

Public Document Pack

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| Date of meeting | Wednesday, 16th January, 2013 |
| Time | 7.00 pm |
| Venue | Committee Room 1, Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffs ST5 2AG |
| Contact | Julia Cleary 01782 742227 |

Cabinet

AGENDA

PART 1– OPEN AGENDA

- 1 Apologies**
- 2 DECLARATIONS OF INTEREST**
To receive declarations of interest from Members on items included in the agenda.
- 3 MINUTES** (Pages 1 - 6)
To consider the minutes of the previous meeting held on 12 December 2012.
- 4 Technical Reforms to Council Tax** (Pages 7 - 12)
- 5 Calculation of Council Tax Base** (Pages 13 - 18)
- 6 Living Wage Accreditation** (Pages 19 - 30)
- 7 Revenue and Capital Budgets 2013/14** (Pages 31 - 52)
- 8 Scale of Fees and Charges 2013/14** (Pages 53 - 84)
- 9 EXCLUSION RESOLUTION**
To resolve that the public be excluded from the meeting during consideration of the following appendix to the report, because it is likely that there will be disclosure of exempt information as defined in paragraph 3 in Part 1 of Schedule 12A of the Local Government Act 1972.
- 10 Scale of Fees and Charges** (Pages 85 - 86)
- 11 Housing Capital Programme 2013/14** (Pages 87 - 94)
- 12 Capital Strategy 2013/14** (Pages 95 - 110)
- 13 Asset Management Strategy** (Pages 111 - 150)
- 14 Staffordshire Strategic Property Review** (Pages 151 - 156)
- 15 Pay Protection** (Pages 157 - 162)

- 16 Replacement of Sweepers (Pages 163 - 166)**
- 17 Peer Challenge (Pages 167 - 192)**
- 18 URGENT BUSINESS**

To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.

Members: Councillors Mrs Bates, Mrs Beech, Boden, Kearon, Snell, Stubbs and Williams

'Members of the Council: If you identify any personal training / development requirements from the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Committee Clerk at the close of the meeting'

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

CABINET

Wednesday, 12th December, 2012

Present:- Cllr Snell – in the Chair

Councillors Mrs Bates, Mrs Beech, Boden, Kearon, Stubbs and Williams

13. **APOLOGIES**

There were no apologies.

14. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

15. **MINUTES**

That the minutes of the meeting held on Wednesday 14th November be agreed as a correct record.

16. **ADOPTION OF THE EMPTY HOMES STRATEGY**

Cabinet received a report to enable Members to consider the Empty Homes Strategy. The report outlined the main aims and objectives of the strategy and highlighted ways in which the Council could seek to tackle empty homes in the Borough.

The Portfolio Holder for Regeneration, Planning and Town Centres mover the recommendation and highlighted to Members that the Strategy would not be fluid due to the many changes coming from Central Government but that a robust action plan was essential. The Portfolio Holder confirmed that an action plan had been produced that was flexible enough to deal with the upcoming changes and that this would be made available to Members.

RESOLVED: That Cabinet adopt the Empty Homes Strategy 2012-17

17. **APPLICATIONS FOR DISCRETIONARY RATE RELIEF**

A report was submitted requesting Cabinet to approve the granting of Discretionary Rate Relief in accordance with powers under Section 47 of the Local Government Finance Act 1988. Discretionary Rate Relief enabled the Borough Council to provide financial assistance to charitable and not for profit organisations occupying business premises within the council area in accordance with regulations detailed in The Local Government Finance Act 1988.

Members queried the status of the organisation applying at number 12 on the report as it had changed its status from a charitable company to a Community Interest Company. The Portfolio confirmed that he had asked the Company to produce a revised strategy to reflect this.

RESOLVED: (a) That Officers draw up a framework for Community Interest Companies.

(b) That, in accordance with Section 47 of The Local Government Finance Act 1988, discretionary rate relief be granted in respect of the organisations and premises detailed in Appendix A of this report

18. LOCALISED COUNCIL TAX SUPPORT SCHEME CONSULTATION

A report was submitted to inform Cabinet of the results of the consultation undertaken to consider the draft Localised Council Tax Support scheme approved at the Cabinet meeting on the 19 September 2012.

The Welfare Reform agenda would see the current Council Tax Benefit scheme replaced by Localised Council Tax Support with effect from 1 April 2013. Localised schemes needed to be approved by the 31 January before the start of the new financial year to which the scheme applied, following consultation with interested groups and individuals. Consultation had been undertaken between 21 September and 16 November 2012 and the results would be used in conjunction with the draft scheme to formulate a scheme for the 2013/14 financial year, to be approved by Council at an additional meeting on 23rd January 2012.

Members drew the Portfolio Holders attention to page 43 of the report which mentioned a response from the Royal British Legion who had identified a need to provide protection for recipients of War Disablement Pensions, War Widows Pensions and Armed Forces Compensation Scheme payments. Members requested that this protection be drawn into the final scheme.

RESOLVED: (a) That the consultation results be noted and used to help formulate the Localised Council Tax Support scheme for the borough area.

(b) That it be recommended that protection be drawn into the final scheme regarding protection for recipients of War Disablement Pensions, War Widows Pensions and Armed Forces Compensation Scheme payments

19. IMPLEMENTING STREET MARKET IMPROVEMENTS

Cabinet received a report to seek Members' approval for key actions to facilitate delivery of the town centre public realm and market refurbishment project, including removal and replacement of trees in High Street and Hassell Street taking account of the Economic Development and Enterprise Scrutiny Committee's recommendations.

The Portfolio Holder for Planning, Regeneration and Town Centres stated that he hoped the plan would be completed in the next few months. Concerns had been raised regarding littering but plans were in place for stall holders to keep this under control.

The report had been discussed by the Economic and Regeneration Overview and Scrutiny Committee and the Chair was in attendance at the meeting to provide feedback to Cabinet Members. The Chair highlighted the concerns of the Committee which were listed on page 48 of the report and requested that an update be brought back to the Committee in 12 months. Cabinet thanked the Scrutiny Committee for its work on the topic.

The Portfolio Holder for Stronger and Active Neighbourhoods stated that the project had taken too long to get underway and that it was essential to also encourage culture and the arts into the Town Centre in the form of street theatre and live music. Assurance was requested that space would be made available for this. It was agreed

that the project had taken longer than expected and assurance was given that space would be made available for the arts. The Portfolio Holder for Planning Regeneration and Town Centres agreed that a timetable would be provided for Members.

RESOLVED: (a) That approval be given for the removal and re-provision of trees to facilitate delivery of the Town Centre Market improvements.

