575.00	575.00	0.00%		
	Loft Conversions over 40m ² and up to 100m ²	*			740.00	740.00	0.00%		
	Garage or Basement Conversion under 40m ²	*			370.00	370.00	0.00%		
	Installation of single steel beam or lintel	*			230.00	230.00	0.00%		
	Installation of Boiler or Electrical works up to £10000	*			220.00	220.00	0.00%		
	Alterations up to the value of £1000	*			175.00	175.00	0.00%		
	Alterations from £1001 to £5000	*			300.00	300.00	0.00%		
	Alterations from £5001 to £10,000	*			390.00	390.00	0.00%		
	Alterations from £10,001 to £25,000	*			495.00	495.00	0.00%		
	Extensions over 6m ² and up to 40m ²	*			630.00	630.00	0.00%		
	Extensions over 40m ² and up to 100m ²	*			780.00	780.00	0.00%		
	Raised Storage Platform up to 50m ²	*			520.00	520.00	0.00%		
	Shop Fitting up to 500m ²	*			480.00	480.00	0.00%		
	Alterations from up to £5000	*			325.00	325.00	0.00%		
	Alterations from £5001 to £10,000	*			400.00	400.00	0.00%		
	Alterations from £10,001 to £25,000	*			530.00	530.00	0.00%		
	Building Control Total		286,424	346,320				0	346,320
EA31	Street Naming & Numbering								
	Name change		34,576	29,000	25.00	25.00	0.00%	0	29,000
	Addition of Name to numbered Property				25.00	25.00	0.00%		
	Amendment to Postal Address				25.00	25.00	0.00%		
	New Build - Individual Property				75.00	75.00	0.00%		
	Official Registration of Postal Address previously not Registered				50.00	50.00	0.00%		
	New Development - Fee per unit/flat				40.00	40.00	0.00%		
	Creation of New Street				100.00	100.00	0.00%		
	Renumbering of Development or Block of Flats - Fee per unit/flat				20.00	20.00	0.00%		
	Street Naming & Numbering Total		34,576	29,000				0	29,000

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
EC10/EC20/ EC30	Development Control-Planning								
	Application to discharge conditions related to a permission								
	The standard fee for conditions per request; or Where the related permission was for extending or altering a dwelling house or other development in the curtilage of a dwelling house.				97.00	97.00	0.00%		
	Written confirmation of conditions previously discharged relating to a permission				28.00	28.00	0.00%		
	Per request; or Where the related permission was for extending or altering a dwelling house or other development in the curtilage of a dwelling house.				97.00	97.00	0.00%		
	Pre-Application Fees		82,166	68,000	28.00	28.00	0.00%	5,000	73,000
	Written Advice for Householder applications				36.00	38.00	5.56%		
	charged for written advice on Householder applications and with an hour long meeting with an officer	*			85.00	89.00	5.00%		
	Written Advice for small commercial applications				60.00	63.00	5.00%		
	charged for written advice for small commercial including shops, shop fronts and change of use	*			120.00	126.00	5.00%		
	Written Advice for applications				320.00	336.00	5.00%		
	charged for written advice for applications	*			440.00	462.00	5.00%		
	Advice involving meetings with Officers				120.00	126.00	5.00%		
	An hour long meeting	*							
	an hour long meeting with officer plus heritage/landscape/design advice								
	Additional fee per advisor								
	Other Pre-Application Fees								
	Administration fees								
	Research of Permitted Development Rights and Planning Histories				36.00	38.00	5.56%		
	Research on Planning Histories				36.00	38.00	5.56%		
	Research on Permitted Development Rights								
	All Outline Applications		1,337,395	1,000,940	385.00	385.00	0.00%	0	1,000,940
	£385 per 0.1 hectare for sites up to and including 2.5 hectares								
	More than 2.5 hectares				9,527.00	9,527.00	0.00%		
	£9,527 + £115 for each 0.1 in excess of 2.5 hectares to a maximum of £125,000								
	Householder Applications				172.00	172.00	0.00%		
	Alterations/extensions to a single dwelling , including works within boundary								
	Full Applications (and First Submissions of Reserved Matters)				339.00	339.00	0.00%		
	Alterations/extensions to two or more dwellings , including works within boundaries								
	Two or more dwellings (or two or more flats)				385.00	385.00	0.00%		
	New dwellings (up to and including 50)								
	(not more than 50)								
	New dwellings (for more than 50)				19,049.00	19,049.00	0.00%		
	£19,049 + £115 per additional dwelling in excess of 50 up to a maximum fee of £250,000								
	New dwellings (more than 50)								
	Full Applications (and First Submissions of Reserved Matters)								
	continued...								
	Erection of buildings (not dwellings, agricultural, glasshouses, No gross floor space to be created by the development No increase in gross floor space or no more than 40m ² Gross floor space to be created by the development				195.00	195.00	0.00%		
	Gross floor space to be created by the development				385.00	385.00	0.00%		
	More than 75m ² but no more than 3,750m ²				385.00	385.00	0.00%		
	Gross floor space to be created by the development				19,049.00	19,049.00	0.00%		
	More than 3,750m ² plus £115 for each 75 sqm								
	The erection of buildings (on land used for agriculture for agricultural purposes)				80.00	80.00	0.00%		
	Gross floor space to be created by the development				385.00	385.00	0.00%		
	Gross floor space to be created by the development				385.00	385.00	0.00%		
	Gross floor space to be created by the development More than 540m ² but not more than 4,215m ²				19,049.00	19,049.00	0.00%		
	Gross floor space to be created by the development More than 4,215m ²								
	Full Applications (and First Submissions of Reserved Matters)								
	continued...								
	Erection of glasshouses (on land used for the purposes of agriculture)				80.00	80.00	0.00%		
	Gross floor space to be created by the development Not more than 465m ²				2,150.00	2,150.00	0.00%		
	Gross floor space to be created by the development More than 465m ²								
	Erection/alterations/replacement of plant and machinery				385.00	385.00	0.00%		
	Site area Not more than 5 hectares				19,049.00	19,049.00	0.00%		
	Site area More than 5 hectares max £250,000								
	Applications other than Building Works				195.00	195.00	0.00%		
	Car parks, service roads or other accesses For existing uses								

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
Fees and Charges April 2014 - March 2015								
Waste (Use of land for disposal of refuse or waste materials or deposit of								
material remaining after extraction or storage of minerals)								
Site area Not more than 15 hectares				195.00	195.00	0.00%		
Site area More than 15 hectares				29,112.00	29,112.00	0.00%		
<u>Operations connected with exploratory drilling for oil or natural gas</u>								
Site area Not more than 7.5 hectares				385.00	385.00	0.00%		
Site area More than 7.5 hectares				28,750.00	28,750.00	0.00%		
<u>Other operations (winning and working of minerals)</u>								
Site area Not more than 15 hectares				195.00	195.00	0.00%		
Site area More than 15 hectares				29,112.00	29,112.00	0.00%		
Other operations (not coming within any of the above categories) Any site area				195.00	195.00	0.00%		
<u>Lawful Development Certificate</u>								
LDC - Existing Use - in breach of a planning condition								
LDC - Existing Use LDC - lawful not to comply with a particular condition				195.00	195.00	0.00%		
LDC - Proposed Use - half planning fee								
<u>Prior Approval</u>								
Agricultural and Forestry buildings & operations or demolition of buildings				80.00	80.00	0.00%		
Telecommunications Code Systems Operators				385.00	385.00	0.00%		
<u>Reserved Matters</u>								
Application for approval of reserved matters following outline approval				385.00	385.00	0.00%		
<u>Approval/Variation/discharge of condition</u>								
Application for removal or variation of a condition following grant of planning permission				195.00	195.00	0.00%		
Request for confirmation that one or more planning conditions have been complied with - householder				28.00	28.00	0.00%		
All other development				97.00	97.00	0.00%		
<u>Change of Use</u>								
Change of Use of a building to use as one or more separate dwelling houses, or other cases								
Number of dwellings not more than 50				385.00	385.00	0.00%		
Number of dwellings More than 50				19,049.00	19,049.00	0.00%		
Other Changes of Use of a building or land				385.00	385.00	0.00%		
<u>Advertising</u>								
Relating to the business on the premises				110.00	110.00	0.00%		
Advance signs which are not situated on or visible from the site, directing the public to a business				110.00	110.00	0.00%		
Other advertisements				385.00	385.00	0.00%		
<u>Application for a New Planning Permission to replace an Extant Planning Permission</u>								
Applications in respect of major developments				575.00	575.00	0.00%		
Applications in respect of householder developments				57.00	57.00	0.00%		
Applications in respect of other developments				195.00	195.00	0.00%		
<u>Application for a Non-material Amendment Following a Grant of Planning Permission</u>								
Applications in respect of householder developments				28.00	28.00	0.00%		
Applications in respect of other developments				195.00	195.00	0.00%		
Development Control Total		1,419,561	1,068,940				5,000	1,073,940

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
EE20	Conservation								
	<u>Written Advice/Research</u>		0	11,370	36.00	38.00	5.56%		11,370
	<u>High Hedges</u>		350	2,500	350.00	368.00	5.14%		2,500
	<u>Heritage Advice</u>		5,660	5,000					5,000
	Site Visit/Meeting				120.00	126.00	5.00%		
	<u>Landscape Advice</u>		2,748	2,600					2,600
	TPO/CA householder site visit/meeting (less than 5 trees)				36.00	38.00	5.56%		
	TPO/CA householder site visit/meeting (more than 5 trees)				72.00	76.00	5.56%		
	Other site visit/meeting				120.00	126.00	5.00%		
	Conservation Total		8,758	21,470				0	21,470
EN10	Market								
	<u>Deadstock Sales</u>								
	Mon/Tue/Fri charge per month 1st April - 31st March	*	4,680	4,360	413.00	413.00	0.00%	0	4,360
		*							
	<u>Tuesday & Saturday Market Pitches</u>		96,288	109,540				0	109,540
	<u>Open Market</u>								
	Casual Rate (Min 10 feet) - 1 April - 31 Dec				32.00	32.00	0.00%		
	Casual Rate (Min 10 feet) - 1 Jan - 31 Mar				32.00	32.00	0.00%		
	<u>Regular Rate Market Square</u>								
	Up to 10 feet - 1 April - 31 Dec				24.75	24.75	0.00%		
	Up to 10 feet - 1 Jan - 31 Mar				17.50	17.50	0.00%		
	Undercroft Rate - 1 April - 31 Dec				25.75	25.75	0.00%		
	Undercroft Rate - 1 Jan - 31 Mar				18.50	18.50	0.00%		
	Per each additional 5 feet or part - 1 April - 31 Dec				11.70	11.70	0.00%		
	Per each additional 5 feet or part - 1 Jan - 31 Mar				8.00	8.00	0.00%		
	<u>Saturday Rate for 2 day Traders</u>								
	Up to 10 feet (2 day Trader) - 1 April - 31 Dec				23.75	23.75	0.00%		
	Up to 10 feet (2 day Trader) - 1 Jan - 31 Mar				16.00	16.00	0.00%		
	Per each additional 5 feet or part - 1 April - 31 Dec				11.25	11.25	0.00%		
	Per each additional 5 feet or part - 1 Jan - 31 Mar				8.00	8.00	0.00%		
	2nd Hand Dealers - Saturday only - 1 April - 31 Dec				17.00	17.00	0.00%		
	2nd Hand Dealers - Saturday only - 1 Jan - 31 Mar				17.00	17.00	0.00%		
	<u>Lettings-General</u>		78,736	65,940				0	65,940
	<u>Hire of Agricultural Hall</u>								
	Standard Hire - per day - regular hire				385.00	385.00	0.00%		
	Standard Hire - per day - casual hire				490.00	490.00	0.00%		
	<u>Local Community & U16 Events</u>								
	Per Day				120.00	120.00	0.00%		
	Per hour - minimum 3 hours				18.00	18.00	0.00%		
	<u>Boot Fair</u>								
	10' - 1 table space - 1 April - 31 Dec				13.50	13.50	0.00%		
	10' - 1 table space - 1 Jan - 31 Mar				13.50	13.50	0.00%		
	20' - 2 table spaces - 1 April - 31 Dec				24.75	24.75	0.00%		
	20' - 2 table spaces - 1 Jan - 31 Mar				24.75	24.75	0.00%		
	30' - 3 table spaces - 1 April - 31 Dec				33.00	33.00	0.00%		
	30' - 3 table spaces - 1 Jan - 31 Mar				33.00	33.00	0.00%		
	<u>Commercial Hire</u>								
	Per half day (maximum 8 hours)				535.00	535.00	0.00%		
	Per day (over 8 hours)				1,020.00	1,020.00	0.00%		
	Hire of chairs for events - per 100				47.00	47.00	0.00%		
	Market Total		179,704	179,840				0	179,840

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
LG10	Development Control-Land Charges		259,549	253,750				0	253,750
	Search and Enquiries (LLC1 and CON29) - Paper Search				95.00	95.00	0.00%		
	Search and Enquiries (LLC1 and CON29) - Electronic Searches - NLIS				95.00	95.00	0.00%		
	Search only (LLC1 only) - Paper Search				35.00	35.00	0.00%		
	Search only (LLC1 only) - Electronic Search				35.00	35.00	0.00%		
	CON 29 Optional Enquiries (printed) each				15.00	15.00	0.00%		
	CON 29 Additional Enquiries each				20.00	20.00	0.00%		
	Additional Parcel of Land				10.00	10.00	0.00%		
	Personal Search Register only				0.00	0.00	0.00%		
	Refined Information								
	Question								
	1.1 (a) - (e)				0.00	0.00	0.00%		
	1.1 (f) - (h)				4.06	4.06	0.00%		
	1.2				0.00	0.00	0.00%		
	2 (a)				0.00	0.00	0.00%		
	2 (b) - (d)				3.83	3.83	0.00%		
	3.1				3.48	3.48	0.00%		
	3.2				3.83	3.83	0.00%		
	3.3 (a)				SOUTHERN WATER	SOUTHERN WATER			
	3.3 (b)				SOUTHERN WATER	SOUTHERN WATER			
	3.4 (a), (e), (f)				0.00	0.00	0.00%		
	3.4 (b) - (d)				3.83	3.83	0.00%		
	3.5				3.83	3.83	0.00%		
	3.6 (a) - (l)				3.83	3.83	0.00%		
	3.7				11.42	11.42	0.00%		
	3.8				4.06	4.06	0.00%		
	3.9 (a) - (n)				3.48	3.48	0.00%		
	3.10 (a)				0.00	0.00	0.00%		
	3.10 (b)				3.48	3.48	0.00%		
	3.11				3.83	3.83	0.00%		
	3.12 (a)				0.00	0.00	0.00%		
	3.12 (b) (i)				3.52	3.52	0.00%		
	3.12 (b) (ii)				0.00	0.00	0.00%		
	3.12 ©				3.52	3.52	0.00%		
	3.13				HPA	HPA			
	Unrefined Information								
	Question								
	1.1 (a) - (e)				0.00	0.00	0.00%		
	1.1 (f) - (h)				3.25	3.25	0.00%		
	1.2				0.00	0.00	0.00%		
	2 (a)				KCC	KCC			
	2 (b) - (d)				KCC	KCC			
	3.1				3.09	3.09	0.00%		
	3.2				KCC	KCC			
	3.3 (a)				SOUTHERN WATER	SOUTHERN WATER			
	3.3 (b)				SOUTHERN WATER	SOUTHERN WATER			
	3.4 (a), (e), (f)				KCC	KCC			
	3.4 (b) - (d)				KCC	KCC			
	3.5				KCC	KCC			
	3.6 (a) - (l)				KCC	KCC			
	3.7				5.64	5.64	0.00%		
	3.8				3.26	3.26	0.00%		
	3.9 (a) - (n)				3.09	3.09	0.00%		
	3.10 (a)				0.00	0.00	0.00%		
	3.10 (b)				3.09	3.09	0.00%		
	3.11				2.88	2.88	0.00%		
	3.12 (a)				0.00	0.00	0.00%		
	3.12 (b) (i)				3.10	3.10	0.00%		
	3.12 (b) (ii)				0.00	0.00	0.00%		
	3.12 ©				3.10	3.10	0.00%		
63	Land Charges Total		259,549	253,750				0	253,750

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
PL10	HMO Licensing								
			10,335	2,380				0	2,380
	1 Mandatory HMO Licensing								
	1.1 Initial Licence Fees								
	Landlord Accreditation Status								
	Accredited landlord on application				415.00	420.00	1.20%		
	Non-accredited landlord				430.00	435.00	1.16%		
	1.2 Renewal Licence Fees								
	Landlord Accreditation Status								
	Accredited landlord on application				285.00	385.00	35.09%		
	Non-accredited landlord				285.00	385.00	35.09%		
	1.3 Variation application licence fees applicable								
	Proposed Licence Variation								
	Change of address details of any existing licence holder, manager, owner, mortgagor, freeholder, leaseholder etc.				no charge	no charge			
	Change of mortgagor, owner, freeholder, and leaseholder (unless they are also the licence holder or manager)				no charge	no charge			
	Reduction in the number of maximum occupiers for licensing purposes				100.00	100.00	0.00%		
	Variation of licence instigated by the council				no charge	no charge			
	Increase in the number of habitable rooms				100.00	100.00	0.00%		
	Increase in the number of maximum occupiers for licensing purposes				100.00	100.00	0.00%		
	Change of use of HMO, e.g. from bedsits to shared house				100.00	100.00	0.00%		
	Change in room sizes of HMO				100.00	100.00	0.00%		
	Change in amenity provision				100.00	100.00	0.00%		
	1.4 Other licence fees applicable								
	Revocation of licence				no charge	no charge			
	Application to licence following revocation of licence				0.00	0.00	0.00%		
	Application refused by the council				0.00	0.00	0.00%		
	Application withdrawn by the applicant				0.00	0.00	0.00%		
	Application made in error				0.00	0.00	0.00%		
	Properties that cease to be licensable during the licensing process				0.00	0.00	0.00%		
	Application received following the expiry of a Temporary Exemption Notice (TEN) made by the council				100.00	100.00	0.00%		
	Enforcement action under Part 1 of the Housing Act 2004 relating to a licensed HMO				0.00	0.00	0.00%		
	Charge for enforcement under S49 of the Housing Act 2004								
	Enforcement Action								
	Service of Improvement Notice under s11 and/or s12				350.00	355.00	1.43%		
	Service of Prohibition Order under s20 and/or s21				350.00	355.00	1.43%		
	Service of Hazard Awareness Notice under s28 and/or s29				350.00	355.00	1.43%		
	Taking Emergency Remedial Action under s40				350.00	355.00	1.43%		
	Making of Emergency Prohibition Order under s43				350.00	355.00	1.43%		
	Works in Default of Enforcement Notice				100.00	100.00	0.00%		
	Immigration - housing inspection and accommodation certificates								
	Fee for inspection	YES			100.00	185.00	85.00%		
	4 Housing Register Application Medical Fee								
					75.00	75.00	0.00%		
	HMO Licensing Total		10,335	2,380				0	2,380