(b) That Cabinet authorise officers to prepare and submit a planning application for the proposed new market stalls.

(c) That a timetable be provided regarding the plan.

20. **BUDGET PERFORMANCE MONITORING REPORT 2012 QUARTER 2**

A report was submitted to provide Cabinet with the Financial and Performance Review for the 2012/13 Second Quarter (July-September). The reports provided information about the corporate performance of individual council services, alongside financial information. This report had been presented to the Transformation & Resources Overview & Scrutiny Committee on 19 November 2012.

The Portfolio Holder for Budget and Finance Management stated that the variance appeared favourable for the first 6 months and thanked Members of the Wider Management Team for their work achieving this. The Capital side was also being well managed and any areas highlighted for concern were in hand. The Council Leader also thanked the Finance team for their work in achieving this.

Members queried whether the Portfolio Holder thought that the council tax collection levels could drop once the new scheme was introduced. The Portfolio Holder agreed that this would be a hard time but that the team collecting council tax would adapt to the new scheme and continue to carry out the job to the standard seen at the present time.

Members requested whether a breakdown could be provided regarding the average number of days lost through sickness per employee to indicate staff who were off on long term sickness. It was agreed that this information could be provided in the future.

The Portfolio Holder for Safer Communities drew Members attention to page 63 of the Agenda here it was stated that anti-social behaviour results had increased by 3%. The Portfolio stated that this did not mean that the number of incidents was increasing but that the anti social behaviour team were putting a lot of work into this area thus resulting in an increase in incidents reported.

The Portfolio for Culture and Leisure highlighted the fact that Kidsgrove Sports Centre was now open again but that a publicity drive was required in the New Year to bring users back to the facility.

RESOLVED: (a) That Cabinet note the contents of the report and recommend that the Council continues to monitor and scrutinise performance alongside finances.

(b) That Cabinet note that the appendix is an interim performance report to be further developed as detailed in the Performance Management Framework Review. The intention is to report performance information in a new format as the work is progressed.

(c) That the comments raised at the Transformation & Resources Overview & Scrutiny Committee held 19 November 2012 be noted.

(d) That in the future, sickness monitoring be broken down into long and short term sickness.

21. BUDGET CONSULTATION REPORT

A report was submitted to provide Cabinet with information relating to the outcomes of the budget consultation process. The six-week consultation process held been held during October and November and was the first major budget consultation for a number of years. The responses and comments from the public would help the borough council as it considered spending pressures and priorities over the next two financial years.

The report had been considered by the Transformation and Resources Overview and Scrutiny Committee at its meeting on 10th December and the Chair of that Committee was in attendance at the meeting to provide feedback to Cabinet members. Members of the Scrutiny committee considered that in the future it would be beneficial to carry out the consultation exercise earlier in the year and that it could be done in two stages with an initial start in early summer and an in depth consultation on more detailed proposals in late autumn. The Committee considered that the whole process had given an opportunity for residents to express their opinions, allowed better engagement between officers, elected members and the general public and sent an overall positive message to residents in the Borough.

The Chair requested that Cabinet report back to the Committee following an in depth analysis of all the feedback received. Assurance was given that this feedback would be provided. Thanks were expressed to the Scrutiny Committee for its feedback.

Cabinet Members thanked the Communications Team for their work on the consultation process and the Ward Members who had taken time to attend public consultation meetings.

RESOLVED: (a) That Cabinet notes the outcomes of the budget consultation process.

(b) That Cabinet authorises the Portfolio holders for Communications, Transformation and Partnerships and Budget and Financial Management to review the consultation process with the Head of Communications and consider how budget consultations could be developed for the future.

(c) That in the future the consultation exercise be carried out in two stages as per the scrutiny committee recommendations with greater emphasis on the long term.

22. LOCAL ENTERPRISE PARTNERSHIP - PLANNING CHARTER MARK

A report was submitted to give Cabinet the opportunity to decide whether or not the Council should sign up to aspire to achieve a Planning Charter Mark that had been developed by the Stoke on Trent & Staffordshire Local Enterprise Partnership (LEP). The LEP was seeking commitment from local authorities to adopt the 'Red Carpet approach' to businesses by delivering against a set of five outcomes.

The outcomes identified by the LEP were desirable and would be considered to be the qualities of a good planning service. Additionally the said outcomes would be consistent with the Council's priority around promotion of a borough of opportunity.

The Portfolio Holder for Regeneration, Planning and Town Centres declared that he was a Member of the LEP Board.

The Report had already been considered by the Planning Committee and feedback from the Committee had been used to inform some of the recommendations on the report. Members of the Planning Committee were present at this meeting to provide feedback. The majority of comments regarded concerns that decisions of the Planning Committee could be watered down and that the Council needed to continue to actively encourage developers and partners to come to Newcastle under Lyme in order to help strengthen our position in the County.

RESOLVED: (a) That the Stoke on Trent and Staffordshire LEP be advised that the Council wishes to attain the Planning Charter Mark status and invites the LEP to satisfy itself that the Council's current practices and procedures are compliant with the spirit and intent of the said Charter Mark.

(b) That the LEP be informed of the council's decision and be invited to keep under review the council's current decision-making processes, procedures and performance in relation to planning applications for development relating to the safeguarding and/or growth of jobs with a view to achieving continuous improvement.

(c) That the Planning Committee be advised of this decision and asked to introduce specific monitoring of business-related planning applications into its current performance monitoring regime.

(d) That officers bring forward proposals to a future meeting of Cabinet on the steps that are likely to be required to achieve Planning Charter Mark status in 2013.

23. URGENT BUSINESS

There was no urgent business.

Chair

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TECHNICAL REFORMS TO COUNCIL TAX SUPPORT

Submitted by: Head of Revenues & Benefits

Portfolio: Finance and Budget Management

Ward(s) affected: All

Purpose of the Report

The Local Government Finance Act 2012 introduces certain changes with regard to the operation of Council Tax in England. Some of the changes are to be applied generally across the scheme but others allow for individual local authorities to apply discretion around how they will be applied in their own area.

Recommendations

(a) That with respect to the discretion allowed by reforms to Council Tax legislation detailed within The Local Government Finance Act 2012 for charges in respect of Second Homes, former Class A exemptions and the Empty Homes Premium, alterations are made to existing arrangements to maximise income.

(b) That with respect to the discretion allowed by reforms to Council Tax legislation detailed within The Local Government Finance Act 2012 for charges in respect of Class C exemptions, that a 100% discount be introduced for the first 56 days and thereafter this is reduced to 0%.