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
RC10/RC11/F	Parking Services								
	Business Permits	*	6,933	12,710	100.00	100.00	0.00%		12,710
	Residents Permits		87,324	85,440	25.00	25.00	0.00%		85,440
	Visitors Permits		97,691	83,240	25.00	25.00	0.00%		83,240
	3rd Permit [resident / visitor parking]				50.00	50.00	0.00%		
	Replacement Permits	*	1,651	780	10.00	10.00	0.00%		780
	Carers Permits - Organisation	*	1,588	1,290	20.00	20.00	0.00%		1,290
	Carers Permits - Individuals				0.00	0.00			
	Work Permits	*	0		20.00	20.00	0.00%		
	School Permit		476						
	Dispensations and Waivers		9,051	2,560					2,560
	Waivers [max 1 day]	*			10.00	11.00	10.00%		
	Waivers [max 1 week]	*			30.00	33.00	10.00%		
	Waivers [max 3 months]	*			50.00	55.00	10.00%		
	Dispensations [max 1 day]	*			10.00	11.00	10.00%		
	Dispensations [max 1 week]	*			30.00	33.00	10.00%		
	Dispensations [max 3 months]	*			50.00	55.00	10.00%		
	Cones/ Suspension administration Fee	*			60.00	70.00	16.67%		
	PCN Low - Statutory		770,869	840,660	50.00	50.00	0.00%		840,660
	PCN High - Statutory				70.00	70.00	0.00%		
	Season Tickets		56,134	93,670					93,670
	3 Month 5 days Mon - Fri	*			237.00	237.00	0.00%		
	3 Month 6 days Mon - Sat	*			289.00	289.00	0.00%		
	6 Month 5 days Mon - Fri	*			418.00	418.00	0.00%		
	6 Month 6 days Mon - Sat	*			515.00	515.00	0.00%		
	12 Month 5 days Mon - Fri	*			732.00	732.00	0.00%		
	12 Month 6 days Mon - Sat	*			886.00	886.00	0.00%		
	PAY AND DISPLAY								
	On Street		210,332	191,880				21,300	213,180
	30 mins				0.60	0.60	0.00%		
	1 hr				1.00	1.10	10.00%		
	1.5 hr				1.50	1.70	13.33%		
	2 hr				2.00	2.20	10.00%		
	3 hr				3.00	3.30	10.00%		
	4 hr				4.00	4.40	10.00%		
	Off street		1,369,911	1,440,040				0	1,440,040
	Short Stay								
	Medway St								
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	Brewer Street [E]								
	30 mins	*			0.50	0.50	0.00%		
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	King Street								
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	Wheeler Street								
	30 mins	*			0.50	0.50	0.00%		
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	Palace Avenue								
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	Mote Road								
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	Mill Street								
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	Long Stay								
	Barker Road								
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	5 hr	*			4.50	4.50	0.00%		
	Over 5 hours	*			6.00	6.00	0.00%		
	Brooks Place								
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	5 hr	*			4.50	4.50	0.00%		
	Over 5 hours	*			6.00	6.00	0.00%		
	Brunswick Street								
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	5 hr	*			4.50	4.50	0.00%		
	Over 5 hours	*			6.00	6.00	0.00%		
	College Road								
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	5 hr	*			4.50	4.50	0.00%		
	Over 5 hours	*			6.00	6.00	0.00%		
	Lucerne Street								
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	5 hr	*			4.50	4.50	0.00%		
	Over 5 hours	*			6.00	6.00	0.00%		

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
<u>Sittingbourne Road</u>									
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	5 hr	*			4.50	4.50	0.00%		
	Over 5 hours				6.00	6.00	0.00%		
<u>Union Street [E]</u>									
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	5 hr	*			4.50	4.50	0.00%		
	Over 5 hours				6.00	6.00	0.00%		
<u>Union Street [W]</u>									
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	5 hr	*			4.50	4.50	0.00%		
	Over 5 hours				6.00	6.00	0.00%		
<u>Well Road</u>									
	1 hr	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	5 hr	*			4.50	4.50	0.00%		
	Over 5 hours				6.00	6.00	0.00%		
<u>Lockmeadow</u>									
	1 Hour -	*			0.90	0.90	0.00%		
	3 hr	*			2.00	2.00	0.00%		
	4 hr	*			3.00	3.00	0.00%		
	Up to 5 hours	*			4.50	4.50	0.00%		
	Over 5 hours	*			6.00	6.00	0.00%		
	Parking Services Total		2,611,961	2,752,270				21,300	2,773,570

BUDGET STRATEGY 2015/16 - FEES AND CHARGES

	Fees and Charges April 2014 - March 2015	* Includes VAT	2013-2014 Actuals	2014-2015 Estimate	Current Charges 2014-2015	Proposed Charges 2015-2016	% Change	2015-2016 + / - Income	2015 -2016 Estimate
RE10	Park and Ride								
	On Bus Charges		353,364	381,780					381,780
	Peak Day Return (up to 9am inclusive, Mondays to Fridays)				2.60	2.60	0.00%		
	Off-Peak Day Return				1.60	1.60	0.00%		
	10 Single Trip Ticket -10 singles				10.30	10.30	0.00%		
	Season tickets								
	Twelve-Week Season Ticket		51,238	19,570	103.00	103.00	0.00%		19,570
	Annual Season Ticket				412.00	412.00	0.00%		
	Park and Ride Total		404,603	401,350				0	401,350
TA10	Town Hall								
	Town Hall Lettings		1996	2,150				0	2,150
	Town Hall Total		1,996	2,150				0	2,150

Agenda Item 11

MAIDSTONE BOROUGH COUNCIL

CABINET

17 DECEMBER 2014

REPORT OF CORPORATE LEADERSHIP TEAM

Report prepared by Paul Riley

1. BUDGET STRATEGY 2015 16 ONWARDS – CAPITAL

1.1 Issue for Decision

1.1.1 To determine the strategy for developing the future Capital Programme, for 2015/16 onwards, as part of the consideration of the Medium Term Financial Strategy (MTFS).

1.1.2 To consider and approve the amount and allocation of capital resources for the delivery of the objectives of the strategic plan and other key strategies.

1.2 Reason for Urgency

1.2.1 While the forward plan reflected the consideration of the budget strategy at this meeting the item has been split into two reports representing capital and revenue matters separately.

1.3 Recommendation of Corporate Leadership Team

1.3.1 That Cabinet approve for consultation:

- a) the draft Medium Term Financial Strategy for capital, as set out in appendix B;
- b) the capital funding projection set out in Appendix C; and
- c) the proposed capital programme 2014/15 onwards set out in Appendix D.

1.4 Background

1.4.1 Attached at **Appendix A** is a summary of the current capital programme. The programme, as given in Appendix A, was

approved by Council in February 2014. Subsequently Cabinet has approved amendments at its meetings in May 2014 and August 2014 that are not reflected in Appendix A however the agreed amendments have been taken into account in the development of the recommendations in this report.

- 1.4.2 The Medium Term Financial Strategy (MTFS) is directly influenced by the country's economic situation and the government's strategy to remove the structural deficit. The impact covers both the revenue and capital elements of the strategy and must be considered in any review of the capital programme.
- 1.4.3 In regular spending reviews since 2010 the government has reduced the level of resources available for capital expenditure. The most direct effect for Maidstone has been seen in the area of support for affordable housing through the Homes and Communities Agency. Members should note that there was no addition to capital resources for the council set out in the Chancellor's Autumn Statement on 3rd December 2014.
- 1.4.4 At the present time most of the balance of government funding is being directed through Local Enterprise Partnerships (LEPs). Proposals must therefore be submitted as bids to the South East LEP (SELEP) if the resources are to be directed towards Maidstone initiatives. The Council has had some success in gaining funding for schemes through bids to government by the SELEP and these are considered as part of the future programme in section 1.8 of this report.
- 1.5 Determining the Strategy - MTFS Principles.
 - 1.5.1 The strategy set out in this report has been developed from the current MTFS. It is a stand-alone capital strategy separate from the revenue strategy. The two strategies combine to form the MTFS. This approach, to have two separate strategies, was proposed by Strategic Leadership and Corporate Services Overview and Scrutiny Committee in 2012/13 and was utilised last year for the first time.
 - 1.5.2 The strategy for 2015/16 onwards is attached at **Appendix B.**
- 1.6 MTFS Principles
 - 1.6.1 **Appraisal of Schemes**
 - 1.6.2 All schemes within the capital programme are subject to appropriate option appraisal. Any appraisal must comply with the

requirements of the Prudential Code and the following locally set principles:

- a) Where schemes fit within a specific strategy and resources are available within the capital programme for that strategy, such as the Asset Management Plan, the schemes would also be subject to appraisal and prioritisation against the objectives of that strategy. These schemes must be individually considered and approved by the relevant Cabinet Member following the approval of the full programme.
- b) Where schemes can be demonstrated to be commercial in nature and require the use of prudential borrowing, a business case must be presented to the Property Investment Advisory Panel. These proposals will receive final approval from the Property Investment Cabinet Committee.

1.6.3 Where schemes do not fit within the criteria above but an appropriate option appraisal has been completed use could be made of the budget working group of the Strategic Leadership and Corporate Services Overview and Scrutiny Committee to complete an evaluation however the prioritisation of such schemes will remain as previously approved by Council and set out below:

- 1st) For statutory reasons;
- 2nd) Fully or partly self-funded schemes focused on strategic plan priority outcomes;
- 3rd) Other schemes focused on strategic plan priority outcomes; and
- 4th) Other priority schemes with a significant funding gearing

1.6.4 If, following all considerations, there are a number of approved schemes that cannot be accommodated within the current programme a prioritised list will be created of schemes that can be added to the programme as future resources permit. Schemes that receive endorsement from the budget working group and Cabinet will be prioritised by Cabinet thus allowing officers to focus funding efforts on delivering schemes that are next in priority order.

1.6.5 The MTFS requires the Council to identify actual funding before commencement of schemes and that, while schemes may be prioritised for the programme, commencement of any individual scheme can only occur once all the necessary resources have been identified and secured.

1.6.6 **Funding**

1.6.7 The MTFS principles require that the Council will maximise the resources available to finance capital expenditure, in line with the requirements of the Prudential Code, through:

- a) The use of external grants and contributions, subject to maintaining a focus on the priority outcomes of its own strategies;
- b) Opportunities to obtain receipts from assets sales as identified in the asset management plan and approved for sale by the Cabinet Member for Corporate Services;
- c) The approval of prudential borrowing when the following criteria also apply to the schemes funding by this method:
 - i. they are commercial in nature;
 - ii. the outcome returns a financial benefit at least equal to the cost incurred by borrowing to fund the schemes;
 - iii. after covering the cost of funding, a further financial or non-financial benefit accrues to the Council that directly or indirectly supports the objectives of the strategic plan.
- d) The provision of on-going revenue support to manage the needs of the Asset Management Plan and the ICT Strategy.
- e) The use of New Homes Bonus for capital purposes in line with the Council's strategic plan priorities.
- f) The implementation of a community infrastructure levy (CIL) and the management of its use, along with other developer contributions (S106), to deliver the objectives of the infrastructure delivery plan.

1.7 The Amount and Allocation of Capital Resources

1.7.1 The funding assumptions made in the development of the future capital programme are essential to the development of the budget and specific detail in relation to each source is set out in the paragraphs below. **Appendix C** to this report sets out the projected funding levels over the five year period of the MTFS.

1.7.2 **Capital Grants.**

- 1.7.3 This funding source is the main focus of the Government's controls over the level of capital expenditure. In fact a number of the grants that were available to the council for funding capital projects no longer exist.
- 1.7.4 Recent projects that have received support through grants and contributions include the Museum, Mote Park, and the High Street. Some government grants are annual sums, such as the disabled facilities grant, but the majority of sums are one-off and scheme specific. The estimated grant for disabled facilities grants is set in the programme at £0.45m.
- 1.7.5 In 2014 the Council jointly with Kent County Council bid for funding for a number of infrastructure schemes and was successful in obtaining funding for two major schemes within the borough. Funding is subject to match funding from the Council or other sources. In submitting the bids the Council committed up to £2.4m of resources and the grant funding received is £8.75m. The two schemes: the bridges gyratory; and sustainable transport, are detailed later in section 1.9 of this report. These schemes will be completed by Kent County Council who will receive the grant. The Council's contribution will be paid directly to the county council at the appropriate time.
- 1.7.6 **Capital Receipts**
- 1.7.7 From 2004 through to 2008 the receipt from the voluntary transfer of the housing stock was the main source of funding for the capital programme. Since then the council has sold surplus assets to provide support to the programme. Receipts in the current programme represent assets for which sale proceeds have been received. Council assets available for sale are diminishing although some potential asset sales still exist. In line with the principles of the MTFS the capital receipts from these potential sales will not be recognised in the programme until they are confirmed.
- 1.7.8 Further asset sales are restricted by two issues, the difficulty in obtaining best consideration for the asset during the recession and evidencing, in advance of sale, the greater benefit to be derived from the proceeds of the sale when compared to current or alternative uses of the asset. No assets can be sold until the Cabinet Member for Corporate Services has confirmed that a suitable business case exists or they are surplus to requirements.
- 1.7.9 No additional capital receipts are assumed in the programme. It is possible that windfall receipts could occur from the sale of minor assets.

1.7.10 **Prudential Borrowing**

1.7.11 In 2012 the Council approved in principle expenditure of up to £6m through prudential borrowing for acquisition of commercial property, acquisition of property to alleviate homelessness and action to enable stalled development to progress.

1.7.12 The Council has the power to borrow to finance capital expenditure subject to the guidance set out in the Prudential Code. This code of practice is published by the Chartered Institute of Public Finance and Accountancy and covers the full range of capital planning not just borrowing. Compliance with the code is a statutory requirement and the Council's MTFS has been developed to ensure compliance. In summary the key objectives of the code are:

- a) To ensure within a clear framework that capital expenditure plans are affordable, prudent and sustainable;
- b) That treasury management decisions are taken in accordance with good professional practice;
- c) That local strategic planning, asset management planning and proper option appraisal are supported; and
- d) To provide a clear and transparent framework to ensure accountability.

1.7.13 **Revenue Support**

1.7.14 In recent years the Council created a permanent revenue resource of £0.35m to directly support programmed capital expenditure. This funding was provided because the Council foresaw the end of the resources available from asset sales and wished to ensure that asset management and ICT provision do not suffer from the lack of available resources. Since that time the agreement to utilise new homes bonus for capital purposes has meant that the £0.35m has been taken as a revenue saving.

1.7.15 A number of windfall cash receipts have also been used to support the capital programme. Examples include the use of the refund from the Fleming VAT claim and the outcome of the bidding process for the use of the revenue under spend in 2011/12 and 2012/13.

1.7.16 The revenue support to the capital programme is the most flexible of the available resources because, arising as it does from the revenue budget, it can be utilised for both revenue and capital purposes. For this reason the Council has always elected to use other available resources first when funding actual capital

expenditure and the balance of revenue support has grown to £10.3m. This is a cash resource.

1.7.17 Full use of this balance to fund the capital programme is expected by the end of 2016/17 as other sources of funding are diminishing.

1.7.18 **New Homes Bonus (NHB)**

1.7.19 Previous government announcements support a longer term attitude by government to the principles of the NHB system. It is therefore possible to continue to account for the receipt of NHB in all years of the current MTFS.

1.7.20 However the government still intends to review the NHB system and there remains a risk that there will be a change in the focus and/or calculation of the bonus.

1.7.21 The programme set out in this report assumes a funding level of 65% of estimated NHB for all future years. This approach allows for the loss of 35% of currently expected NHB following the completion of the Government's review. Once the review is completed any additional funding above the 65% assumption can be incorporated into a future capital programme.

1.7.22 The provisional calculation of NHB receipts for 2015/16 is based on an additional 431 dwellings. Including continued bonus for prior years the 2015/16 receipt is expected to be £4.2m 65% of that figure is £2.8m. For future years an assumed level equivalent to 330 additional dwellings has been made. Once the NHB system has been in operation for six years receipts will begin to recycle as the oldest year is removed from the payment and the resources are used to finance the bonus for the latest year. This recycling effect begins in 2017/18.

1.7.23 **Other Contributions**

1.7.24 The major other contributions are developer contributions through s106 and, in the future, the community infrastructure levy (CIL).

1.7.25 The intention of CIL and an element of s106 contribution is the completion of the priority schemes detailed in the Infrastructure Delivery Plan (IDP). The plan remains at a formative stage at this time as it must reflect the infrastructure needs of housing and business development in the final agreed local plan and these must be considered in accordance with the location of strategic sites.

1.7.26 It is however possible to identify an expected level of CIL given the information in the current draft Local Plan and an assumption that

CIL will be introduced by 1st April 2016. The values attributable to CIL and other developer contributions within the programme period are provisional. The calculated figures are included with the detailed values of the other funding streams set out below.

1.7.27 **Overall Funding**

1.7.28 The funding available for the capital programme, based on the detail above, is given in **Appendix B**. The appendix provides details of the available funding. The table below summarises the level of funding assumed for each resource type:

Estimate 2014/15 £,000	Capital Funding	Estimate 2015/16 £,000	Estimate 2016/17 £,000	Estimate 2017/18 £,000	Estimate 2018/19 £,000	Estimate 2018/19 £,000
450	Capital Grants	450	450	450	450	450
597	Capital Receipts					
6,000	Prudential Borrowing					
6,516	Revenue Contribution					
3,740	New Homes Bonus	2,754	3,117	2,900	2,900	1,926
	Developer Contributions		1,963	1,963	1,963	1,963
17,303		3,204	5,530	5,313	5,313	4,339

1.8 Current Programme

1.8.1 The current programme, set out in Appendix A, was approved by Council in February 2013 and only annual programmes were included after 2014/15. The main reason behind the decision not to develop the programme beyond 2014/15 at that time was the limited detail available on future funding and the needs of the infrastructure delivery plan. The draft IDP available at that time predicted a need for resources that could not be completely covered by either the Council's current access to resource or the development of a community infrastructure levy.

1.8.2 In May 2014 Cabinet considered the outturn for 2013/14 and in August 2014 and November 2014 Cabinet considered the capital programme as part of the quarterly monitoring reports for 2014/15. Approved recommendations from those reports have amended the current programme since the document reproduced as Appendix A. This report takes account of those approvals in developing proposals for a future programme.

1.9 Future Programme

1.9.1 Even though a finalised IDP does not exist at this time and the Council intends to retain NHB, CIL and S106 developer contributions to deliver the IDP, it is necessary to make some assumptions about future use of council resources for other

services. Appendix D to this report sets out a proposed programme based on proposals that have come forward to date, as set out below.