Reasons

Where discretion is applied, a decision on how this will operate is needed in order to calculate the Council Tax Base, which must be set by 31 January each year for the following financial year.

1. Background

- 1.1 On 31 October 2011, the Secretary of State for Communities and Local Government launched a consultation paper concerning proposals for technical reforms of Council Tax.
- 1.2 The consultation paper set out the government's general proposals for reforms of Council Tax which form part of its agenda for decentralisation and localism. Council Tax is a local tax and the Government seeks to further empower local communities.
- 1.3 Some of the proposals contained within the consultation paper have not progressed at this stage, with the government requiring further time to consider implementation but those that have advanced have been included in The Local Government Finance Act 2012, to take effect from 1 April 2013. It is suggested by the Secretary of State that full implementation of the reforms would have the affect of raising £20 for each Council Tax Band D equivalent property across England.

2. Issues

- 2.1 Although the decision around the implementation of these reforms lies with the billing authority, it will also impact upon the major precepting bodies for the area. Based on 2012/13 figures the proportion of the total income generated by Council Tax is distributed as follows:

- Staffordshire County Council 70.9%
- Staffordshire Police and Crime Commissioner 12.2%
- Newcastle-under-Lyme Borough Council 12.2%
- Stoke-on-Trent & Staffordshire Fire Authority 4.7%

2.2 Local precepting authorities will also be impacted by these changes although there are additional considerations needed for them because of other reforms linked to the Localisation of Council Tax Support. For 2013/14 local precepting authorities will obtain part of their funding via Council Tax and part, by negotiation with the billing authority, from changes made with regard to Business Rates Retention.

3. **Options Considered**

3.1 **Second Homes:**

Since April 2004, billing authorities have had the discretion to vary the discount rate applied in respect of second homes. The maximum discount allowed was 50% but this may be reduced to any point to a minimum of 10%.

Prior to April 2011, Newcastle allowed the maximum discount rate of 50% but reduced this for the 2011/12 financial year to 10% and has continued at this rate since.

The new legislation now enables the minimum discount to be reduced to 0%.

3.2 **Class A Exemptions:**

Class A exemptions relate to properties requiring or undergoing major repair work or structural alterations or where these works have been recently completed and can last for up to 12 months in total.

When Council Tax was first introduced in April 1993, this exemption class could apply without a time limit but the 12 month maximum period was introduced with effect from April 2000.

The new legislation removes Class A exemptions but replaces them with a discretionary discount of between 100% and 0%.

3.3 **Class C Exemptions:**

Class C exemptions relate to properties that are unoccupied and substantially unfurnished and can last for up to six months. This exemption class had been unchanged since Council Tax was first introduced.

The new legislation removes Class C exemptions but replaces them with a discretionary discount of between 100% and 0%.

A substantial number of Class C exemptions are for relatively short periods, typically following changes in ownership and occupation. The introduction of a 0% discount for the entire six month period would therefore result in a high proportion of small account balances, which would potentially lead to dispute and be difficult to collect. In practical terms, this could be mitigated by granting an initial discount period equivalent to the current exemption followed by removal after a prescribed time limit. The suggested time for removal to a 0% discount is therefore 56 days.

3.4 Empty Homes Premium:

Central government is very concerned at the number of empty properties there are within the national housing stock. For Council Tax purposes a property is classed as long term empty after a period of six months.

Council Tax legislation stipulates that a long term empty property can receive a discount of 50%, although it has been possible to vary this to between 50% and 0% since April 2004. Newcastle implemented a 0% discount with effect from April 2011 and it has continued at this rate since

An Empty Home Premium would enable billing authorities to charge more than 100% after a property had been empty for two years. The premium could be between an additional 0% and 50%.

4. **Proposal**

- 4.1 In respect of items 3.1, 3.2 and 3.4 above, the Council would look to exercise its discretion to maximise the potential additional income generation allowed by this new legislation. In respect of item 3.3, the Council would continue with a 100% discount for the first 56 days that a property became empty and thereafter reduce the discount to 0%. This initial charge free period would avoid a large number of small difficult to recover amounts being created in respect of small gaps of occupation when properties change owners/occupiers. Appendix A details the additional revenue these changes would realise.

5. **Reasons for the Preferred Solution**

- 5.1 At a time of severe restriction on local authority finances, the technical reforms offer a means of generating additional resources to run services whilst impacting on the minimum number of Council Tax payers.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 Council Tax links to all local authority strategies and priorities because it is one of the major sources of funding for local government services.

7. **Legal and Statutory Implications**

- 7.1 The core legislation establishing Council Tax was contained within the Local Government Finance Act 1992. The amendments affecting the current changes are contained within the Local Government Finance Act 2012.

8. **Equality Impact Assessment**

- 8.1 An Equality Impact Assessment already exists for this area. It will be reviewed to take account of these changes

9. **Financial and Resource Implications**

- 9.1 The potential additional income generated by each of the proposals is shown in Appendix A.
- 9.2 Although regulations stipulate the way income generated from Council Tax is distributed to the precepting authorities (see paragraph 2.1 above), the decisions made by the billing authority with regard to these reforms will obviously provide additional resources for them. It

is proposed therefore to engage with these precepting bodies to ensure any additional resources are channelled, as far as possible, into schemes for the benefit of this Council area.

10. **Major Risks**

- 10.1 Although the changes proposed will impact on a small number of Council Tax payers, these individuals are likely to be aggrieved by their implementation. There is a two fold risk in that some of this money will undoubtedly be difficult to collect, potentially adversely impacting on collection rates and it may encourage some individuals to develop evasion strategies.

11. **Key Decision Information**

- 11.1 Exercising discretion in the areas allowed by this new legislation moves Council Tax further away from the core principles of the scheme as it was originally introduced. It is becoming more focused on maximising income generation. With restrictions being placed on public sectors budgets in general, the opportunities available to make these locally applied changes offers limited scope to enable current service delivery to be maintained and/or improved.

12. **Earlier Cabinet/Committee Resolutions**

None.