1.9.2 A number of schemes exist in the current programme that should be carried forward. At this time it is proposed to retain the current budgets for these schemes. These are:

- a) Enterprise Hub: The scheme has previously funding of £0.7m for the Council at a time when the assumed cost of the full scheme was to be part funded by Kent County Council. As alternative proposals are developed it has been assumed that a minimum budget of £0.7m should remain.
- b) Play Areas: At this time the strategy is being considered by the Cabinet Member and Officers. It is proposed that funding for the completion of all the works will be most effectively utilised over a longer period of time and the budget of £1.8m for the scheme has been spread over the five years from 2014/15.
- c) Ongoing housing support: This covers private sector grants and support to registered providers. The budgets from 2014/15 to 2018/19 match the budgets approved by Council in 2014. The budgets proposed for 2018/19 match those previously approved for 2017/18.
- d) Information and Communications Technology (ICT) & Asset Management: These budgets cover maintenance of the Council's own ICT and property assets and expenditure should reflect the two strategies. Funding for 2018/19 has been maintained in line with the previously agreed funding levels to 2017/18 of a total of £0.35m.

1.9.3 In addition there are other schemes that require funding based on previous commitments.

- a) Commercialisation projects: The commercialisation projects in business case stage require an overall investment of approximately £4.2m including some final costs as a result of the redevelopment of Chillington House.
- b) Commercial acquisitions: Two main schemes are currently in planning stage. The total resource required for these schemes is in the region of £4.1m over the two years 2014/15 and 2015/16. The developing proposals will be reported to the Property development Advisory Board and the Property Development Cabinet Committee for approval before any expenditure will occur. Together with the costs set out in item a) above the total expenditure is budgeted as £8.3m leaving a balance of £1.4m for further acquisitions or commercial projects at this time.

- c) Gyrotory system: This scheme is grant aided from the Growth Fund through a joint bid with Kent County Council who will be the lead authority. At the time of submitting the bid for funding the Council committed £1.4m of its own resources.
- d) Sustainable Transport: This scheme is grant aided from the Growth Fund through a joint bid with Kent County Council who will be the lead authority. The scheme will develop cycle paths into the town centre along the River Medway. At the time of submitting the bid for funding the Council committed a maximum of £1m of its own resources.

1.9.4 Incorporating these schemes into the programme, at the values indicated, is possible within the projected funding as set out in Appendix C. If the programme is approved, a balance of unused NHB will exist of £6.2m. This sum is proposed for use in delivering the IDP as complementary funding to the provision of s106 and CIL from developers. The programme as set out in Appendix D includes subheadings from within the draft IDP and identifies levels of funding that could be used to deliver schemes under each heading. Some schemes will be required regardless of the final format of the Local Plan and are most effectively completed early, to support and enable development.

1.10 Alternative Actions & Why Not Recommended

1.10.1 Cabinet could at this time choose to take no further action in relation to the capital programme. An approved programme through to the end of the financial year 2018/19 exists as set out in Appendix A and amended by more recent Cabinet decisions. Whilst Cabinet could choose to wait, giving consideration at a future time, resources are available for immediate use and it is appropriate to consider options as part of the medium term financial strategy for 2015/16 onwards.

1.10.2 Cabinet could choose any variation on the strategy, funding assumptions and programme as set out in the appendices to this report for approval:

- a) The strategy has been set using the MTFS approved for 2014/15. It also considers current circumstances. However Cabinet could consider amending some of the principles set out in the report allowing for a variation to the programme. However the principles are set in accordance with national guidelines and previous Council approvals and it is not recommended that changes be made at this time.
- b) The funding levels could be varied but they are based upon prudent assumptions made from the latest information

available. It is not recommended that Cabinet amend these assumptions at this time.

- c) The programme is based upon the known schemes that have come forward for consideration or require match funding to enable receipt of grant funding. All schemes meet the Council's priorities. Any additional schemes that Cabinet may wish to propose should be considered initially by the budget working group as set out in the MTFs.

1.10.3 Cabinet could consider the use of prudential borrowing to finance a larger capital programme. Whilst achieving the Council's strategic aims at a quicker pace, such a strategy would place additional pressure on the revenue budget. An alternative strategy such as this would not, at this time, support the requirements of the Prudential Code. Such a change requires approval by Council of changes to prudential borrowing levels and the related prudential indicators.

1.11 Impact on Corporate Objectives

1.11.1 The strategy outlined and the programme proposed in this report are both focused on the Council's corporate objectives and other plans & strategies.

1.12 Risk Management

1.12.1 Resources set out in the report may not ultimately be available and the Council could be forced to borrow. This situation is low risk as the MTFs requires resources to be available before commitment can be made to commence a scheme within the programme.

1.12.2 Statutory schemes could come forward in the future and the Council may not have resources to carry them out. Whilst capital resources may not be available, revenue balances exist. The purpose of maintaining a minimum level of balances is to be prepared for possible events such as this.

1.12.3 There is potential, due to the nature of commercial enterprise, for borrowing to occur under the strategy and for the payback not to be available or to be insufficient to cover the cost of schemes for which prudential borrowing occurred. Cabinet has already allowed for scheme failure by setting aside a reserve and by ensuring a diversified range of schemes are undertaken. This issue was considered at the time of approval to the principles in 2012.

1.13 Other Implications

1. Financial	X
2. Staffing	
3. Legal	X
4. Equality Impact Needs Assessment	X
5. Environmental/Sustainable Development	
6. Community Safety	
7. Human Rights Act	
8. Procurement	
9. Asset Management	

1.13.1 **Financial and Legal** – the considerations are set out in the report.

1.13.2 **Equality Impact Needs Assessment** – the capital programme is developed in line with the strategic plan, medium term financial strategy and other strategic documents. The programme directs resources in accordance with these strategies and will create a positive impact.

1.14 Relevant Documents

1.14.1 Appendices

- Appendix A: Current Capital Programme 2014/15 Onwards
- Appendix B: MTFS – Capital Only
- Appendix C: Capital Funding Projection 2015/16 Onwards
- Appendix D: Proposed Capital Programme 2014/15 Onwards .

IS THIS A KEY DECISION REPORT?

Yes

No

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because: Budget Strategy Report

.....

Wards/Parishes affected: All

.....

CAPITAL SUMMARY 2014/15 ONWARDS

SUMMARY

Estimate 2013/14 £	CAPITAL PROGRAMME SUMMARY	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
EXPENDITURE						
3,285,650	COMMUNITY & LEISURE	3,925,160	1,350,000	1,350,000	1,350,000	1,350,000
1,208,270	CORPORATE SERVICES	350,000	350,000	350,000	350,000	350,000
3,214,290	ECONOMIC & COMMERCIAL DEVELOPMENT	5,187,050	1,500,000	1,000,000	0	0
153,600	ENVIRONMENT	0	0	0	0	0
23,200	PLANNING, TRANSPORT & DEVELOPMENT	2,210,971	1,970,400	2,828,170	3,610,800	3,386,400
7,885,010	GRAND TOTAL - ALL PORTFOLIOS	11,673,181	5,170,400	5,528,170	5,310,800	5,086,400
RESOURCES						
8,062,530	REVENUE CONTRIBUTION	4,099,411	2,752,400	3,115,170	2,897,800	2,673,400
472,250	CAPITAL GRANTS	450,000	450,000	450,000	450,000	450,000
2,442,000	CAPITAL RECEIPTS	0	0	0	0	0
1,850,000	PRUDENTIAL BORROWING	4,150,000	0	0	0	0
0	DEVELOPER CONTRIBUTIONS	0	0	1,963,000	1,963,000	1,963,000
12,826,780	GRAND TOTAL - ALL RESOURCES	8,699,411	3,202,400	5,528,170	5,310,800	5,086,400

Estimate 2013/14 £	NET FUNDING	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
12,826,780	RESOURCES AVAILABLE (CUMMULATIVE)	13,641,181	5,170,400	5,528,170	5,310,800	5,086,400
7,885,010	RESOURCES REQUIRED	11,673,181	5,170,400	5,528,170	5,310,800	5,086,400
4,941,770	BALANCE CARRIED FORWARD	1,968,000	0	0	0	0

Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
2013/14 COMMUNITY & LEISURE					
34,890					
6,950					
275,000	1,750,000				
12,000					
25,780					
40,000					
121,000					
12,540					
1,170,490	1,385,160	750,000	750,000	750,000	750,000
562,000	790,000	600,000	600,000	600,000	600,000
750,000					
80,000					
195,000					
3,285,650	3,925,160	1,350,000	1,350,000	1,350,000	1,350,000

Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
2013/14 CORPORATE SERVICES					
3,100					
679,850					
50,000					
295,320	175,000	175,000	175,000	175,000	175,000
180,000	175,000	175,000	175,000	175,000	175,000
1,208,270	350,000	350,000	350,000	350,000	350,000

Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
2013/14 ECONOMIC & COMMERCIAL DEVELOPMENT					
26,040					
1,263,990	337,050				
	700,000				
74,260					
1,850,000	4,150,000	1,500,000	1,000,000		
3,214,290	5,187,050	1,500,000	1,000,000	0	0

Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
2013/14 ENVIRONMENT					
14,800					
8,800					
30,000					
100,000					
153,600	0	0	0	0	0

Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
2013/14 PLANNING, TRANSPORT & DEVELOPMENT					
9,350					
13,850					
	2,210,971	1,970,400	2,369,320	2,763,070	2,606,400
				250,000	280,000
			458,850	597,730	500,000
23,200	2,210,971	1,970,400	2,828,170	3,610,800	3,386,400

Estimate 2013/14 REVENUE CONTRIBUTION £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
4,409,900 Balance brought forward					
454,260 Revenue support	309,000				
50,000 From balances for Play Areas	50,000				
200,000 From underspend					
2,948,370 New Homes Bonus	3,740,411	2,752,400	3,115,170	2,897,800	2,673,400
8,062,530 Total	4,099,411	2,752,400	3,115,170	2,897,800	2,673,400

Estimate 2013/14 CAPITAL GRANTS £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
Balance brought forward					
22,250 HLF - Mote Park					
450,000 DFGs	450,000	450,000	450,000	450,000	450,000
472,250	450,000	450,000	450,000	450,000	450,000

Estimate 2013/14 CAPITAL RECEIPTS £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
1,044,000 Balance brought forward					
575,000 26 Tonbridge Road					
165,000 Turkey Mill (Balance)					
658,000 Miscellaneous					
2,442,000	0	0	0	0	0

Estimate 2013/14 PRUDENTIAL BORROWING £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
1,850,000 Commercialisation Programme	4,150,000				
1,850,000	4,150,000	0	0	0	0

Estimate 2013/14 DEVELOPER CONTRIBUTIONS £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
Community Infrastructure Levy			1,963,000	1,963,000	1,963,000
0	0	0	1,963,000	1,963,000	1,963,000

DRAFT

MEDIUM TERM FINANCIAL STRATEGY

CAPITAL 2014/15 ONWARDS

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1. INTRODUCTION

- 1.1 This financial strategy forms one of two financial strategies that aim to support the Council's corporate objectives as identified in the strategic plan 2010 - 2015. Whilst achieving this, major issues relating to resources and facing the Council in the medium term are considered where they relate to the capital programme. For issues relating to the Council's day to day activities see the strategy regarding revenue.
- 1.2 Set out in this document is an overview of the capital plans of the Council and the criteria by which such plans are developed and approved. The success of the programme is dependent upon the Council's ability to generate the resources required.
- 1.3 Although this document is developed for the medium term with an outlook of five years, the Council reviews the programme on an ongoing basis and consider its effectiveness formally each quarter. Changes are linked to the priorities of the strategic plan through the process of scheme approval as set out in this document.
- 1.4 This strategy is in compliance with the guidance set out in the Prudential Code. This code of practice is published by the Chartered Institute of Public Finance and Accountancy and covers the full range of capital planning. Compliance with the code is a statutory requirement and the Council's MTFS has been developed to ensure compliance. In summary the relevant objectives of the code are:
 - a) To ensure within a clear framework that capital expenditure plans are affordable, prudent and sustainable;
 - b) That treasury management decisions are taken in accordance with good professional practice;
 - c) That local strategic planning, asset management planning and proper option appraisal are supported; and
 - d) To provide a clear and transparent framework to ensure accountability.

2. PROGRAMME

- 2.1 The strategy for the capital programme requires consideration at two levels, the overall programme and the scheme specifics.
- 2.2 The overall programme is considered in terms of the prudential borrowing principles of sustainability, affordability and prudence. At the overall programme level the relative priority of schemes, as they enhance the provision of corporate or service based objectives is also considered.
- 2.3 The inclusion of specific capital schemes within the overall programme requires an assessment, at the scheme specifics level, that is based on affordability in revenue and capital terms, including the whole life cost, project timeline and risk assessment.
- 2.4 Schemes will be assessed using three approaches:
 - a) Where schemes fit within a specific strategy and resources are available for that strategy within the capital programme the scheme would be subject to appraisal and prioritisation against the objectives of that strategy and approved by the relevant cabinet Member;
 - b) Where schemes can be demonstrated to be commercial in nature and require the use of prudential borrowing, a business case must be presented to the Property Investment Advisory Panel. These proposals will receive final approval from the Property Investment Cabinet Committee;
 - c) Where schemes do not fit within the criteria above but an appropriate option appraisal has been completed the budget working group of the Strategic Leadership & Corporate Services Overview and Scrutiny Committee considers schemes against the priorities below.
- 2.5 Prioritisation of schemes will occur in the following order:
 - a) For statutory reasons;
 - b) Fully or partly self-funded schemes with a focus on priority outcomes;
 - c) Other schemes with a focus on priority outcomes;
 - d) Maintenance / Improvement of property portfolio not linked to priority outcomes;
 - e) Other non-priority schemes with a significant funding gearing.

APPENDIX B

- 2.6 The Council sees significant need for capital investment in the future. Not only those schemes currently in the capital programme but the infrastructure schemes required for the housing and business growth that is required to meet the needs of the growing population of the borough. In the main it is expected that those schemes will be funded directly from the benefits gained from development however viability assessments of expected development suggests that there will be a funding gap. The Council must prepare itself to support that infrastructure need in order to deliver its strategic priorities.
- 2.7 In addition the Council is constantly focused on the need for efficiency in the use of resources and the delivery of services. It is aware of the need to diversify the sources of income obtained outside of the reducing support from central Government. One aspect of this is to take a commercial approach to the provision of services that have displayed increased demand and higher cost over the last five years. As this may require capital investment the Council has agreed to allow borrowing to achieve this objective subject to:
- a) A business case and successful implementation of savings that cover the cost of borrowing; and
 - b) Ensuring the principles set out in 1.4 and 3.4 are met.
- 2.8 The programme for the period 2014/15 to 2018/19 currently focuses on a series of projects providing investment in the property assets and core funding for affordable housing and the commencement of the commercial approach to services. At this time Council is developing its response to infrastructure need as set out in 3.5 and this is included in the capital programme at the level of scheme type.
- 2.9 The capital programme is a five year programme and Table 1 below summarises the programme by portfolio:

Estimate 2014/15 £,000	Capital Funding	Estimate 2015/16 £,000	Estimate 2016/17 £,000	Estimate 2017/18 £,000	Estimate 2018/19 £,000	Estimate 2018/19 £,000
3,364	Community & Leisure	1,733	1,572	1,572	1,572	1,350
451	Corporate Services	350	350	350	350	350
3,376	Economic & Commercial Development	4,335	3,120			
47	Environment					
223	Planning, Transport & Development	4,151	2,859	3,496	3,496	2,639
7,461		10,569	7,901	5,418	5,418	4,339

3. FUNDING

- 3.1 The medium term financial strategy has taken a flexible approach to funding the capital programme, as resources from capital receipts have become uncertain the Council has provided support to maintain core asset management programmes. In addition it has taken a flexible approach to the programme commencing priority schemes only where funding is identified.
- 3.2 The Council's main source of funding for the capital programme over recent years has been from new homes bonus. The funding stream is identifiable in value over a period of six years but has an uncertain future. As a prudent use of this money the Council has supported its capital programme and not the deferral of financial savings required in the revenue budget.
- 3.3 In the past the programme benefited from major receipts from the sale of assets. The Council no longer holds many surplus assets of significant value that are surplus to operational need. As a result, the funding from capital receipts has reduced to the sale of small assets that can be identified as surplus.
- 3.4 In 2012/13 the Council approved the use of prudential borrowing for the following activities:
 - a) acquisition of commercial property;
 - b) acquisition of property to alleviate homelessness; and
 - c) action to enable stalled development to progress
- 3.5 Use of prudential borrowing is subject to an approved business case that evidences a benefit above that required to repay any debt over the life of the commercial activity. The additional benefit may be financial or non-financial but must directly or indirectly support the objectives of the strategic plan.
- 3.6 The programme now includes an assessment of likely receipts from developer contributions. These may arise in future from the community infrastructure levy or at present from section 106 agreements with developers.
- 3.7 Due to the uncertainty of future funding it is essential that the Council maintains the principle of prior funding of schemes. Although commitment to a scheme is given by its inclusion in the programme, this strategy requires that funding is identified in advance of formal commencement of work. The quarterly monitoring of the capital

APPENDIX B

programme enables Cabinet to take effective decisions based on current levels of funding before major projects commence.