13. **List of Appendices**

Appendix A –Technical Reforms to Council Tax - Potential Income Generated

14. **Previous Reports**

None

15. **Background Papers**

Technical Reforms of Council Tax – Consultation Local Government Finance Act 2012

Technical Reforms to Council Tax – Potential Income Generated

Second Homes - Change of discount from 10% to 0%:

Number of Band D equivalent properties affected = 24.25

Additional income £35,187

Split:

| | |
|---|---------|
| Staffordshire County Council | £24,947 |
| Staffordshire Police and Crime Commissioner | £4,293 |
| Newcastle-under Lyme Borough Council | £4,293 |
| Stoke-on-Trent & Staffordshire Fire Authority | £1,654 |

Removal of Class A Exemption and replacement with a 0% discount:

Number of Band D equivalent properties affected = 123.63

Additional income £179,386

Split:

| | |
|---|----------|
| Staffordshire County Council | £127,185 |
| Staffordshire Police and Crime Commissioner | £21,885 |
| Newcastle-under Lyme Borough Council | £21,885 |
| Stoke-on-Trent & Staffordshire Fire Authority | £8,431 |

Removal of Class C Exemption and replacement with 100% discount for 56 days followed by a 0% discount thereafter:

Number of Band D equivalent properties affected = 412.8

Additional income £287,761

Split:

| | |
|---|----------|
| Staffordshire County Council | £204,022 |
| Staffordshire Police and Crime Commissioner | £35,107 |
| Newcastle-under Lyme Borough Council | £35,107 |
| Stoke-on-Trent & Staffordshire Fire Authority | £13,525 |

Introduction of Empty Homes Premium for properties empty for longer than 2 years at 50%:

Number of Band D equivalent properties affected = 113.47

Additional income £164,644

Split:

| | |
|---|----------|
| Staffordshire County Council | £116,732 |
| Staffordshire Police and Crime Commissioner | £20,087 |
| Newcastle-under Lyme Borough Council | £20,087 |
| Stoke-on-Trent & Staffordshire Fire Authority | £7,738 |

Total Additional Potential Income Generated £666,978

APPENDIX A

| | |
|---|----------|
| Split: | |
| Staffordshire County Council | £472,886 |
| Staffordshire Police and Crime Commissioner | £81,372 |
| Newcastle-under Lyme Borough Council | £81,372 |
| Stoke-on-Trent & Staffordshire Fire Authority | £31,348 |

CALCULATION OF THE COUNCIL TAX BASE 2013/14

Submitted by: Head of Revenues & Benefits

Portfolio: Finance and Budget Management

Ward(s) affected: All

Purpose of the Report

To approve the Council Tax Base to be used to calculate the 2013/14 levies for the Borough Council, the County Council, the Police Authority, the Fire Authority and each Town and Parish Council.

Recommendation

That, in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012, the amounts calculated as the Council Tax Base for 2013/14 shall be as follows:-

Band D Equivalent Properties

| | |
|---------------------------------|--------|
| Newcastle Borough Council | 34,361 |
| Kidsgrove Town Council | 6,259 |
| Audley | 2,423 |
| Loggerheads | 1,839 |
| Balterley, Betley and Wrinehill | 566 |
| Chapel and Hill Chorlton | 186 |
| Keele | 315 |
| Madeley | 1,413 |
| Maer | 245 |
| Silverdale | 1,240 |
| Whitmore | 808 |

Reasons

To enable the Borough Council, the County Council, the Police Authority, the Fire Authority and each Town and Parish Council to calculate the Council Tax applicable to there approved budgetary requirements.

1. **Background**

- 1.1 Sections 33 and 34 of the Local Government Finance Act 1992 require the Council to calculate the "Council Tax Base" for the Authority and for each of the areas covered by Parish Councils.
- 1.2 The legislation requires that the figure, when determined, be notified to precepting authorities before 31 January.

2. **Issues**

- 2.1 The calculation of the base changes for the financial year 2013/14. The Local Authorities (Calculation of Tax Base) (England) Regulations 2012 has amended The Local Government Finance Act 1992, which previously detailed its calculation.

- 2.2 The “Council Tax Base” represents the number of properties in the area concerned, expressed as if all properties were valued at Band “D” and now takes account of discounts under section 11 and 11A, certain increases due to the application of the empty homes premium under section 11B and in other reduced amounts payable under section 13 and 13A.
- 2.3 For 2013/14 the “Council Tax Base” is calculated with a reduced discount rate of 0% in respect of Class A, B and C dwellings (second homes, furnished unoccupied dwellings and long term empty dwellings), locally determined discount rates of 0% in respect of properties formally entitled to Class A exemptions (properties undergoing or having recently completed major structural repair) and a locally determined discount rate of 100% for 56 days, followed by a locally determined discount rate of 0% thereafter in respect of properties formally entitled to Class C exemptions (properties that are unoccupied and unfurnished for up to six months), and an empty home premium of 50% in respect of Class C properties that have been empty for two years or longer.
- 2.4 For 2013/14 the “Council Tax Base” should be calculated by multiplying the total of the “relevant amounts” for each tax band by the estimated collection rate.
- 2.5 Calculations have been made for the Borough Council and for each Town and Parish Council and attached at Appendix A to this report is a schedule which shows the effect of applying the Estimated Collection Rate of 98%. This is 1% lower than used in recent previous financial years to reflect anticipated collection difficulties resulting from the introduction of Localised Council Tax Support.
- 2.6 The Council’s approved budget requirement will be divided by the Council Tax Base to produce a Council Tax Rate for the Borough to which the various proportions (i.e. $\frac{6}{9}$ ths to $\frac{18}{9}$ ths) will be applied to produce the tax applicable for each band. A similar exercise will be carried out in relation to the County Council, Police Commissioner, the Fire Authority and Town and Parish Council’s precept requirements.

3. **Options Considered**

Not applicable

4. **Proposal**

- 4.1 That the Council Tax Base calculations set out in the attached appendices be approved.

5. **Reasons for Preferred Solution**

- 5.1 Legislation directs the method of calculation of the Council Tax Base.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 The Council’s approved budget covers all corporate priorities. Calculating the Council Tax Base enables the level of Council Tax to be determined to meet this budgetary requirement.

7. **Legal and Statutory Implications**

- 7.1 Sections 33 and 34 of the Local Government Finance Act 1992 require the Council to calculate the “Council Tax Base” for the Authority and for each of the areas covered by Parish Councils.

8. **Equality Impact Assessment**

Not applicable

9. **Financial and Resource Implications**

9.1 Calculating the Council Tax Base enables the level of Council Tax to be determined to meet the Council's budgetary requirement.

10. **Major Risks**

10.1 Failure to set the Council Tax Base will leave the Council in breach of its statutory duty and unable to determine the appropriate level of Council Tax.