3.8 Table 6 below identifies the current funding assumptions:

Estimate 2014/15 £,000	Capital Funding	Estimate 2015/16 £,000	Estimate 2016/17 £,000	Estimate 2017/18 £,000	Estimate 2018/19 £,000	Estimate 2018/19 £,000
450	Capital Grants	450	450	450	450	450
597	Capital Receipts					
6,000	Prudential Borrowing					
6,516	Revenue Contribution					
3,740	New Homes Bonus	2,754	3,117	2,900	2,900	1,926
	Developer Contributions		1,963	1,963	1,963	1,963
17,303	Total	3,204	5,530	5,313	5,313	4,339

Estimate 2014/15 REVENUE CONTRIBUTION £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
6,156,797 Balance brought forward					
309,000 Revenue support					
50,000 From balances for Play Areas					
3,740,413 New Homes Bonus	2,754,400	3,117,000	2,899,800	2,675,300	1,926,000
10,256,210 Total	2,754,400	3,117,000	2,899,800	2,675,300	1,926,000

Estimate 2014/15 CAPITAL GRANTS £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
450,000 DFGs	450,000	450,000	450,000	450,000	450,000
450,000	450,000	450,000	450,000	450,000	450,000

Estimate 2014/15 CAPITAL RECEIPTS £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
192,586 Balance brought forward					
403,784 Miscellaneous					
596,370	0	0	0	0	0

Estimate 2014/15 PRUDENTIAL BORROWING £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
6,000,000 Commercialisation Programme					
6,000,000	0	0	0	0	0

Estimate 2014/15 DEVELOPER CONTRIBUTIONS £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
Community Infrastructure Levy		1,963,000	1,963,000	1,963,000	1,963,000
0	0	1,963,000	1,963,000	1,963,000	1,963,000

Estimate 2014/15 £	COMMUNITY & LEISURE	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
26,150	CCTV Control Room					
6,950	Cobtree Golf Course					
301,710	Continued Improvements to Play Areas	220,000	222,000	222,000	217,580	
12,000	Green Space Strategy					
31,400	Museum Carbon Management Scheme					
3,160	HAC Contract Capital Works					
3,490	Small Scale Capital Works Programme					
1,646,460	Housing Grants	750,000	750,000	750,000	750,000	750,000
1,118,500	Support for Social Housing	600,000	600,000	600,000	600,000	600,000
105,090	Vacant Property Acquisition					
76,600	Stilebridge Lane Sewage Treatment Works					
32,000	Gypsy Site Improvements	163,000				
3,363,510	COMMUNITY & LEISURE TOTAL	1,733,000	1,572,000	1,572,000	1,567,580	1,350,000

Estimate 2014/15 £	CORPORATE SERVICES	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
82,790	King Street Multi-storey Car Park					
42,030	Park Wood Industrial Estate Environmental Imps					
130,890	Asset Management / Corporate Property	175,000	175,000	175,000	175,000	175,000
195,170	Software / PC Replacement	175,000	175,000	175,000	175,000	175,000
450,880	CORPORATE SERVICES TOTAL	350,000	350,000	350,000	350,000	350,000

Estimate 2014/15 £	ECONOMIC & COMMERCIAL DEVELOPMENT	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
76,210	High Street Regeneration Ph 2	335,370				
700,000	Enterprise Hub					
2,600,000	Acquisition of Commercial Assets	4,000,000	3,120,370			
3,376,210	ECONOMIC & COMMERCIAL DEVELOPMENT TOTAL	4,335,370	3,120,370	0	0	0

Estimate 2014/15 £	ENVIRONMENT	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
14,800	Improvements to the Council's Car Parks					
8,800	Land Drainage/Improvement to Ditches & Watercourses					
23,890	Crematorium Access					
47,490	ENVIRONMENT TOTAL	0	0	0	0	0

Estimate 2014/15 £	PLANNING, TRANSPORT & DEVELOPMENT	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2018/19 £
9,350	Planning Delivery					
13,850	Regeneration Schemes					
	Bridges Gyrotary Scheme		1,400,000			
	Sustainable Transport Scheme		1,000,000			
200,000	Other Transport & Highways	4,150,690		2,648,480	2,606,400	2,114,590
	Green & Blue Infrastructure			250,000	280,000	274,410
	Public Realm		458,850	597,730	500,000	250,000
223,200	PLANNING, TRANSPORT & DEVELOPMENT TOTAL	4,150,690	2,858,850	3,496,210	3,386,400	2,639,000

Agenda Item 12

MAIDSTONE BOROUGH COUNCIL

CABINET

17 DECEMBER 2014

REPORT OF CORPORATE LEADERSHIP TEAM

Report prepared by Paul Riley

1. BUDGET STRATEGY 2015 16 ONWARDS - REVENUE

1.1 Issue for Decision

1.1.1 This report is produced annually to update the Cabinet on the budget strategy and normally follows the publication of the provisional finance settlement figures. The Autumn Statement was given by the Chancellor of the Exchequer on 3rd December 2014 and the provisional finance settlement, although imminent, had not been received at the time of writing this report.

1.1.2 A decision on the recommendations in this report also enables the Cabinet to formally consult the Strategic Leadership and Corporate Services Overview and Scrutiny Committee on the current situation in relation to the budget strategy in January 2015. Such consultation is a requirement of the Constitution.

1.1.3 It is essential that Cabinet consider the latest information at this time in order to remain on target for a balanced budget to be presented to Council at the end of February 2014.

1.2 Recommendation of Corporate Leadership Team

1.2.1 That the Cabinet agree the provisional allocation of the local council tax support funding as set out in Appendix A be notified to parish councils along with their tax base.

1.2.2 That the Cabinet agree the revised strategic revenue projection at Appendix B which incorporates the changes outlined in sections 1.6, 1.7 and 1.8.

1.2.3 That the Cabinet agree the proposed savings as set out in Appendix C.

- 1.2.4 That the cabinet agree to the proposed use of earmarked reserves and the allocation of the general fund balances as set out in Appendix D.
- 1.2.5 That the Cabinet note the outcome from the completed consultation exercise and the impact on the budget strategy as set out in 1.12.
- 1.2.6 That the Cabinet note the work of the budget working group and formally consult Strategic leadership and Corporate Services Overview and Scrutiny Committee on the decisions arising from this report.
- 1.3 Background
- 1.3.1 On 10th September 2014 the Cabinet considered the initial budget strategy for 2015 onwards. At that time a strategic revenue projection (September SRP) was agreed, including a provisional level of Council Tax as a planning and consultation tool. The September SRP included increases for inflation based on information provided by key officers and future indices from sources such as the office of budget responsibility.
- 1.3.2 The September SRP used an estimate of resources at £32.7m and predicted expenditure, including new budget pressures, of £33.6m. This meant a need to find savings in 2015/16 of £0.9m. At that time a number of risks were considered by Cabinet:
- a) The future consequence of the government's spending round 2013.
 - b) Possible enhancements to the business rates pool.
 - c) Potential council tax levels.
 - d) The level of other income being achieved.
 - e) Commercial activity
 - f) Future year's issues on single tier pensions.
 - g) A series of local pressures including King Street Multi Storey Car Park and the Local Plan.
- 1.3.3 Since the initial report some of the factors have changed and the effect of these changes on the September SRP is considered later in this report.
- 1.3.4 The Chancellor of the Exchequer made the Autumn Statement to parliament on 3rd December 2014 and this is considered below. As a consequence of that statement the Department for Communities and Local Government (DCLG) provide each authority with its provisional finance settlement for the following year, at the time of writing this report the settlement information had not been

received.

1.4 The Autumn Statement

1.4.1 The Autumn Statement is one of two major statements made by the Chancellor of the Exchequer each year. The other is the Budget Statement usually presented in March. The Chancellor presented the Autumn Statement to Parliament on 3rd December 2014. This announcement precedes the receipt of the provisional finance settlement.

1.4.2 Issues important to local government in the Autumn Statement include:

- a) Recognition of the work of the public sector in reducing the deficit and a commitment that the new decisions announced will not be funded through a further reduction in local government funding;
- b) A commitment to the continued support of small and medium enterprises including a second year of capping the business rates increase to 2%;
- c) The continuance of the small business rates relief extension and other small business exemptions currently in existence;
- d) A commitment to review the structure of business rates in 2016 that will be fiscally neutral but with no commitment to this neutrality being at the level of individual authorities; and
- e) Changes to the period over which business rates appeals are backdated.

1.4.3 The statement contained no detail at a service or local level and at this time it is expected that the additional support to health and other services will continue to impact on the funding provided to district councils in a disproportionate way.

1.4.4 Until the details of the provisional finance settlement are published by the DCLG it will be difficult to identify the exact impact on this council.

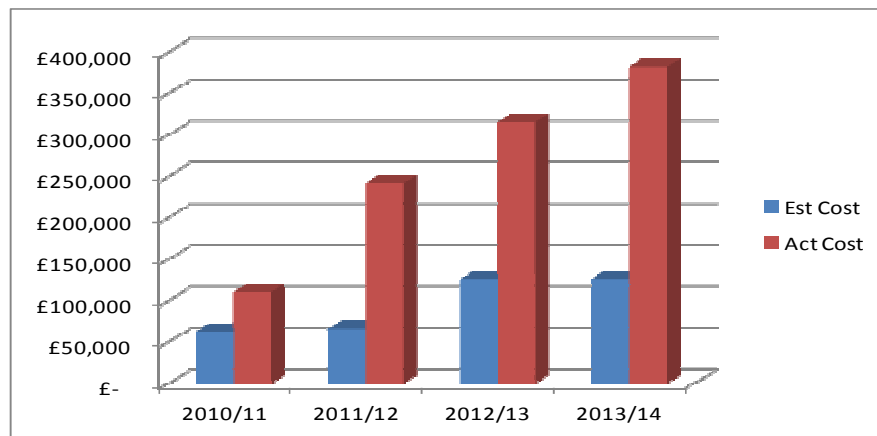
1.5 Review of Current Performance

1.5.1 The current year's financial performance is reported to the Corporate Leadership Team and to the Cabinet on a quarterly basis. The first two quarterly reports show a favourable position with an expected outturn of £0.36m under spend at 31st March 2015.

1.5.2 The main budget messages are the continued increase in cost of temporary accommodation and the continued increase in income from both waste & recycling and planning services.

1.5.3 The increase in temporary accommodation costs began in 2010 as can be seen from the chart below. The chart shows, over four years, the budgetary provision and the actual net spend on temporary accommodation:

1. The left hand set of bars represent the budget provided for each year,
2. The right hand set shows the actual expenditure in each year.



1.5.4 The increase in income from the waste & recycling service and the planning service are continuations of the increase in demand seen in those areas in 2013/14. The income is providing support for the overall level of fees and charges which has not delivered to target. This issue is set out in the Fees and Charges Report elsewhere on this agenda.

1.6 Review of Revenue Resources

1.6.1 Given at Appendix A to this report is a revised strategic revenue projection (revised SRP) that takes into account all of the changes set out in the following sections of this report.

The finance settlement

1.6.2 As stated earlier in this report the DCLG is due to publish the provisional finance settlement for 2015/16 but at the time of writing this report no information has been received. The details in

this report are based on the notional figures provided as part of the 2014/15 settlement which set the provisional level of revenue support grant received by the council and the baseline level of business rates retained by the council as those given in the table below:

	£,000
Revenue Support Grant	2,251
Business Rates	2,983
Total	5,234

- 1.6.3 It is expected that the provisional finance settlement for 2015/16 will be announced before the meeting of Cabinet and it is intended that Officers give a verbal update to this report at the meeting.
- 1.6.4 The settlement figures include the central funding towards local council tax support (LCTS) that replaced council tax benefit from 1st April 2013. At its meeting on 12th December 2012 the Council approved the current scheme in operation in the borough and has reconsidered the scheme annually, most recently the scheme will be considered by the Council at its meeting on 10th December 2014.
- 1.6.5 The government funding for the scheme, as set up back in 2013/14, represented 90% of the government's predicted expenditure on council tax benefit. This was based on actual costs for the year 2012/13. By 2014/15 the funding for LCTS was no longer identified separately in the settlement figures.
- 1.6.6 Part of the LCTS funding related to the benefit paid to claimants in parish areas. This is because the local scheme affects parish precepts in the same way as it affects the Council's income from council tax. As in prior years, the effect was considered by the General Purposes Group when it set the Tax Base for 2015/16. The government has stated that it expects appropriate consideration of the funding of parish councils to be made by district councils when planning for overall funding levels. However it has not legislated for the payment of this funding on to parishes.
- 1.6.7 In previous years the Council has chosen to pass on the funding to parish councils. Resources totalling £110,631 were passed on in 2013/14. Resources totalling £96,802 were passed on in 2014/15. The reduction in the level of resource has been linked to the overall reduction in the level of the funding received by the Council through the finance settlement each year. On that basis the indicative reduction for 2015/16 would be 15.27% of the current year's distribution.

$$£96,802 * 15.27\% = £14,778.$$

Reducing the current year's resource by £14,778 would leave a balance of £82,024 to be distributed in 2015/16.

- 1.6.8 Individual parish council funding is distributed on the basis of predicted demand for the local council tax support in each parish as set out in the decision of General Purposes Group and the proposed distribution is given at **Appendix B**.
- 1.6.9 This estimate is the best available at this time. Following consultation with Strategic Leadership and Corporate Services Overview and Scrutiny Committee in January 2015 and the announcement of the confirmed financial settlement figures in February 2015 the Cabinet will have a second opportunity to consider this issue. However, it will be too late by then to notify parish councils of the outcome if they are to incorporate the figures into the calculation of their precept.
- 1.6.10 Parishes are required to notify the council of their precept requirement before the end of January 2015.

Council Tax

- 1.6.11 The Council's 2014/15 council tax charge is £231.12 per annum for a band D property.
- 1.6.12 At the meeting on 10th September 2014 the Cabinet agreed a SRP for planning purposes that included an assumed 2.5% increase in council tax income. This represented a 1.99% increase in the council tax charge and a 0.5% increase in the tax base arising from new property.
- 1.6.13 In 2013 the Government announced support for a council tax freeze for the two years 2014/15 and 2015/16. This announcement offers a grant equivalent to a 1% increase for the two years. The Council did not accept the freeze grant in 2014/15 as it presents an increased financial risk to the future resources of the Council.
- 1.6.14 On 8th December 2014 the General Purposes Group approved a tax base of 56974.3 for the borough area. This is a 0.94% increase over the tax base for 2014/15. This actual tax base figure is higher than the tax base prediction that was used in the production of the September SRP.
- 1.6.15 A council tax increase of 1.99% will produce a band D charge of £235.72. This represents an increase of £4.60 per annum or 38

pence per month. This level of charge made on the tax base detailed above would generate council tax receipts of £13.4m for the council.

- 1.6.16 A decision on the level of council tax that the Cabinet would wish to recommend to the Council need not be taken at this time. Cabinet should note that the revised SRP given at Appendix A includes a 1.99% increase consistent with the increase set for planning purposes in September 2014.
- 1.6.17 Elsewhere on this agenda the Cabinet has considered a report on the collection fund adjustment. The recommendation of that report is to distribute approximately £1.8m across the major preceptors and this council. The share calculated for this council is £302,209 and this has been added to the resources available to the Council in the revised SRP set out at Appendix A.

Income from Other Sources

- 1.6.18 The estimated income for the council generated from other source is £13.9m for 2014/15. This represents all income and does not account for the cost of the services that generate this income. In some cases this income is a contribution to overall costs. From a small number of services the council generates a surplus from the activities. This surplus is used to support other service provision except in cases where legislation limits the use of a surplus.
- 1.6.19 This income is divided between:

Income Type	£,000
Grants and contributions	341
Charges to other organisations (incl. partnership)	4,591
Interest on investments	250
Rents (commercial and residential)	1,063
Fees and charges to service users	7,693
Total	13,938

- 1.6.20 The Cabinet approved the Commercialisation Strategy at its meeting in August 2014. This strategy proposed a target level of net increase in income of £1m over five years. The SRP attached assumes an equal annual increase in income generated of £0.2m. Cabinet will soon consider the business case for each of a series of proposals that will enable the Council to generate this income.
- 1.6.21 Elsewhere on this agenda the Cabinet will consider a report on future fees and charges. This report recommends increases in some fees and charges that will increase income budgets by £76,300 in 2015/16. Those increases have been included in the

revised SRP attached at Appendix A and any amendment to the recommendations in that report will affect the figures as shown.

- 1.6.22 Combining the resources available to this council from the revenue support grant, business rates income, council tax income, the collection fund adjustment and income from other sources gives estimated resources for the period of the revised SRP of £33.2m for 2015/16 as tabled below. The Cabinet should note that the level of resources available from revenue support grant estimated for the years 2016/17 and beyond assume an effect related to the future spending review 2015 announced by the Chancellor in March 2013. Although a projection is given, no actual detail is available on the rate at which the resources available to this council will reduce or whether the reduction will be seen through the revenue support grant or through another source of government funding.

	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000
Revenue Support Grant	2,251	1,463	922	420	0
Business Rates	2,983	3,043	3,104	3,166	3,229
Business Rates growth	42	52	62	72	82
Collection Fund Adjustment	302	0	0	0	0
Council Tax	13,430	13,766	14,110	14,462	14,824
Other Income	14,214	14,414	14,614	14,814	15,014
Available Resources	33,222	32,738	32,812	32,934	33,149

1.7 Review of Strategic Projection

- 1.7.1 When the Cabinet agreed the September SRP officers were set the task of continuing to review the budget pressures and identify additional savings to balance the budget.
- 1.7.2 Since that time there has been a series of meetings managed by the Chief Accountant in order for her to meet with each Head of Service and identify proposals that offer potential savings and efficiencies and these are considered later in this report.
- 1.7.3 No further amendments are proposed in relation to budget pressures and the revised SRP set out in Appendix A, taken in combination with the revised assessment of resources available to the Council, requires the provision of savings in 2015/16 of £0.42m compared to the £0.94m requirement set out in the Cabinet decision in September 2014. The values for each year of the five year projection are set out in the table below:

	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Available Resources	33,222	32,738	32,812	32,934	33,149
Projected Requirement	33,640	34,026	33,272	33,388	33,438
Savings Target	418	1,288	460	454	289

1.8 Review of Savings Proposals

1.8.1 Savings and efficiency data was not reported in detail to Cabinet in September 2014. The targets were set out and it was identified that some savings proposals existed, in the main these came from plans developed for the 2014/15 strategy. The September 2014 report suggested that, set against a need to find £0.96m in savings, plans existed to save £0.4m.

1.8.2 As stated previously, the revised SRP at Appendix A shows a need to save £0.42m in 2015/16 and attached at **Appendix C** is a more detailed analysis of savings. Along with the savings previously identified this list includes additional proposals that have been identified through meetings between the Council's Chief Accountant, Heads of Service and relevant Cabinet Members. The value of these proposals, set against the required need for savings in each of the five years considered by the revised SRP, are tabled below.

	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Savings requirement in SRP	418	1,288	460	454	289
Savings proposals	418	304	50	0	0
Savings still required	0	984	410	454	289

1.8.3 The savings requirement set out above assumes approval to the proposed fees and charges set out in a report elsewhere on this agenda. In addition the delivery of £0.2m from commercial activity in 2015/16 has been assumed. Should the resources delivered by either of these be amended, it will be necessary to identify additional savings from new ideas or, where possible, bring forward proposals currently identified for 2016/17 or later years.

1.9 Strategic Leadership and Corporate Services Overview and Scrutiny Committee – Budget Working Group

1.9.1 The budget working group has now met on three occasions since the Cabinet meeting in September 2014 when the Cabinet agreed the September SRP for planning and consultation purposes.

1.9.2 The working group has completed an indepth review of the provisional business plans and proposals that will be brought forward to achieve the objectives of the commercialisation strategy. This was completed so that the group could be confident that the assumptions built in to the medium term financial strategy are achievable.

- 1.9.3 The group has also considered a number of other aspects of the medium term financial strategy:
- a) the proposed fees and charges increases set out in a separate report elsewhere on this agenda;
 - b) the link between budgetary provision and the priorities set out in the draft strategic plan elsewhere on this agenda; and
 - c) the savings and efficiencies set out in Appendix C of this report;

- 1.9.4 In addition the group considered a reference from Audit Committee arising from the external auditor's report on the accounts. Two issues were raised in that report that the Audit Committee felt would benefit from seeking the views of the budget working group before consideration by the Audit Committee and by the Cabinet, they were:

- a) That the level of balances relative to net revenue expenditure, held by the Council is low in when compared to the Council's local authority family group.

While the budget working group recognised the statement as fact they also felt that it was not necessarily evidence of good financial management to hold excessive levels of balances. It also noted that, given the current financial climate, it would not be appropriate for the Council to raise its level of balances if this meant an additional rise in council tax rather or diverting resources from service provision.

- b) That the Council only recognises a single general fund balance and does not identify earmarked reserves for specific purposes.

The budget working group felt that there were appropriate elements of the Council's general balance that could be identified as earmarked reserves and felt that officers should seek approval of Cabinet to set up earmarked reserves when such action was truly appropriate. It is proposed later in this report that a small number of earmarked reserves should be created.

- 1.9.5 The group will report on its work to the January 2015 meeting of the Strategic Leadership and Corporate Services Overview and Scrutiny Committee. At that meeting the Committee will formally consider the Cabinet's decisions on issues relating to the budget strategy arising from various reports on this agenda.

1.10 New Homes Bonus

1.10.1 Along with the finance settlement, it is expected that the government will also announce the allocation of New Homes Bonus for the forthcoming year. This is the fifth year of the programme and the Council should receive an amount equivalent to last year's payment plus the new sum specifically for housing growth during the period October 2013 to October 2014.

1.10.2 The Chancellor has previously announced a review and top slice of NHB to support a £2bn growth fund. This matter was deferred and resources to support the growth fund were identified at a national level from other budgets. It remains appropriate to assume that the new homes bonus programme will be subject to a review of effectiveness in the next parliament and that the Council should remain prepared for a change in resources received from this programme.

1.10.3 Cabinet has previously considered the future use of NHB and agreed that resources should be set aside to support the Capital Programme and the level of future funding is considered in the Capital Budget Strategy report elsewhere on this agenda.

1.11 Balances

1.11.1 Given the detrimental factors that will continue to face local government Cabinet should be mindful of the level of resources and the potential need that the Council may have for those resources to remain financially stable, until the current economic situation improves.

1.11.2 The estimated level of general fund balance as at 31st March 2015 is £4.5m plus provisionally allocated sums of another £1.4m. There are no proposed uses in 2015/16 at this time and balances are assumed to remain stable. A statement of balances is set out in **Appendix D** to this report.

1.11.3 For 2014/15 the Council has set a minimum level of balances of £2m and the Cabinet have agreed to set a working balance of £2.3m below which it is not expected that the Cabinet will utilise balances. This means that balances in the sum of £2.2m remain available for use.

1.11.4 In paragraph 1.9.4 of this report it was identified that the budget working group had given consideration to the recommendations of the council's external auditor regarding the level of balances and earmarked reserves. At this time the council does not earmark reserves for specific purposes and this allows a greater flexibility

over the use of those resources. It does however mean that in cases where the council has made a specific decision to set aside resources this is not identified clearly when reviewing the statement of accounts or reports, such as this report, on financial matters.

- 1.11.5 At the request of the Audit Committee the budget working group has considered the issue and it is felt that, given the current financial pressures facing the Council it would be impossible to increase the level of reserves significantly and any such plan should not be part of the MTFS at this time. The budget working group did agree that the use of earmarked reserves would be beneficial in two circumstances:
- a) Where a decision has been made to set aside specific resources rather than general balances, such as is the case with new homes bonus receipts being set aside for the financing of capital expenditure; and
 - b) Where statutory or other decisions require specific resources to be held for a specific purpose, such as surpluses from trading accounts (i.e. building control) that are able to generate a surplus in a single year but must break even over a rolling period.
- 1.11.6 It is recommended that the following earmarked reserves are created for the current year so that they are identified in the statements on 31st March 2015 and carried forward:
- a) Capital support from revenue resources. This would incorporate all revenue resources set aside to support the capital programme. In the main this means new homes bonus receipts but can mean specific one off contributions made by managers to support specific services.
 - b) Local plan funding. This incorporates the specific resources previously set aside to produce the local plan and currently carried forward each year within general fund balances.
 - c) Trading account surpluses. This would incorporate surpluses and deficits generated by statutory trading accounts to ensure they break even in accordance with legislation, normally on a three year rolling basis.
- 1.11.7 The expected level of resources in those earmarked reserves is also set out in Appendix D to this report.

1.12 Consultation

- 1.12.1 This year's budget consultation was combined with the consultation on the new strategic plan. This was completed, in the main, through a series of roadshows. Officers and Cabinet Members have taken the roadshow to multiple locations throughout the borough during October and November. The results are set out in detail in the report on the Strategic Plan 2015 – 2020 elsewhere on this agenda.
- 1.12.2 The public response indicates that the greatest importance is placed on two priorities: clean and safe; and transport.
- 1.12.3 The clean and safe priority is the area with the highest level of revenue funding within the budget. This area has also provided the greatest level of efficiency savings in recent years due to initiatives like the current refuse contract and the in-house commercial waste service.
- 1.12.4 Transport infrastructure is not the direct responsibility of the council but there are revenue resources directed to public transport and parking management. In addition there council has agreed to set aside substantial capital resources for infrastructure and is developing a community infrastructure levy. Planned uses for these resources are linked to the local plan and include transport proposals.

1.13 Medium Term Financial Strategy and Strategic Plan

- 1.13.1 The medium term financial strategy (MTFS) is closely aligned to the strategic plan which is reported elsewhere on this agenda. In addition the MTFS must reflect the Cabinet's decisions arising from this report along with the finance settlement information that has not yet been published by the DCLG.
- 1.13.2 The element of the MTFS that relates to the Council's capital programme has been updated for the period 2015/16 to 2019/20 and is provided as an appendix to the Capital Budget Strategy report elsewhere on this agenda.
- 1.13.3 The element of the MTFS that relates to the Council's Revenue Budget Strategy has not been updated at this time. It will however be amended based on the various outstanding decisions on this agenda along with data from the Council's finance settlement once known. The complete document, both capital and revenue, will be reported to the Cabinet in February 2015 when consideration is given to the recommendations of Cabinet to Council on the budget and council tax levels.

1.14 Alternative Action and why not Recommended

1.14.1 The production of the budget is an element of the statutory process of setting the council tax each year. In addition the final document and budget is required to be robust and adequate under the Local Government Act 2003 and the Chief Financial Officer is required to give a statement to that fact. On this basis the actions outlined in this report must be considered and a balanced budget ultimately set by March 2015.

1.14.2 A number of the assumptions set out in this report remain uncertain and alternative options are possible. The main examples include:

- a) The finance settlement – As the DCLG has not yet provided the Council with the provisional settlement figures for 2015/16 the figures used in this report are the indicative figures provided to the Council a year ago. Although the Chancellor’s Autumn Statement suggests that there will be no significant financial impact on local government nationally the statement is not specific enough to confirm that this will be the case for this Council.
- b) The indices used to calculate future inflation and contractual commitment – These indices are continuously updated and a revised set of values could be developed, however the level of change likely to occur is not significant and it is proposed that current resources will be re-prioritised if the level of growth allowed in any particular budget area proves to be insufficient.
- c) Savings – The identification of significant and deliverable savings is becoming increasingly difficult. Careful and thorough monitoring of outcomes will need to continue during 2015/16.

1.15 Impact on Corporate Objectives

1.15.1 The budget strategy and the resultant medium term financial strategy involve assessing the level of resources available for the delivery of the Council’s key outcomes and is a means by which the Council directs financial resources. This report and the strategic plan report elsewhere on this agenda should be seen as complementary.

1.16 Risk Management

- 1.16.1 The development of the budget strategy follows a process from previous years. The process comprehensively reviews the full budget and brings to these reports the issues that the review identifies as significant risks. The work is supported by the quarterly budget monitoring reports to Cabinet and a review of the information contained in these reports is given in section 1.5 of this report. Material issues identified can result in changes to the SRP going forward but in the main the reports give strength to the ongoing assumptions made in the budget strategy each year.
- 1.16.2 All budget strategy reports are submitted to the Strategic Leadership and Corporate Services Overview and Scrutiny Committee and their work provides a further level of review. In 2012/13 the committee set up a budget working group to enable a more detailed consideration of the information used to develop the strategy. In 2014/15 the group has held three open meetings to consider and debate issues. All members of the council are invited to the meetings.
- 1.16.3 As part of the work on the MTFS a risk assessment at an operational level is produced. This risk assessment considers the main risk factors for each assumption used in developing the strategy and is submitted to Audit Committee each year for consideration. The views of the Audit Committee are reported to the Cabinet in February each year.

1.17 Other Implications

1. Financial	X
2. Staffing	X
3. Legal	X
4. Equality Impact Needs Assessment	X
5. Environmental/Sustainable Development	
6. Community Safety	
7. Human Rights Act	
8. Procurement	
9. Asset Management	

- 1.17.1 **Financial** – This report proposes options that will achieve a balanced budget for 2015/16 subject to the resolution of the assumptions identified in the report following the announcement of the provisional finance settlement. More detailed financial implications are set out in the body of the report.
- 1.17.2 **Staffing** – The budget includes the resources necessary to fund staffing levels and pay increments. In addition the report contains proposals that will result in organisational change.
- 1.17.3 **Legal** - This report intends to provide Cabinet with proposals that will enable the Council to set a balanced budget and a Council Tax for 2015/16 as it is statutorily obliged to do.
- 1.17.4 **EINA** - The budget strategy process requires the careful alignment of resources to the priority outcomes identified in the strategic plan. The appropriate alignment of resources means that impact on vulnerable and protected groups is minimised. The appropriate allocation of resources will support vulnerable groups through ensuring resources are available for the actions set out in the strategic plan.
- 1.18 Relevant Documents
- 1.18.1 Appendices
- Appendix A – Revised Strategic Revenue Projection 2015/16 Onwards
- Appendix B – Apportionment of LCTS Funding for 2015/16
- Appendix C – Savings Proposals 2015/16 Onwards
- Appendix D – Statement of General Fund Balance and Earmarked Reserves to 31st March 2015

IS THIS A KEY DECISION REPORT?

Yes

No

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because: Budget Strategy Report

.....

Wards/Parishes affected: All

.....

RECOMMENDED RESOURCE ASSUMPTIONS

**BUDGET STRATEGY 2015/16 ONWARDS
REVISED STRATEGIC REVENUE PROJECTION**

2014/15 £,000		2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000
AVAILABLE FINANCE						
3,274	REVENUE SUPPORT GRANT	2,251	1,463	922	420	0
2,903	RETAINED BUSINESS RATES GROWTH	2,983	3,043	3,104	3,166	3,229
		42	52	62	72	82
6,177		5,276	4,558	4,088	3,658	3,311
71	COLLECTION FUND ADJUSTMENT	302				
12,868	COUNCIL TAX	13,430	13,766	14,110	14,462	14,824
19,116	BUDGET REQUIREMENT	19,008	18,324	18,198	18,120	18,135
13,938	OTHER INCOME	14,214	14,414	14,614	14,814	15,014
33,054	TOTAL RESOURCES AVAILABLE	33,222	32,738	32,812	32,934	33,149
EXPECTED SERVICE SPEND						
33,487	CURRENT SPEND	33,054	33,222	32,738	32,812	32,934
	INFLATION INCREASES					
455	PAY AND INFLATION INCREASES	406	474	434	526	454
	NATIONAL INITIATIVES					
25	LOSS OF ADMINISTRATION GRANT	150		100		
50	PENSION DEFICIT FUNDING SINGLE TIER PENSION ARRANGMENTS		300			
	LOCAL PRIORITIES					
80	ELECTIONS					
50	LOCAL PLAN					
30	MARKET INCOME					
21	ADVERTISING SPONSORSHIP					
30	ECONOMIC DEVELOPMENT	30	30			
80	SERVICE ARRANGEMENTS WITH PARISHES					
	MINOR INITIATIVES					
	GROWTH PROVISION				50	50
34,308	TOTAL PREDICTED REQUIREMENT	33,640	34,026	33,272	33,388	33,438
1,254	ANNUAL SAVINGS TARGET	418	1,288	460	454	289

BUDGET STRATEGY 2015/16 ONWARDS

PARISH COUNCIL FUNDING FOR LCTS

Name	LCTS in Tax		Loss of CT due to LCTS	Proposed Grant	Grant	
	Base	Band D			2014/15	Difference
Barming	27.4	32.94	903	724	902	- 178
Bearsted	155.3	27.12	4,212	3,376	4,463	- 1,087
Bicknor						
Boughton Malherbe	12.8	23.56	302	242	305	- 63
Boughton Monchelsea	77.7	40.74	3,165	2,537	2,899	- 362
Boxley	125.6	24.34	3,057	2,450	3,425	- 975
Bredhurst	12.3	51.83	638	511	735	- 224
Broomfield & Kingswood	37.7	80.1	3,020	2,420	2,587	- 167
Chart Sutton	29	50.8	1,473	1,181	1,695	- 514
Collier Street	13.7	37.82	518	415	377	38
Coxheath	146.5	41.08	6,018	4,823	5,895	- 1,072
Detling	33.9	56.56	1,917	1,537	1,905	- 368
Downswood	55	30.04	1,652	1,324	1,629	- 305
East Sutton	3.5	43.86	154	123	101	22
Farleigh East	54.6	47.45	2,591	2,076	2,570	- 494
Farleigh West	18.8	65.35	1,229	985	1,032	- 47
Frinted						
Harrietsham	70.1	51.65	3,621	2,902	2,820	82
Headcorn	133.8	64.92	8,686	6,962	7,308	- 346
Hollingbourne	34.5	36.15	1,247	999	1,302	- 303
Hucking						
Hunton	18.4	57.1	1,051	842	1,061	- 219
Langley	54.8	35.08	1,922	1,541	2,085	- 544
Leeds	42.2	84.09	3,549	2,844	3,255	- 411
Lenham	118.2	40.89	4,833	3,873	5,148	- 1,275
Linton	20.6	44.12	909	728	736	- 8
Loose	66.8	55.02	3,675	2,945	3,328	- 383
Marden	162.3	52.74	8,560	6,860	8,854	- 1,994
Nettlestead	52.4	45.36	2,377	1,905	2,117	- 212
Otham	16.9	39.88	674	540	721	- 181
Otterden						
Staplehurst	156.3	54.93	8,586	6,880	6,846	34
Stockbury	32.6	39.5	1,288	1,032	1,260	- 228
Sutton Valence	47.1	47.45	2,235	1,791	1,960	- 169
Teston	19.6	67.41	1,321	1,059	1,223	- 164
Thurnham	9.4	30.08	283	227	337	- 110
Tovil	163.3	57.9	9,455	7,576	9,417	- 1,841
Ulcombe	24	47.5	1,140	914	901	13
Wichling						
Wormshill						
Yalding	107.8	56.48	6,089	4,880	5,603	- 723
	2154.9	£1,662	£102,350	£82,024	£96,802	-£14,778

BUDGET STRATEGY 2015/16 ONWARDS - SAVINGS PROPOSALS

Area	Proposal	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Chief Executive	Chief Executives structural review	35,000				
Chief Executive	Capital Support	309,000				
		344,000	0	0	0	0
Investment	Investment Interest	20,000	30,000			
Corporate	Small Budget Review	20,000				
Property & Procurement	Energy Use - low energy bulbs	10,000	10,000			
Finance	Business Rates Pool Administration		15,000			
Corporate Support	Printing		10,000			
Property & Procurement	Rent - Commercial Conversions	24,000	112,000	50,000		
		74,000	177,000	50,000	0	0
DC - Admin	Ashared Service		37,000			
		0	37,000	0	0	0
Customer Services	Implementation of CSIP		90,270			
total		0	90,270	0	0	0
		418,000	304,270	50,000	0	0

BUDGET STRATEGY 2015/16 ONWARDS - REVENUE
ESTIMATE OF GENERAL FUND BALANCES AS AT 31 MARCH 2015

	Unallocated General Fund	Asset Replacement	Planning Management	Commercialisation	Invest to Save	Grand Total
	£,000	£,000	£,000	£,000	£,000	£,000
Estimated Balance as at 31st March 2014	13,508	167	0	500	542	14,717
2013/14 Carry Forwards Used in 2014/15	-7,619					-7,619
Business Rates Deficit	-829					-829
Pensions	-52					-52
Use of 2012/13 Underspend	-288					-288
Annual Transactions	-200		200		40	40
Estimated Balance as at 31st March 2015	4,520	167	200	500	582	5,969

ESTIMATE OF EARMARKED RESERVES AS AT 31 MARCH 2015

	31/03/14	Movement in Year	31/03/15
	£,000	£,000	£,000
Capital Support	6,157	3,684	9,841
Local Plan	540	-540	0
trading Accounts	179	0	179

MAIDSTONE BOROUGH COUNCIL

CABINET

WEDNESDAY 17 DECEMBER 2014

REPORT OF THE CHIEF EXECUTIVE

Report prepared by Angela Woodhouse

1. DRAFT STRATEGIC PLAN 2015 - 2020

1.1 Issue for Decision

1.1.1 The Strategic Plan and the Medium Term Financial Strategy are the key corporate planning documents for the Council. The Strategic Plan sets out what we want to achieve, the actions we will take and how we will measure our performance.

1.1.2 Cabinet are asked to agree the Draft Strategic Plan for 2015-2020 for consultation with scrutiny prior to approval for submission to Council in February.

1.2 Recommendation of the Chief Executive

1.2.1 That the Draft Strategic Plan 2015-2020 be approved for consultation with Strategic Leadership and Corporate Services Overview and Scrutiny Committee prior to approval for submission to Council on 25 February 2015.

1.3 Reasons for Recommendation

1.3.1 The Draft Strategic Plan at **Appendix A** outlines a vision for the borough, supported by a clear mission for the Council to put people first and a set of clear priorities.

1.3.2 During the course of the plan's development we have consulted with staff at One Council briefing sessions, outlining the vision and priorities for the next five years and asking them to identify how we could achieve the priorities and what the barriers may be. This feedback has shaped the actions outlined in the priorities and will be used by heads of service and unit managers in their service planning. Work was also carried out with unit managers to look at how we measure achievement considering which indicators would give us the most useful information.