11. **Key Decision Information**

Not applicable

12. **Earlier Cabinet/Committee Resolutions**

Not applicable

13. **List of Appendices**

Appendix A - Council Tax Base calculation

14. **Background Papers**

Not applicable

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Council Tax Base Calculation 2013/14

Council Tax Base = Relevant Amount x Estimated Rate of Collection of 98%

| | Relevant Amounts | Council Tax Base |
|---------------------------------|------------------|------------------|
| Newcastle Borough Council | 35,062 | 34,361 |
| Kidsgrove | 6,387 | 6,259 |
| Audley | 2,472 | 2,423 |
| Loggerheads | 1,877 | 1,839 |
| Balterley, Betley and Wrinehill | 578 | 566 |
| Chapel and Hill Chorlton | 190 | 186 |
| Keele | 321 | 315 |
| Madeley | 1,442 | 1,413 |
| Maer | 250 | 245 |
| Silverdale | 1,266 | 1,240 |
| Whitmore | 824 | 808 |

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LIVING WAGE INITIATIVE

Submitted by: Executive Management Team

Portfolio: Finance and Budget Management

Ward(s) affected: Not Applicable

Purpose of the Report

To obtain approval from Members regarding the Living Wage Initiative with a view to the council becoming a 'Living Wage Employer'.

Recommendation

That arrangements be made for the Living Wage Initiative to be implemented for council employees from 1 April 2013 and for the council to obtain accreditation as a Living Wage Employer.

Reasons

To ensure that all council employees are paid at least the Living Wage (currently £7.45 per hour).

1. Background

- 1.1 The Living Wage campaign was launched by the charity London Citizens in 2001 and has cross-party support. Accreditation provides employers with a licence to the living wage employer mark. The accreditation process is fairly simple and is open to employers already paying the living wage, or those committed to an agreed timetable of implementation.
- 1.2 There is evidence that benefits can include: improved recruitment and retention, higher employee morale, motivation and productivity and reputational benefits of being an ethical employer. Further details are at Appendix A.

2. Issues

- 2.1 Employers commit to ensuring contracted workers who work on their premises for two or more hours per week, for eight or more consecutive weeks in the year, are paid the living wage. This not only includes individuals who are employed directly but also, by reviewing procurement processes, those who work for sub-contractors. However, individuals on recognised apprenticeships are not included.
- 2.2 Based on posts currently filled, 19 permanent employees would be affected and up to a further 27 casual employees.

3. Options Considered

Not applicable.

4. Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

- 4.1 The initiative compliments the Sustainable Community Strategy in providing and improving economic wellbeing.

5. **Legal and Statutory Implications**

5.1 There is no legal or statutory requirement for employers to pay the Living Wage. No current council employees receive less than the statutory minimum wage.

6. **Equality Impact Assessment**

6.1 The Living Wage would be applied to all employees whose current hourly wage rate is less than £7.45 per hour. The additional amount payable will need to be shown as a separate 'Living Wage Supplement' so that the integrity of the council's pay and grading structure is not compromised.

7. **Financial and Resource Implications**

7.1 The estimated maximum annual cost of implementation from 1 April 2013 based on current pay rates and including employer's on-cost is around £15k. Provision has been made in the draft budget for 2013/14 for this in conjunction with the current review of Terms and Conditions of Service.

7.2 There is an annual licence fee payable of £400 for the use of the Living Wage Employer mark.

8. **Major Risks**

8.1 It is not anticipated that implementation would result in any equal pay challenges or job evaluation related issues, provided the additional payments are shown distinctly as a separate 'Living Wage Supplement'.

9. **Sustainability and Climate Change Implications**

Not applicable.

10. **Key Decision Information**

Not applicable.

11. **Earlier Cabinet/Committee Resolutions**

None.

12. **List of Appendices**

Appendix A – Living Wage – Posts affected/estimate of additional costs

13. **Background Papers**

None.



A Living Wage means workers earn enough to provide their family with the essentials of life. In the words of Prime Minister David Cameron, 'It is an idea whose time has come.'

Living Wage: A Guide For Employers

CITIZENS_{UK}



Contents

- 4** *What is the Living Wage?*
- 5** *The History of the Living Wage Campaign*
- 6** *Becoming a Living Wage employer*
 - i) What is a Living Wage Employer?
 - ii) Contracted staff
 - iii) Interns and apprentices
 - iv) Living Wage accreditation
 - v) Support
- 7** *What are the benefits?*

“Before, I had to work two jobs to put food on the table and pay the rent. I had no time for my family or my community. When the Living Wage was introduced I was able to prioritise the one job and that means I’ve been able to be there for my family and set up a youth group in my community. What I’ve been given, I’m now able to give back.”

*Amin Hussein,
Cleaner and Youth Worker*

What is the Living Wage?

A number.

An hourly wage rate, set independently and updated annually. In London the rate is calculated by the Greater London Authority, and outside London by the Centre for Research in Social Policy.

It's enough to make sure your workers and their families can live free from poverty.

Pay all your people the Living Wage, and you'll know that you're rewarding them fairly for the hard work they do.

In London the current rate is £8.55 per hour.

Outside of London the current rate is £7.45 per hour.

"We've found that paying the Living Wage is a smart business move as increasing wages has reduced staff turnover and absenteeism, whilst productivity and professionalism have subsequently increased."

*Guy Stallard,
Head of Facilities, KPMG*

The history of the Living Wage Campaign

The Living Wage campaign was launched by the charity London Citizens in 2001.

In the ten years since its launch, the campaign has become a powerful force for change in London and across the country.

Initially dismissed as idealistic and impossible it is now recognised as a compelling cause which offers benefits to workers, employers, and to wider society.


Between them, the employers in London who commit to paying a Living Wage have lifted more than 10,000 families out of working poverty.

The Prime Minister says the Living Wage is 'an idea whose time has come'.

The Leader of the opposition is behind it, too. Businesses, universities, charities, and other organisations are signing up now.

And right across the UK employers are signing up to the Living Wage – in Scotland, Wales, Oxford, Norwich, Preston, Milton Keynes, Leeds, Brighton and Newcastle.

The Living Wage campaign is funded by the Trust for London.



“Paying the London Living Wage is not only morally right, but makes good business sense too. There are now over 2,200 employees working for companies with contracts from the GLA who are benefiting from the London Living Wage.”

*Boris Johnson,
Mayor Of London, 2010*

How to become a Living Wage employer

What is living wage accreditation?

Living wage employer accreditation is managed by Citizens UK and provides employers with a licence to the living wage employer mark. The accreditation process is simple and is open to employers already paying the living wage, or those committed to an agreed timetable of implementation.

Accredited Living Wage Employers are recognised at the annual Living Wage Awards, hosted in 2010 by KPMG and the Mayor of London.

Which contracted staff are included?