- 1.3.3 We have also held several budget roadshows with the public to discuss the priorities; asking residents to identify which are most important to them. There was positive feedback from this exercise and the results are shown in **Appendix B**.
- 1.3.4 As a result of the feedback, a clean and safe environment and transport improvements are proposed as top priorities for the Council. This has also been reflected in the medium term financial strategy.
- 1.3.5 The Draft Plan has been developed giving careful consideration to performance data and other contextual information including the most recent residents' survey results, national research and other emerging strategies and plans. Information on the Borough Profile and 100 people is provided at **Appendix C**.
- 1.3.6 The plan has been deliberately kept short and focused to ensure it translates into action easily and it is clear to residents and council employees and our partners what we want to achieve over the next five years.
- 1.3.7 There is synergy between the council's previous strategic plan and the new plan that has been developed. The mission to put people first continues the theme of Great People and underpins all of the council's priorities going forward. Keeping Maidstone an attractive place for all and securing a successful economy continue our previous priorities of Great Place and Great Opportunity. There is a renewed emphasis in the plan on listening to our communities and working with our Parishes. The Draft Plan contains a balanced set of priorities that reflect all parts of the Borough both rural and urban.
- 1.3.8 As face to face and on-line consultation has already been carried out on the priorities with residents and staff, the next phase will be on-line consultation on the draft plan itself and consultation with Overview and Scrutiny and all elected Members.
- 1.4 Alternative Action and why not Recommended
- 1.4.1 The current Strategic Plan finishes in March 2015, the draft Strategic Plan sets the vision and corporate priorities for the next five years. Without a Plan to set our priorities and provide clear focus for employees and related plans and policies the effectiveness of the Council would be significantly reduced.

1.5 Impact on Corporate Objectives

1.5.1 The Strategic Plan sets out the Council’s Corporate Priorities for the next four years and it represents the top level document from which all other plans and strategies of the Council will flow.

1.6 Risk Management

1.6.1 A Strategic Risk Register and Action Plan will be developed following the formal approval of the Strategic Plan

1.7 Other Implications

1.7.1

1.	Financial	x
2.	Staffing	x
3.	Legal	
4.	Equality Impact Needs Assessment	x
5.	Environmental/Sustainable Development	
6.	Community Safety	
7.	Human Rights Act	
8.	Procurement	
9.	Asset Management	

Financial

The Draft Strategic Plan sets the priorities for the Council’s spending for the next five years.

Staffing

The Draft Strategic Plan sets the strategic priorities, which staff will deliver; this will also be part of individual appraisals.

Equality Impacts Needs Assessment

The stage 1 assessment is attached at **Appendix D**

1.8 Relevant Documents

1.8.1 Appendices

- Appendix A – Draft Strategic Plan 2015-2020
- Appendix B – Consultation Response
- Appendix C – Borough Profile and 100 People Document
- Appendix D – Equality Impact Needs Assessment

<u>IS THIS A KEY DECISION REPORT?</u>		<u>THIS BOX MUST BE COMPLETED</u>	
Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If yes, this is a Key Decision because:			
The plan sets the priorities for the Council's Medium Term Financial Strategy and Services			
Wards/Parishes affected: All			

Draft Strategic Plan 2015-2020

Please note artwork etc. still to be completed

OUR VISION

That our residents live in decent homes, enjoy good health and a pleasant environment, with a successful economy that is supported by reliable transport networks.

OUR MISSION

Putting People First.

PRIORITY 1

Keeping Maidstone Borough an attractive place for all

PRIORITY 2

Securing a successful economy for Maidstone Borough

Providing a clean and safe environment

Encouraging good health and wellbeing.

Respecting the character of our Borough

Ensuring there are good leisure and cultural attractions

Enhancing the appeal of the town centre for everyone

Securing improvements to the transport infrastructure of our Borough

Promoting a range of employment opportunities and skills required across our Borough

Planning for sufficient homes to meet our Borough's needs

OUR VALUES

Service

Everything we do impacts on our customers, both internal and external. We will listen to and understand their needs, then take action to provide the right service in a positive and professional manner.

Teamwork

Working together to achieve our objectives and goals in a way that utilises the talents and creativity of everyone in our organisation.

Responsibility

We work in an environment that encourages us to take ownership for our actions. Making the right choices and decisions that lead to a satisfactory outcome for all.

Integrity

We have the courage to act on our convictions to build trust and honesty. We work with our partners and customers to create a feeling of openness and transparency in everything we do.

Value

Taking care and weighing up our options, aiming to get the maximum effect for every penny of public money we spend.

Equality

Valuing our differences and understanding how they can contribute to a better working environment and services that are fair and easy to access.

Providing a Clean and Safe Environment

Over the past 5 years, Maidstone Borough Council has demonstrated its commitment to deliver cost effective and sustainable waste and recycling services as a result our recycling rate has improved significantly. Maidstone does not experience high levels of crime. We have with our Community Safety Partnership agreed that reducing anti-social behaviour, domestic abuse, reoffending and improving road safety are our priorities up until 2018.

We mean:

- People feel safe in the Borough and they live in a clean environment of high quality

We will:

- Work with our partners to improve all areas of the public realm
- Deliver the waste and recycling strategy
- Deliver an efficient and effective street cleansing service
- Deliver the Community Safety strategy
- Deliver the Air Quality Strategy working with partners

Measured by:

- Resident satisfaction
- British crime survey
- Environmental quality indicators
- Recycling
- Reduction in residual waste
- Estimated levels of CO2 Emissions (per head of population)

Encouraging Good Health and Wellbeing

Deprivation in the borough is lower than average, however 15% (4,300) of children (under 16 years old) in Maidstone live in poverty. There is a larger difference in life expectancy of men and women; 7 years lower for men and 4 years lower for women in the most deprived areas of Maidstone than in the least deprived.

We mean:

- Addressing the social determinants of health through our role in services like Housing, Environmental Health and Community Development and our provider role in terms of leisure activities
- Improved health outcomes for residents, reduced health inequality

We will:

- Deliver our housing strategy
- Deliver our health inequalities action plan
- Work with businesses to promote health and wellbeing

Measured by:

- Health Indicators
- Number of private sector homes improved
- Disabled Facilities Grants
- Homelessness Prevention

Respecting the Character of our Borough

Maidstone is the county town of Kent, in terms of its geography it is largely rural and the countryside offers high quality landscape and biodiversity. Approximately 50% of the borough population lives in a parished area which aside from Tovil are rural. We are focused on achieving economic prosperity, whilst at the same time balancing protecting the environment and landscape that makes the borough of Maidstone a great place to live, work in and visit.

We mean:

- Thriving and Resilient Urban and Rural Communities
- Listening to our communities
- Respecting our Natural Environment
- Devolving services where we can and working with Kent County Council to do the same

We will:

- Deliver and honour our parish charter
- Deliver the communication and engagement action plan
- Work with our Parishes and Communities on the design of their communities

Measured by:

- Resident survey
- Parish survey

Ensuring there are good Leisure and Cultural Attractions

There is always something to see or do in Maidstone, with two museums and a theatre in the town centre, four green flag parks, a well-used leisure centre, a castle, rural farmers markets and a variety of festivals events held throughout the year.

We mean:

- Maidstone has leisure and cultural offers which attract visitors and meet the needs of our residents

We will:

- Adopt and deliver a Destination Management Plan with a shared statement of intent to manage, develop and promote our borough
- Deliver the festival and events strategy
- Maximise the benefits of our leisure and cultural assets through our commercialisation approach to maintain key services

Measured by:

- Customer satisfaction with our leisure and cultural attractions
- Visitor economy indicators

Enhancing the Appeal of the Town Centre for Everyone

Maidstone has had an historically thriving town centre however we need to ensure that we keep pace with the changing economic environment and continue to meet the demands of businesses and consumers. Investment in Maidstone town centre is needed if it is to continue to be a popular place to live, shop and work.

We mean:

- Ensuring we have a thriving and attractive town centre that is fit for the future

We will:

- Be proactive in delivering a vision for the town centre through working with partners, businesses and regenerating areas ourselves.

Measured by:

- % of vacant retail units
- Conversion of office space to residential,
- How Maidstone is rated as a retail destination
- Resident satisfaction

Securing Improvements to the Transport Infrastructure for our Borough

Maidstone is strategically situated between London and the channel ports and is serviced by two motorway networks, the M20 and M2, with rail connections to central London. With regard to travelling in and around the Borough by car, congestion is an issue particularly at peak time in the town centre. The bus transport network serving Maidstone town is relatively strong whilst rural transport presents distinct challenges.

We mean:

- A transport network that meets the needs of residents and businesses

We will:

- Deliver an integrated transport strategy and work with our partners to seek improvements to the transport infrastructure

Measured by:

- Measures from Integrated Transport Strategy
- Resident Survey

Promoting a range of employment skills and opportunities across the borough

There were 68,300 people employed in the Maidstone economy in 2012 with a high proportion in the public sector, reflecting the town's status as Kent's County Town and administrative capital. There were 6,760 registered businesses in Maidstone in 2012, equivalent to 43 businesses per 1,000 population, compared to 39 for England and an above average rate of self-employment.

We mean:

- Meeting the skills and employment needs of our residents, not becoming a dormitory borough and supporting and attracting businesses

We will:

- Adopt a Economic Development Strategy and Deliver with Partners.
- Work with businesses and support them to grow and develop
- Support the principle of an enterprise hub
- Work with our partners to support those not in education, employment or training (NEET)

Measured by:

- % of our residents that are NEET
- Net change in jobs
- % of Job Seekers Allowance claimants
- Business Start-ups versus failures

Planning for Sufficient Homes to meet our Borough's Needs

Over the last five years, the supply of new affordable housing within the borough has been greater than in neighbouring authorities, although still less than historic levels. 189 new affordable homes were built in the borough in 2013/14. In total 630 new homes were delivered in 2012/13, of these new homes over 80% were built on land that had previously been developed.

We mean:

- Having enough homes to meet our residents needs with sufficient homes across a range of tenures

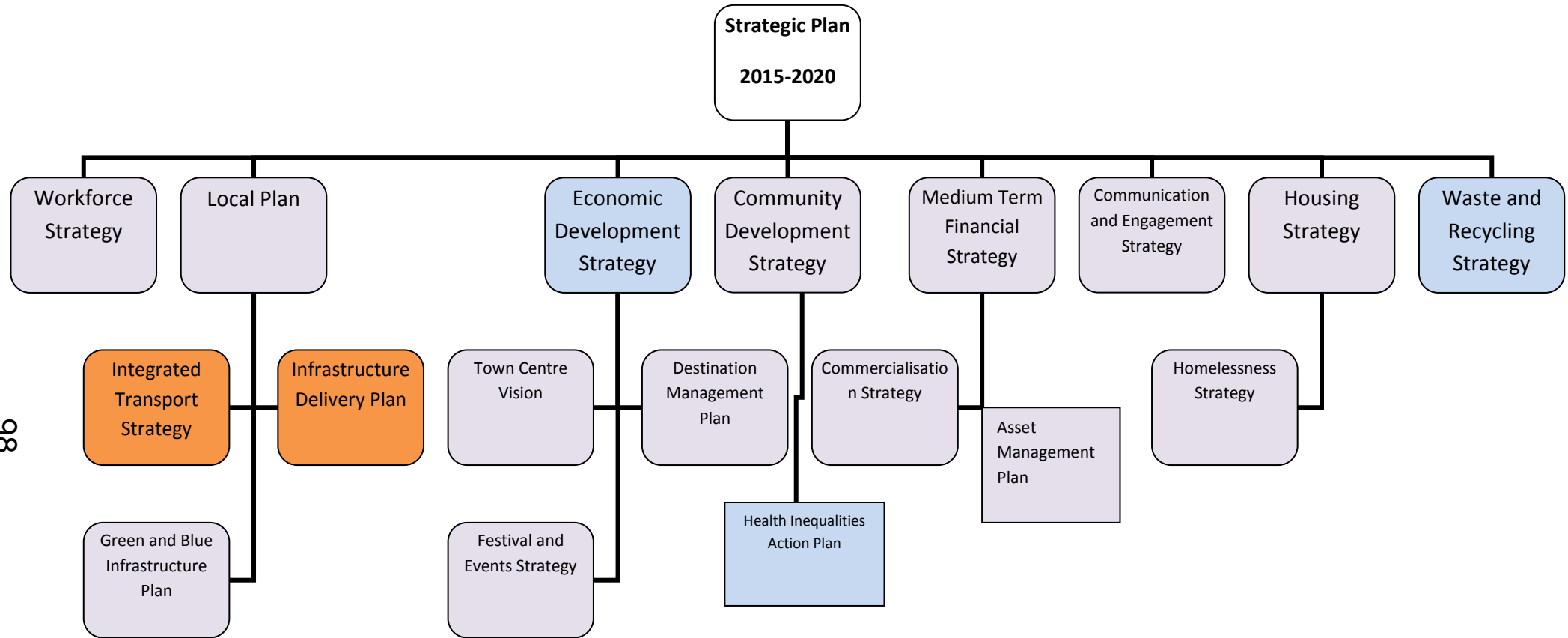
We will:

- Adopt a local plan
- Deliver the Housing Strategy

Measured by:

- Net Additional Homes
- % of additional homes that are affordable

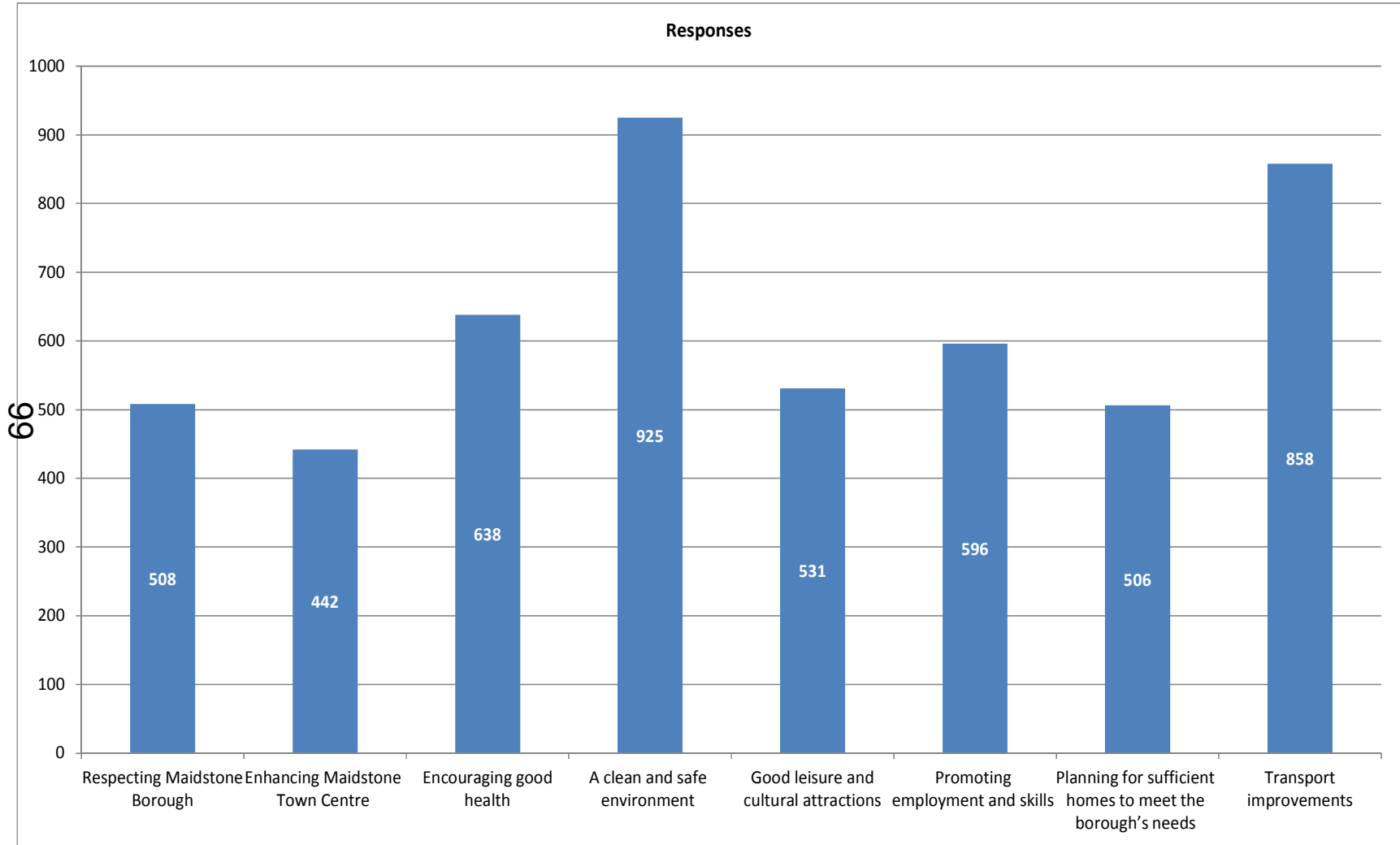
How it all fits together – Our Strategies and Plans



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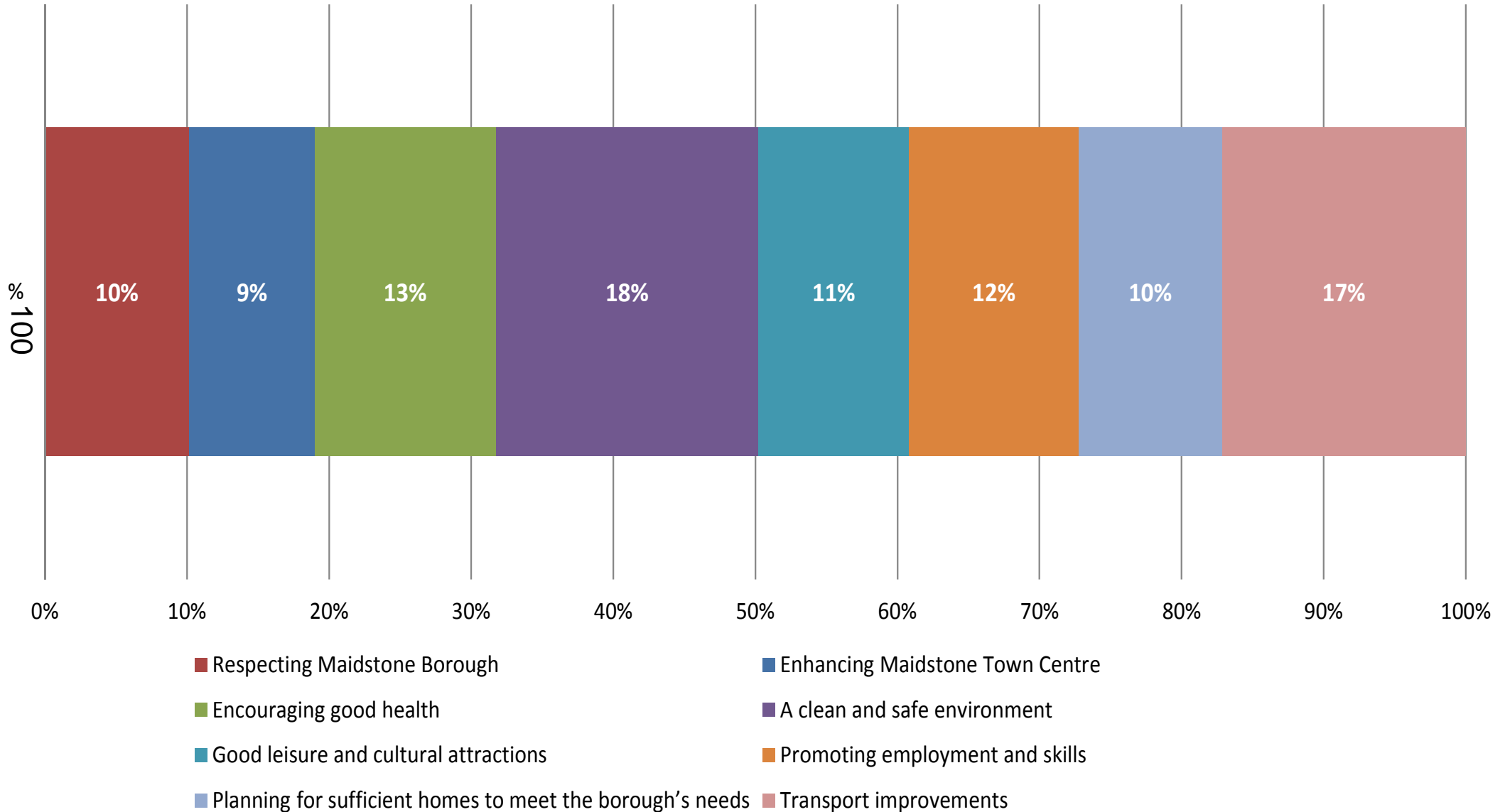
Priority 1 Keeping Maidstone an attractive place for all
Priority 2 Securing a successful economy
Supports both priorities