A key success of the living wage campaign has been ensuring that workers such as cleaners are afforded respect and dignity. The test for whether a contracted worker falls within the ambit of the living wage depends on the regularity of service and the location of their work. In simple terms, a living wage employer will ensure contracted workers are paid a living wage in the following circumstances: the worker is on the employer's premises for two or more hours per week, for eight or more consecutive weeks in the year. Full details are contained in the living wage employer accreditation agreement.

What support can you provide with implementation?

We work closely with a range of organisations, including large private sector companies, public sector organisations and charities and community groups. We can provide access sample clauses in procurement documents and case studies for existing living wage employers documents and case studies for existing living wage employers

Are interns or apprentices included in the requirement?

No.

What are the benefits?

The Living Wage is an investment that makes sound business sense. Studies by the Greater London Authority and Queen's University of London, found clear evidence that employers have benefited across a range of areas after implementing the Living Wage. The most significant impacts were improved recruitment and retention, worker morale, motivation and productivity. In addition to the reputational benefits of being an ethical employer.

Here are some headline figures from the GLA's research:



Get in touch

The Living Wage Foundation is supported by our Principal Partners:

KPMG
Linklaters
Queen Mary,
University of London
Resolution Foundation
Save the Children
Trust for London

If you are interested in learning more about the Living Wage or would like to apply for accreditation please contact Rhys Moore or visit www.livingwage.org.uk

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Living
Wage

CITIZENSUK

The Living Wage brand and mark was made in tallon

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REVENUE AND CAPITAL BUDGETS 2013/14

Submitted by: Executive Director (Resources and Support Services)

Portfolio: Finance and Budget Management

Wards(s) affected: All

Purpose of the Report

To review progress on the completion of the revenue and capital budgets for 2013/14 following agreement of the 5 year Medium Term Financial Strategy.

Recommendations

- (a) That the assumptions set out in the report be approved.
- (b) That the Cabinet confirm that no Council Tax increase is proposed in 2013/14.
- (c) That the Transformation and Resources Overview and Scrutiny Committee be asked to consider what comments it wishes to make on the draft Budget and Council Tax proposals before the final proposals are considered at Cabinet in February 2013.

Reasons

To enable the Cabinet to recommend a robust and affordable budget for 2013/14 to the Council meeting on 27 February 2013.

1. Background

- 1.1 The Council is committed to achieving excellence in its service delivery. Integral to this ambition is the need to effectively target its financial resources in line with its stated aims and objectives, as set out in the Council Plan.
- 1.2 The work of the council in 2013/14 is focused on its new vision of “creating a borough that is prosperous, clean, healthy and safe”, an aspiration reflected in the council’s four corporate priorities of:
 - A Clean, Safe and Sustainable Borough
 - A Borough of Opportunity
 - A Healthy and Active Community
 - Becoming a Co-operative Council which delivers High-Quality, Community Driven Services

These four priorities re-developed alongside the vision within the Council’s new outcome-driven Council Plan 2013/14 to 2015/16, form the basis for the work the council is currently doing and what it is planning to do.

- 1.3 There has been good progress in the current year, 2012/13, with high standards of service delivery and the following notable achievements so far in 2012/13:

- Rationalisation of accommodation in the Civic offices to provide the letting space for co-location with key partners (County June 2012, and Police October 2012). Frontline police staff now present at the Guildhall and Kidsgrove Town Hall.
- First two phases of the public realm work are complete, which included changes to the layout of the bus station, the bus lane on Barracks Road, and entrance to the Ironmarket
- Recruitment of a Town Centres Manager
- 47 affordable housing units completed this year, adding to the programme of planned developments.
- Funding secured from the Health Service, West Midlands Ambulance and Safer Nights to provide a First Aid Triage Hub to support 10 operations as a pilot commencing April 2013.
- Progress with engagement of partners in developing key projects such as Let's Work Together and Troubled Families continues.
- Newcastle was the lead authority for a new postal contract with other local authorities, procured through a procurement framework agreement with anticipated savings per year of approximately £41,000 savings. Overall procurement savings with various contracts identified this year totalling approx. £129,000.
- Recycling & Waste undertook a review of how street sweepings are processed resulting in a saving of approximately £50,000 for the Borough Council and £80,000 for the County Council.
- Street Pastor scheme has 10 volunteers currently being trained and three churches of various faiths signed up to the scheme's Charter and the second phase of the CCTV Volunteer project has seen a further 6 volunteers engaged.
- Successful delivery of the Community Engagement Framework has led to a further expansion this year due to a higher number of volunteer groups and individuals involvements.
- In partnership with other Staffordshire authorities, Newcastle has led a successful funding application for £39,000 from IEWM to support the councils to develop their trade waste and trade recycling services.
- Negotiated a two year price increase freeze with the Council's recycling contractor and also the green and food waste contractor making a saving of £10,000 in this financial year.
- Recycling & Waste has won two awards; Recycling Awareness Campaign 2012 and Best Local Authority 2012 UKAD & Biogas Association.
- Several awards gained by the Operations section; Gold standard in Britain in Bloom for 11th year running, Bronze award at Tatton Park, 9 green flags (highest in Staffordshire and third in West Midlands). Bereavement services gained gold standard in the Charter for the Bereaved.
- Working in partnership with Aspire to improve collection facilities in multi-occupancy properties and all schools now engaged in recycling with the authority.
- Kidsgrove Swimming Pool re-opened in November.
- Throughout July and August over 400 activities, ranging from craft activities, to learn to swim or to own a pony for the day, were promoted as part of the summer holiday programme for young people.
- Progress with consolidation of ICT software to improve efficiencies, reduce costs and make the best use of ICT.
- Customer Service has received the Customer Service Excellence award for the second year running.
- Commissioned projects to be delivered by the Third Sector.

1.4 In 2013/14, whilst continuing to deliver high performing, quality services and ensuring efficiencies in Council operations, there are many activities planned towards achieving

Council Plan outcomes, of which examples are set out below:

- Delivery and implementation of a new core CRM system due to go live in the summer of 2013
- Reviews and implementation of new strategies and policies over a wide range of services
- Funded through the European Regional Development Fund, a Newcastle Business Enterprise Coach to support unemployed people to be self-employed.
- Investigate and implement a new kerbside collection for small electrical appliances.
- Complete the gating off of problematic alleyways under the Green Routes scheme.
- Implement outcomes of the community centres review.
- Partnership working with registered providers and the Homes and Communities Agency to deliver new affordable housing in line with the Local Investment Plan.
- Work and Development of Warm Zone Eco brokerage service.
- Completion of public realm improvements in the town centre and introduction of new market stalls.
- Facilitate the commencement of a new community fire station at Loggerheads.
- Seeking to identify a development partner to take forward the retail-led redevelopment of the former Sainsbury/Ryecroft site.
- Consultation to be undertaken by the council with communities on a draft Site Allocation Policies Local Plan around summer 2013.
- Establish a new Procurement Gateway process and progress work where analysis has identified procurement savings.
- Further progress with many of the projects commenced in 2012-13 is also planned.

1.5 The Council has developed a Medium Term Financial Strategy (MTFS) to look at its financial position over the next 5 years. This is aligned to the Council Plan and will be the main vehicle in ensuring efficiency in service delivery and targeting resources to its priority areas.

1.6 It should be noted that the MTFS and the draft 2013/14 Budget have been compiled against a continuing national picture of reduced funding from central government for local authorities, particularly district councils.

1.7 The draft 2013/14 budget is based upon the assumptions made in the MTFS which was approved by the Cabinet at its meeting on 19 October 2012 and scrutinised by the Transformation and Resources Overview and Scrutiny Committee at their meeting on 30 October 2012.

1.8 A Budget Review Group was established, chaired by the Cabinet Portfolio Holder for Finance and Budget Management. The Council Leader and the Portfolio Holder for Regeneration, Planning and Town Centres are group members, together with the Chief Executive and Executive Director of Resources and Support Services and other appropriate finance and corporate support officers. The remit of the group is to oversee all aspects of the budget process, including service review and challenge, longer term planning, development of budget options, agreeing consultation arrangements and consideration of feedback and seeking to deliver service models that drive improvement to front-line services whilst offering value for money. All of the proposals contained in this report have been considered by the Group and are recommended to the Cabinet as a means to produce a balanced and sustainable budget for the Council.

2. **Revised Budget 2012/13**

2.1 Monthly reports monitoring actual spending against budget have shown overall relatively small variances throughout the first eight months of the year.

- 2.2 A major pressure affecting the current budget continues to be that some sources of income (e.g. land charges fees, planning fees, market stall rents, commercial property rents, car parking fees) are yielding less compared to what would be expected to be received. All of these are areas which it was predicted would be affected by the current economic situation when the 2012/13 Budget was set in February 2012 and accordingly an allowance of £200,000 was included in the budget to cover such eventualities. Although this allowance now seems insufficient to cover the likely total income shortfall for the year, there are a number of areas where spending is less than budgeted, which, if the trend continues, should to a large extent offset this.
- 2.3 The savings of £2.1m incorporated in the 2012/13 budget have been achieved. This means that altogether over the five years from 2008/09 to 2012/13 some £8.344m of net savings and efficiencies will have been made, as shown in the table below:

| | £m |
|---------|-------|
| 2008/09 | 0.601 |
| 2009/10 | 1.707 |
| 2010/11 | 1.821 |
| 2011/12 | 2.117 |
| 2012/13 | 2.098 |

3. **Draft Budget 2013/14**

- 3.1 The MTFS was approved by the Cabinet on 19 October 2012. This illustrated that the Council would have a shortfall of £1.627m in 2013/14 which could be addressed by a combination of actions, such as efficiency measures, reductions in expenditure, increases in income, support from the Budget Support Fund and the Council Tax Freeze Grant.
- 3.2 From 2013/14 onwards government grants payable to local authorities to support their revenue budgets will differ significantly from the previous regime on account of the introduction of a business rates retention scheme from 1 April 2013. Formula Grant, comprising Revenue Support Grant (RSG) and NNDR Grant, has been replaced by RSG alone plus a proportion of business rates collected which the Council will be permitted to retain. These two amounts together comprise the Council's "baseline funding", which the government intends to broadly be in line with its previous level of formula grant funding, less a reduction determined by the government reflecting the amount of reduced funding available as a result of public expenditure cuts arising from the need to balance the national accounts due to the ongoing economic recession. When the MTFS was compiled for approval in October, the amount of baseline funding was not known but a reduction in overall government grant support of 5%, amounting to £0.366m, was assumed in line with national expectations. Local authorities were informed of their allocations of RSG and overall baseline funding amount and a number of other smaller grants, comprising the government's total support for their revenue budgets in late December. The actual reduction in support is £0.395m, an additional £0.29m compared to the amount assumed in the MTFS.
- 3.3 New arrangements come into effect from 1 April 2013 in respect of council tax support. The Council previously acted as agent for the Department for Work and Pensions in granting reductions to the council tax bills of eligible claimants in the form of council tax benefit, the cost of which was included in the revenue budget and fully reimbursed by the Department. As reported previously, from 1 April 2013, a local council tax support scheme will operate, which will be funded by grant from the Department for Communities and Local Government (DCLG), but only to the extent of 90% of the previous level of payments. Accounting for the

new scheme will be via the Collection Fund and will affect the calculation of the council tax base and the surplus/deficit on the Fund. This will have an effect upon the General Fund in that the tax base will be reduced, thereby increasing the amount of tax levy for a given amount of expenditure. There will be a similar effect on the accounts of the County Council and the Fire Authority. Because the transactions will henceforth be accounted for in the Collection Fund, and effectively be shared between this council and the other two authorities, the direct cost of council tax support will no longer appear in the General Fund budget. The costs of administering the scheme will, however, continue to be part of the budget and will continue to be partly met from government grant. The Council will receive a grant from DCLG equivalent to the amount of its share, (based on levy proportions) of the cost of council tax support (the other two authorities will receive similar grants directly in respect of their shares). This will be shown as income in the budget and should offset the effect of the reduction in the tax base. The budget has been compiled on this basis and on the assumption that the cost of support will not adversely affect the Collection Fund balance, i.e. that costs will be contained within the total amount of government grant available to all three authorities.

3.4 There have been a small number of changes required to the MTFs since its approval in October, including in relation to RSG as outlined in paragraph 3.2 above, totalling an additional £156,000. This means that the “gap” now stands at £1.783m for next year. The changes relate to the following items:

- Difference between central government support via the RSG and the amount assumed in the MTFs (£29,000).
- Notification has been received from the Government that the amount of Benefits Administration Subsidy for 2013/14 will be reduced by £38,000.
- E-procurement becomes mandatory for contracts dealt with under European Union rules (£5,000).
- Additional staffing cover in the Democratic Services Section (£15,000).
- The Council's Customer Relations Management software maintenance costs payable to the joint provider, Staffordshire Connects, will increase (£10,000).
- Enhanced testing and monitoring of staff in relation to work related health issues will be required by the Council's insurers (£21,000).
- A contribution is to be made to provide a banksperson at Newcastle bus station (£5,000).
- The Council has a statutory responsibility to protect and monitor lone workers. Monitoring devices will cost around £13,000.
- There is a need to investigate and remediate possible contaminated land within the Borough at a cost of £20,000.