MY council what matters to ME – Consultation Results



MY council what matters to ME – Consultation Results

Percentage of responses by priority



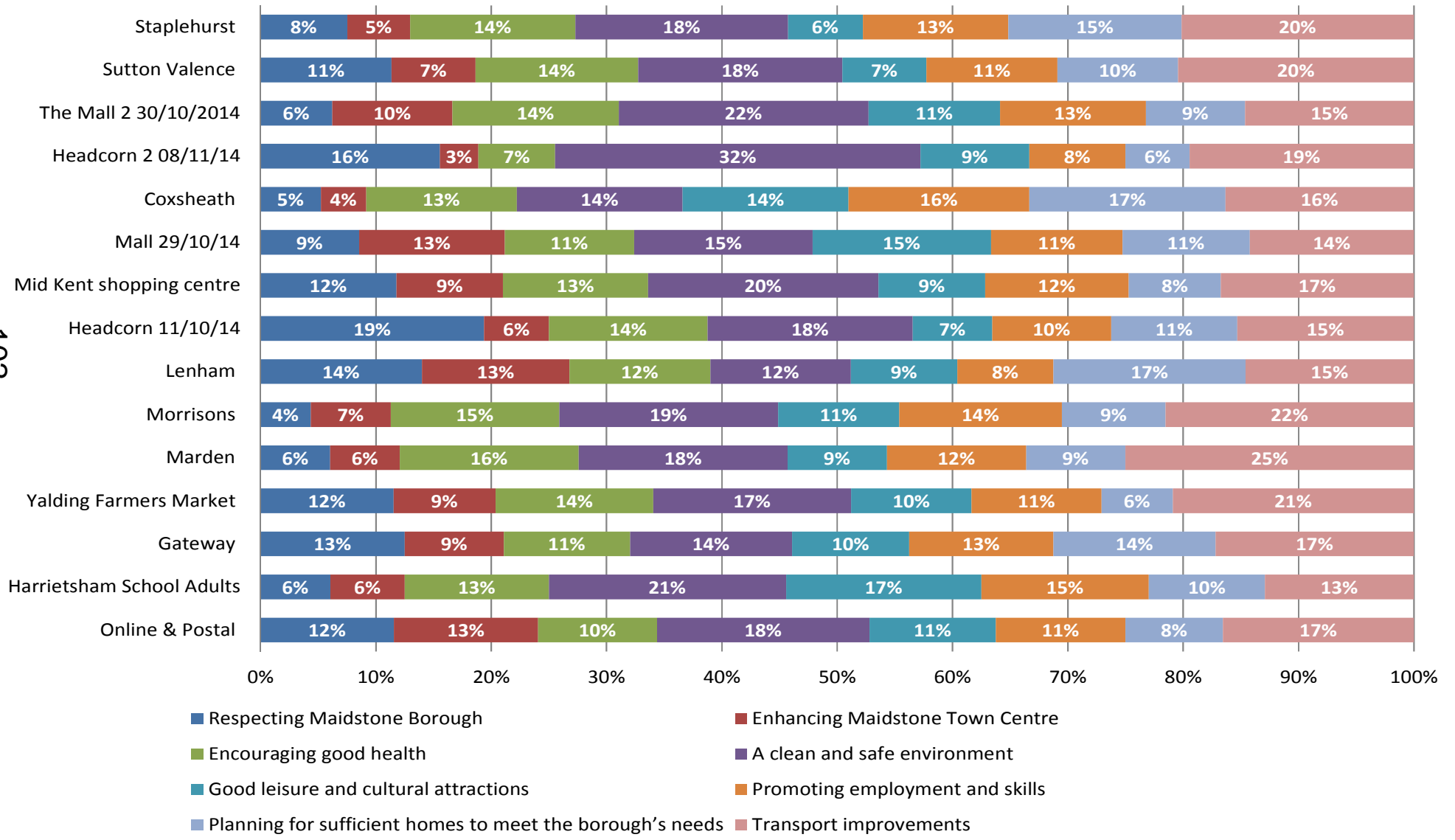
MY council what matters to ME – Consultation Results

	Respecting Maidstone Borough	Enhancing Maidstone Town Centre	Encouraging good health	A clean and safe environment	Good leisure and cultural attractions	Promoting employment and skills	Planning for sufficient homes to meet the borough's needs	Transport improvements
Online & Postal	12%	13%	10%	18%	11%	11%	8%	17%
Harrietsham School Adults	6%	6%	13%	21%	17%	15%	10%	13%
Gateway	13%	9%	11%	14%	10%	13%	14%	17%
Yalding Farmers Market	12%	9%	14%	17%	10%	11%	6%	21%
Marden	6%	6%	16%	18%	9%	12%	9%	25%
Morrisons	4%	7%	15%	19%	11%	14%	9%	22%
Lenham	14%	13%	12%	12%	9%	8%	17%	15%
Headcorn 11/10/14	19%	6%	14%	18%	7%	10%	11%	15%
Mid Kent shopping centre	12%	9%	13%	20%	9%	12%	8%	17%
Mall 29/10/14	9%	13%	11%	15%	15%	11%	11%	14%
Coxsheath	5%	4%	13%	14%	14%	16%	17%	16%
Headcorn 2 08/11/14	16%	3%	7%	32%	9%	8%	6%	19%
The Mall 2 30/10/2014	6%	10%	14%	22%	11%	13%	9%	15%
Sutton Valence	11%	7%	14%	18%	7%	11%	10%	20%
Staplehurst	8%	5%	14%	18%	6%	13%	15%	20%

MY council what matters to ME – Consultation Results

Priorities by Venue

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MY council what matters to ME – Consultation Results

Online & Postal Comments

There were 31 comments received about the consultation, in summary there were three around reducing cultural services, nine about income generation, and four relating to reducing staff costs. Four comments have been categorised as management where the comments were about shared services and reviewing services and three were categorised as Homes and Planning, though each has a different focus within this category.

The full comments are shown in full below:

Response Text

Run a Home Improvement Agency that takes fees from the customers who are able to pay. Many residents are uncomfortable with finding builders, choosing the right works, seeking quotes, knowing whether the price is reasonable and the quality of work is right, knowing when they should apply for Building or Planning consents. A Home Improvement Agency could help.

Take more services (e.g.transport & refuse) in house ,which should save money and increase locally based employment and achieve better service via more accountability

reduce cultural & central services

Cut unnecessary job roles in local government, reduce inefficiencies in delivery of services, outsource to the private sector where cost-savings can be made

No new builds.

How much has this cost- need an answer

Why no link sutton road to loose road look at bircholt road

We live in the Borough, but only come into Maidstone 2-3 times per year. The southern approach needs improving - we might come in more often then, pay parking, support businesses etc. Or you could save the money that you spend on the parks, river, Leisure Centre that we don't use because the traffic is so bad. Why don't you make all events, cultural, leisure facilities self funding - they have to break even. You could contract them out.

MY council what matters to ME – Consultation Results

Planning affects everyone but benefits a few. Increase costs of planning permission etc because this is costing a lot and the cost of planning next to the investment and return are minimal. Cultural services whilst more is spent it does benefit everyone and is raising income locally through tourism and events and makes it a vibrant place to live. What does central services include?

Could we share a Chief Executive with another council?

Charge for Car Parking

Charge for fees for freedom of information requests

Give the council the opportunity to have business plans without restrictions

Be more commercially aware

Explore more shared services/resources with neighbouring boroughs. Look at corporate sponsorship/selling advertising space to increase revenue so that all services aren't effected by budget cuts.

Do a comprehensive review of the council's services putting customers at the focus of the review - then cut out all the waste.

10
MAKE MORE REVENUE FROM EMPTY BUILDINGS, UTILISE CURRENT PROPERTY MORE BY ALLOWING MORE EVENTS TO BRING MONEY IN, OPENING PLACES LIKE THE TOWN HALL UP TO OTHER BUSINESS TO USE AS MEETING ROOMS ETC, ENCOURAGE LOCAL SCHOOLS AND COLLEGES TO USE THE SERVICES MORE

Bigger issues all infrastructure

Focus on purpose. Think systemically. Be honest about the level of current failure demand inherent in every single service.

Severe cuts to the allowances paid to councillors. They must feel some of the pain of this.

Sack all employees paid over £60k pa

Less money to be spent on cultural services

MY council what matters to ME – Consultation Results

To increase income:

Make use of the traffic wardens we already have or consider increasing the number. I walk around large areas of the town regularly and see so many motorists parked illegally causing traffic obstructions or creating hazards for pedestrians. I have complained to the council and the police several times about illegal parking on Buckland Hill and St Peters Street.

Make more regular checks on housing benefit and council tax benefit claimants, the council seem to assume that people will automatically update them of a change in living arrangements. Possibly a bi-annual claim form to be signed and returned by claimants would at least allow the council to investigate any that are not returned promptly.

To make savings:

The council could make more use of volunteers to save on staffing costs and at the same time encourage residents to be more involved in their community. There are plenty of young people either unemployed or in some form of training/education who often need some form of work experience or references to help them secure their first job. There are many retired people feeling isolated and research shows that keeping active longer improves general health. There are many parents who are currently not working as they have young children but would gladly give a few hours of their time while children attend pre-school. There are costs involved with recruiting and coordinating volunteers but the town would benefit short-term from savings to staffing costs and long-term from the sense of community involvement that it would create which would in turn possible cut other costs such as graffiti, littering etc.

Make in house optimisations

The council should be saying to the business community 'Maidstone is open for business' this is clearly not the case as we have recently seen with the J8 purposeful turned down. This will mean a reduction in business rates being collected and residents having to bear the brunt of cuts of increased council tax. Council tax should not rise above inflation any year.

More fare paying attractions, e.g. Crazy golf in Mote Park (a really good one!); selling expertise to other councils on a consultancy fee basis; investing in property and becoming a market landlord

Encourage well known brands into town who can afford to stay - no more cheap shops

I believe building on the Commercialisation strategy to encourage income, look at outside funding as a way of supporting staff posts where possible and identifying where services are available and eradicating duplication in Maidstone where possible will all aid savings.

Increase charging for advice and consent eg. Planning and other professional services.

Greater use of advertising and sponsorship to generate income.

Invest in solar panels and other renewables for long term income.

MY council what matters to ME – Consultation Results

Charge night venues more for licensing and fines for anti social behaviour and kebab shop fines for the litter and rubbish

Set up, encourage and support local community volunteer groups, who help keep their local communities clean and tidy. Litter picking etc.

Make more council buildings/facilities eco sustainable. Install solar panels.

Have bin men report large amounts of litter or fly tipping or investigate if public reported if they are going by it - save having an inspector go out to it.

Increase income from Maidstone Leisure Centre - charge more, do one of events, seasonal events that bring in money.

Run more seasonal and special events at Mote Park to increase income.

Encourage youth clubs to do activities that help and support the local areas and communities.

Privatise the museum, theatre and leisure centre.

Reduce spending on the many services which are not your responsibility and concentrate on delivering core services efficiently.

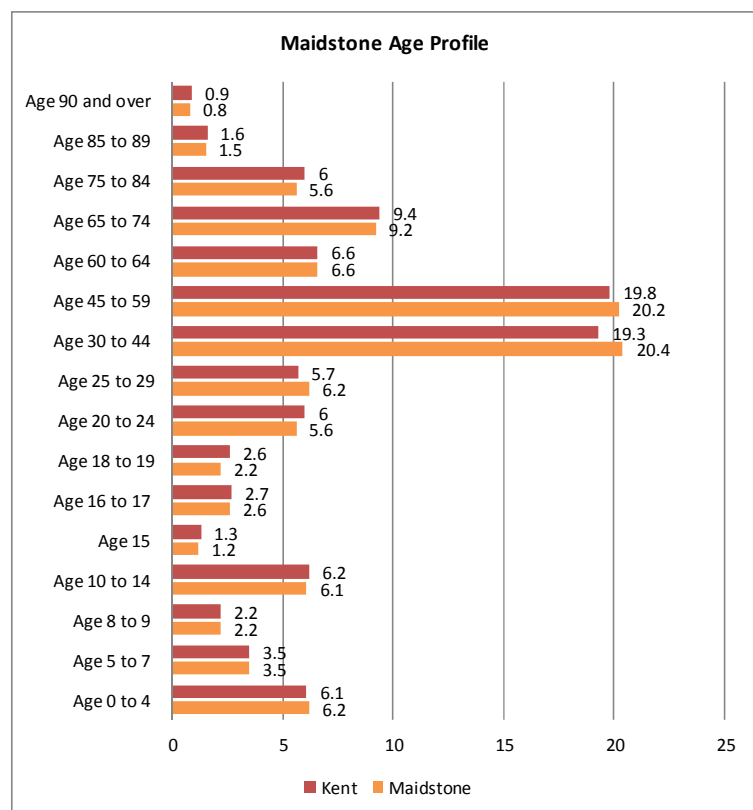
Increase Council Tax

Sack the the deadlegs at the top

Maidstone Profile 2014

Population

The total population of Maidstone is 159,300 people, the greatest out of the twelve Kent districts. Between 2003 and 2013 the population in Maidstone grew by 12.8% or 18,100 people. Just over half the population is female (50.7%) and 49.3% of the population is male. The largest ethnic group in Maidstone is White (94.1%).



The largest single BME ethnic group is Asian/Asian British 3.2% (4,943).

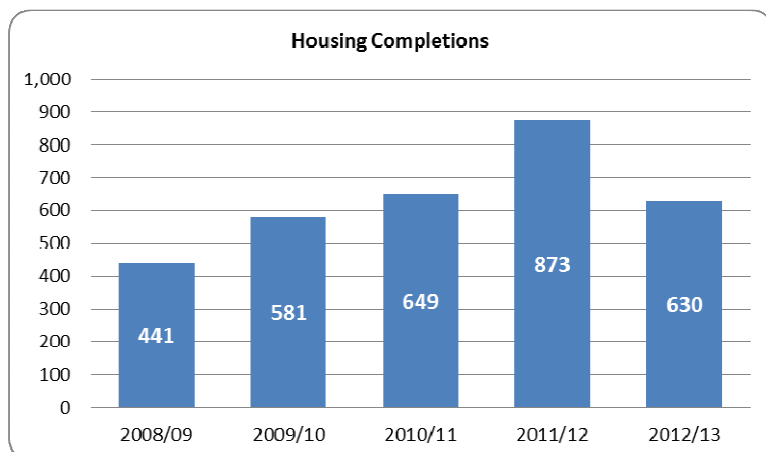
Maidstone has a marginally lower proportion of 75 to 84 year olds with only 5.6% compared to the Kent figure of 6%. The town has the highest population aged between 25-29 years old, accounting for 6.2% of the total population for Maidstone (9,900 people), the Kent figure is 5.7%. The same is true for the age group 30-44 year olds with this group numbering 31,500, here Maidstone has the greatest proportion of people in this age group with 20.4% of the population compared to Kent with 18.5%.

Maidstone has a lower number of people aged 15 with 1.2%, this is lower than the Kent figure of 1.3%, however, this is the same proportion in England overall.

Maidstone has a higher proportion of people aged 45-59 years old than Kent and England with this group making up 20.2% of the population in the borough.

Housing

With 66,982 homes Maidstone has the greatest number of dwellings in the County. In the four years from 2009 to 2013 Maidstone district has increased its dwelling stock by 4.65%.



Maidstone has the greatest number of both detached and semi-detached properties out of the districts in Kent. Taken together they amount to 46% of the districts' housing stock, this is significantly higher than the proportion for England overall which is currently 40%. Maidstone has a lower proportion of flats/maisonettes compared to all England with this type of property accounting for 16% in the borough compared to 22% nationally.

Maidstone has a higher proportion of people that either own their home outright or with a mortgage at 70% compared to England where the proportion is 63%. In turn the proportion of people living in social rented accommodation is lower than for England at 13% compared to 18%.

In October 2013 there were 414 long term vacant dwelling in Maidstone accounting for 8% of all long term vacant dwellings in Kent. Long term vacant dwellings account for 0.62% of the boroughs housing stock, lower than the proportion for England overall which is 0.93%.

The majority of properties (54%) in the borough are in Council Tax bands C and D. Maidstone has a significantly lower proportion of properties in bands A and B when compared to both Kent and England, with just 19% of dwelling in the borough in these bands compared with 29% in Kent and 44% in England. This is likely due to the proximity of the borough to London coupled with higher than average house prices in the South East when compared to other regions; Sevenoaks which is closer to London has just 9% of its dwelling stock within these bands.

2013	Maidstone	Kent	South East
Detached	£375,477	£393,786	£456,839
Semi Detached	£232,300	£227,986	£267,092
Terraced	£180,686	£188,016	£220,579
Flat/ Maisonette	£134,435	£150,544	£172,293
All	£236,525	£246,121	£286,032

Average house prices in the borough are lower than that for the South East region for all property types but higher than the average for Kent, as the table shows, for semi-detached properties.

In terms of Council tax Maidstone has the third highest average rate per dwelling for council tax (band D) in Kent for 2014/15 (£1536 including parish precepts).

Economy, Employment & Skills

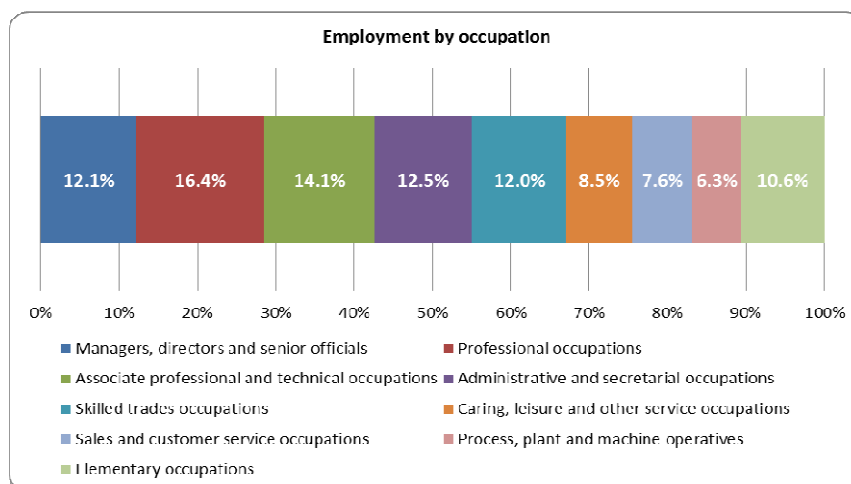
Of the total population, 99,400 (62.4%) people are aged 16-74 and considered of working age. 82.6% of people are economically active, of which 78.9% of people are in employment¹.

The wage gap between work based and resident based earning is currently £59.60, there has been a reduction in the difference between workplace and resident earnings over the last year – with the gap shrinking by £5.80 compared to the previous year. The difference male resident based earnings per week are £122 higher than female resident based earnings.

The main industries in Maidstone are Construction, followed by Professional, Scientific and Technical Industries and Retail. The Borough also has a growing medical sector. Maidstone town centre is home to both Kent Country Council and Maidstone Borough Council offices with 19,700 residents employed by the public sector.

There are 7,340 VAT and or PAYE registered businesses in the borough, and 65.6% of new businesses survive at least three years compared to the KCC area average of 60.3%. At present the percentage of vacant retail units in the town centre is less than 9%.

The graph shows employment by occupation for all people aged 16-74 in Maidstone. The largest single group in the borough is professional occupations.



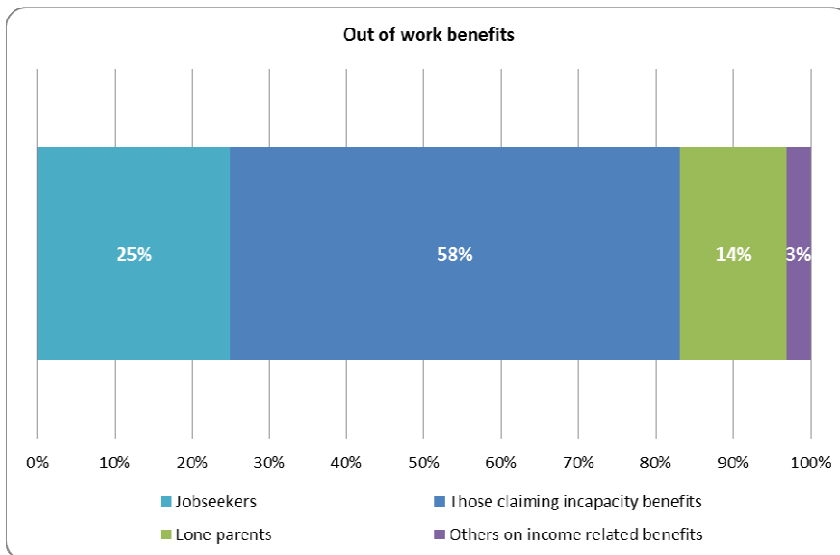
For the academic year 2011/12, 69% of Maidstone pupils achieved five or more GCSEs grades A* to C including

Maths and English, this is the third highest figure in out of the Kent districts. Maidstone has fairly a higher proportion of people educated to NVQ level 4 or higher, even though this declined between 2011 and 2013 by 4.6%.

Six of the Lower Super Output Areas in Maidstone, are areas that are amongst the top 20% of most deprived areas in England. 15.1% of children under 16 in Maidstone are living in poverty; this is lower than the figure for Kent which is 20.6%.

In the Borough 2% of households do not have central heating and 16% of households do not have a car or a van, these are lower than the averages for England overall. In addition 10.9% of the borough children receive free school meals compared to 13.8% in Kent overall.

¹ Model based as % of economically active.

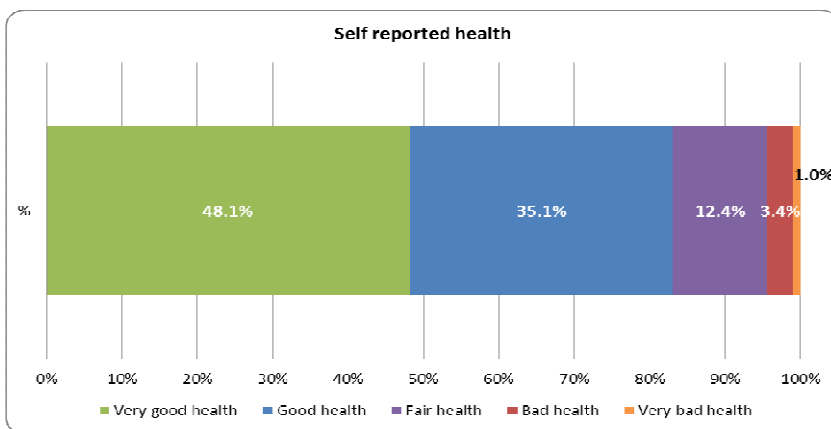


The number of people claiming out of work benefits in Maidstone is slightly lower than overall figures for Kent; 7.3% (7,300) of the total working population (aged 16-64) are on out-of-work benefits. This figure includes 4.3% of people who are on incapacity benefits and 1.8% of people claiming job seekers allowance. The graph shows the proportion of out of work benefits being claimed in the borough.

There are 31,520 people in the borough that are receiving their state pension, of these 4,480 (14%) claim a pension credit.

Health

Life expectancy at birth in Maidstone for both men and women match the overall figures for Kent at 79.9 years for men and 83.4 years for women. However at the age of 65, life expectancy for a Maidstone resident is slightly lower for both genders when compared to the overall figures for Kent.



The graph shows the self-reported health from the 2011 census, which shows that 4.4% of people feel they are in bad or very bad health, the figure for England overall is 5.5%.

15.8% (24,505) of people in Maidstone consider themselves to have a limiting life long illness and 9,700 (6.1%) people in Maidstone claim a disability benefit.

Of those aged over 65, 4,930 claim either disability living allowance or attendance allowance compared to 1,610 of those age 24 and under. 10% (15,561) of Maidstone residents provide some form of unpaid care each week and 1.3% (1,370) of those aged 16 and over currently claims a carer's allowance.

Environment & Leisure

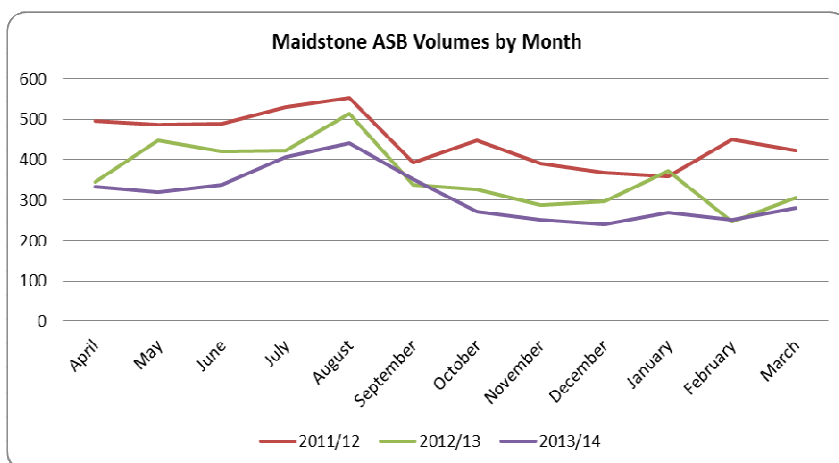
In 2013 the Council carried out a resident satisfaction survey, this showed that 54% of residents were satisfied or very satisfied with street cleanliness. Over the last five years the levels of litter in the borough has been below 2% when inspected and over the last three year fly-tipping incidents in the borough has declined by 19%.

Maidstone has the second highest figure of the Kent districts for total waste arisings and is in the bottom quarter when compared to all English district authorities. However, performance in relation to recycling is above the England average and Maidstone has reached a 50% recycling rate in 2014.

User satisfaction at the leisure centre is 73%. The number of people using the leisure centre has increased since 2011 by over 18% with over 60,000 people using the centre each month. Nationally Maidstone has a lower than average percentage of adults participating in sport and active recreations with 26.6%.

Maidstone had a 10.6% increase in crime during 2013/14 with 877 additional crimes. Maidstone has the 6th lowest crime rate out of the Kent districts at 59.1 crimes per 1,000 population in Kent. Violence against the person accounts for the greatest proportion of crime at 26.9%.

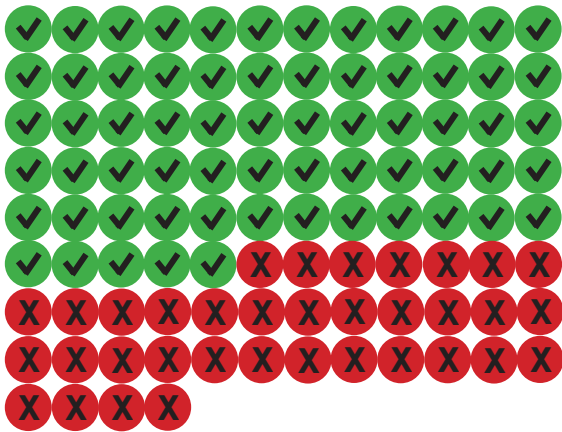
Overall, Maidstone has the third greatest volume of domestic violence incidents out of the Kent districts. In 2013/14 there was a 21.3% increase in domestic violence incidents with an additional 84 incidents compared to the same period last year.



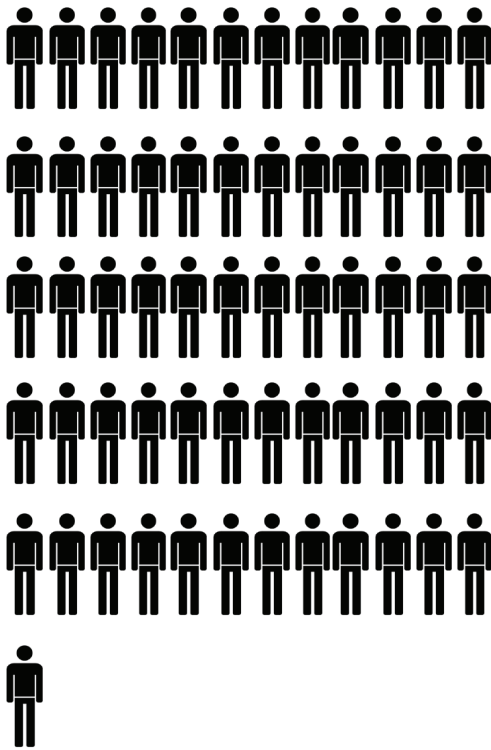
There was a 13% decline in Anti-social behaviour (ASB) incidents in 2013/14 with 574 fewer incidents than the previous year. The graph shows the volume of ASB incidents in Maidstone by month over the last three years. It shows that there has been a peak in incidents in August each year over the period shown and a drop in September.

If there were only 100 people in the borough of Maidstone...

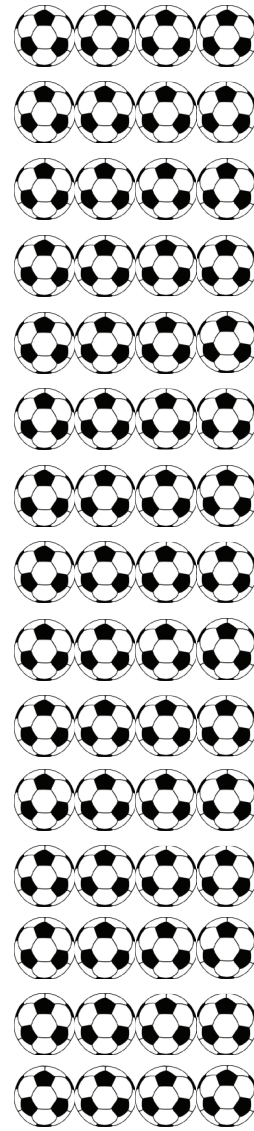
67 would agree that they belong to their local area... and 33 would disagree



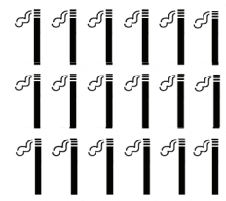
61 would say that they trust the Council



60 are likely to be physically active (adults)



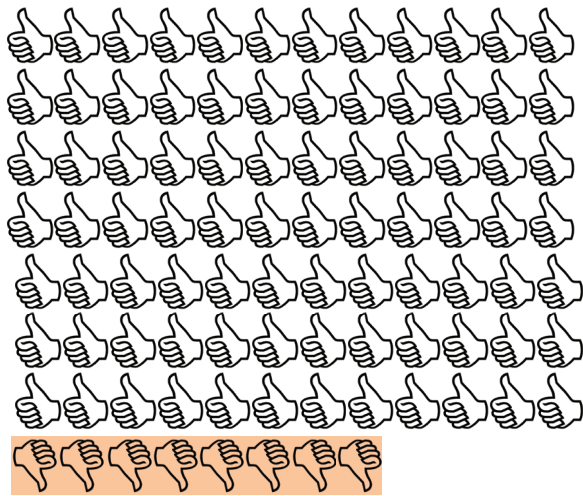
19 would be likely to smoke (over 16's)



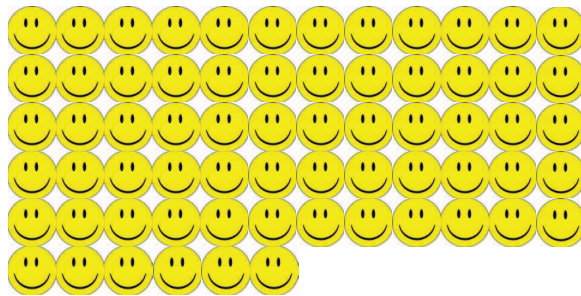
8 would claim an out of work benefit



84 would be satisfied with their local area as a place to live... and 8 would be dissatisfied



66 would be satisfied with the way the council runs things



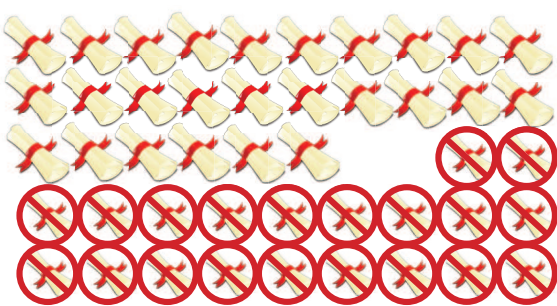
and 15 would be dissatisfied



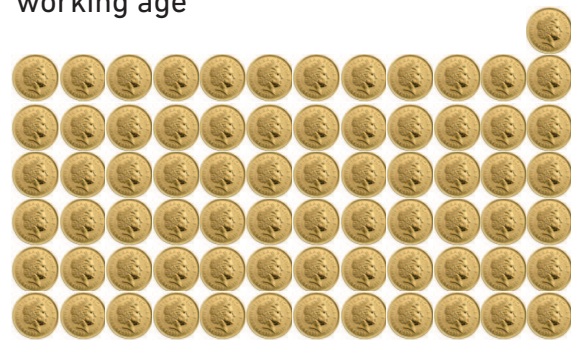
43 would agree the council provides good value for money



26 (over 16) would be qualified to NVQ 4+ (degree level) while 20 (over 16's) would have no qualifications



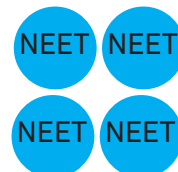
73 would be economically active (employed and self employed) whilst of working age



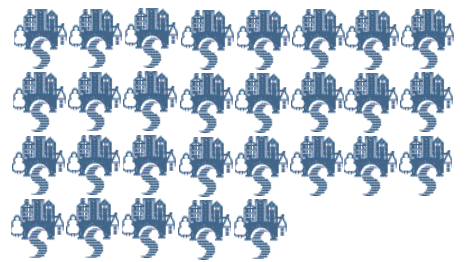
26 would be likely to be obese



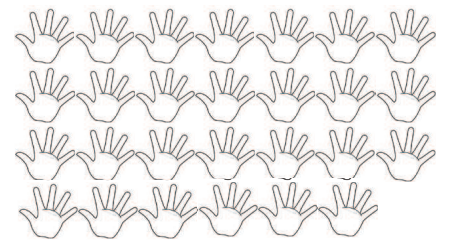
When aged 16 - 18 years old, 4 would be NEETs (not in education, employment or training)



29 people would agree that they can influence decisions affecting their local area...



...and 27 would like to be more involved in the decisions that affect their local area.



56 would agree that people from different backgrounds get on together



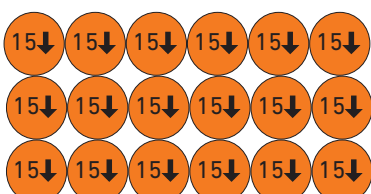
16 would consider themselves to have a limiting long term illness...



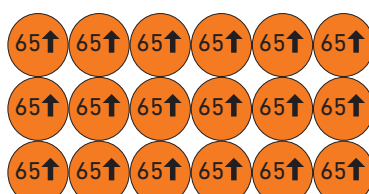
...of which 6 would be claiming disability allowance



18 would be 15 years or younger



and 18 would be aged 65 and over



6 would be from black and minority ethnic groups



Stage 1: Equality Impact Assessment

1. What are the main aims purpose and outcomes of the change and how do these fit with the wider aims of the organization?

The Strategic Plan sets out the strategic direction of the Council. The new plan is aligned with previous plans the main change has been a renewed emphasis on listening to our communities.

The Strategic Plan sets out a vision for the council:

“That our residents live in decent homes, enjoy good health and a pleasant environment with a successful economy that is supported by reliable transport networks.”

The mission is

“Putting People First”

This vision and mission is underpinned by 2 priorities, with eight areas of action.

2. How do these aims affect our duty to:

- **Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the act.**
- **Advance equality of opportunity between people who share a protected characteristic and those who do not.**
- **Foster good relations between people who share a protected characteristic and those who do not.**

The Strategic Plan proposed is underpinned by a number of policies and strategies that have regard to the above duty, including our workforce strategy, communication and engagement strategy and corporate equality policy. The mission statement “putting people first” reflects the desire to further the duty.

3. What aspects of the policy including how it is delivered or accessed could contribute to inequality?

The Strategic Plan sets the strategic direction for our spending and services,

all decisions and service delivery should have regard to the plan.

4. Will the policy have an impact (positive or negative) upon the lives of people, including particular communities and groups who have protected characteristics ? What evidence do you have for this?

If services are changed they will need to be assessed using the Equality Impact Needs Assessment to determine the impact on the lives of people.