The table below shows the factors which give rise to the “gap” for 2013/14:-

| CHANGES TO BASE BUDGET | |
|---|--------------|
| <u>ADDITIONAL INCOME</u> | £'000 |
| Fees and Charges | 105 |
| TOTAL ADDITIONAL INCOME (A) | 105 |
| <u>ADDITIONAL EXPENDITURE & LOSS OF INCOME</u> | |
| Loss of Revenue Support Grant and NNDR Grant | 366 |
| 2012/13 Council Tax Freeze Grant - one year funding only | 172 |
| Planning Delivery Grant exhausted | 100 |
| Pay Awards | 132 |
| Incremental Rises | 50 |
| Superannuation increase in employers contribution | 148 |
| Reduced Vacancy Factor allowance | 65 |
| Price Increases e.g. energy, fuel, rates, insurances, supplies & services | 71 |
| Loss of Investment Interest due to less capital available to invest | 59 |
| New Initiatives (Apprentices, Home Security & Town Centre Partnership) | 80 |
| Adjustments re One-Off items included in Base | (90) |
| Additional Items since MTFIS approved in November 2012 (see 3.4 above) | 156 |
| TOTAL ADDITIONAL EXPENDITURE AND LOSS OF INCOME (B) | 1,309 |
| <u>OTHER ITEMS</u> | |
| USE OF BUDGET SUPPORT FUND IN 2012/13 BUDGET (C) | 179 |
| CONTRIBUTION TO INSURANCE FUND TO REPLENISH BALANCE (D) | 100 |
| ADDITIONAL INCOME SHORTFALLS PROVISION (see 3.5 below) (E) | 300 |
| NET INCREASE IN BASE BUDGET (B+C+D+E-A) | 1,783 |

- 3.5 In recognition of the continuing shortfall in income owing to the present economic recession, a further amount of £300,000 in addition to the £200,000 already included in the base budget has been provided to offset this, bringing the total amount of provision to £500,000 which better reflects the current situation. The amount required in future budgets will be kept under review as the economy begins to move out of recession at some stage and income levels improve.
- 3.6 A number of proposals have been identified to bridge the £1.783m "Gap", following a service challenge process initiated by the Budget Review Group and subsequent consideration of options for producing a balanced budget by the Group. Some consist of savings in expenditure whilst others involve increasing income. These proposals total £1,898,000 and are summarised below and set out in detail at Appendix A.

| Category | Amount | Comments |
|--|--------------|---|
| | £'000 | |
| Procurement | 330 | Smarter procurement and reductions in the amount of supplies procured |
| Additional Income | 355 | Includes new sources of income and additional income arising from increased activity. This amount is additional to the amount of £105,000 included in the MTFs in respect of a general 2% increase in fees and charges. |
| Good Housekeeping Efficiencies | 328 | Various savings arising from more efficient use of budgets |
| Staffing Efficiencies | 524 | No redundancies arise from these proposals. |
| Better Use of Assets | 6 | Streetscene plant and equipment efficiencies |
| Additional and Accumulated New Homes Bonus | 204 | The amount of NHB payable increases each year in line with new homes completed. £204k is half of the estimated additional sum available. The remaining £204k is to be used to support the housing element of the capital programme. |
| Implementation of Council Tax Reforms | 81 | Additional income arising largely from changes in respect of empty property and second homes. This is the Council's share of the total additional income which may arise. |
| Council Tax Freeze Grant 2013/14 | 70 | See 3.7 below |
| Total | 1,898 | |

3.7 It is not proposed to increase the Council's Council tax for 2013/14. The Council would be permitted to increase tax by up to 2.0 per cent, above which it is required to conduct a referendum to determine the views of taxpayers. The government again wish to see no increase in Council Tax for 2013/14 and are once more offering to pay a non specific grant to those councils which do not increase their council tax for 2013/14. The basis is less than the previous two council tax freeze grants, being payable at a rate equivalent to a 1.0 per cent increase in the authority's 2012/13 basic amount of council tax multiplied by its council tax base. For Newcastle, this would result in a grant of around £70,000 being payable, which is included in the table of proposals to close the budget gap at paragraph 3.6 above. The grant will be payable for two years, 2013/14 and 2014/15, no more payments being made after 2014/15. The grant of £173,000 in respect of the 2011/12 freeze will continue to be paid in 2013/14 and 2014/15, after which it will cease and is included in the base budget, so does not represent additional income.

3.8 **Corporate Priorities.** A number of Council priorities have been provided for in the formulation of the MTFs, these include:

- Town Centre Partnership (£30,000). The development/improvement of the two main

town centres (Newcastle and Kidsgrove) has been identified as a clear priority. In order to demonstrate that the Council is able to support and develop the town centres as vibrant places where people want to visit, work, invest and shop, the Council will seek to work in partnership with local businesses to develop an action plan for improving the economic prospects of the town centres.

- Apprenticeships (£40,000). In order to improve the opportunities and training prospects of young people in the Borough, the Council will provide further apprenticeship opportunities through the establishment of a 'shared apprenticeship scheme' in partnership with other local organisations within both the public and private sectors.
- Home Security Support for Vulnerable Residents (£10,000). Helping vulnerable people, including the elderly is a key priority of the Council. Community safety and fear of crime also remain an important theme for the council and partner agencies. In relation to home security there are two key issues: firstly the standard/condition of the property and secondly, the likelihood of the resident being targeted by a criminal. The Council seeks to address these issues by responding to resident requests for assistance and proactively targeting areas high crime in partnership with the Police.

3.9 **Revenue Investment Fund.** In order to allow further initiatives to be brought forward in 2013/14 and/or future years it is intended to establish a "Revenue Investment Fund" which can be used to fund suitable projects. Accordingly, a sum of £100,000 has been included in the draft budget as an initial contribution to set up the fund. Depending upon the Council's future budget position, further contributions to the fund may be made in the following years to enable this process to continue.

3.10 **Invest to Save.** During the budget challenge process a number of "invest to save" proposals were identified, which although requiring some expenditure to be incurred in the first instance could be capable of producing savings in future years. These require further study to determine their viability so nothing in relation to them has been included in the draft 2013/14 budget. However, it is proposed that viable proposals could be financed from the Budget Support Fund with the fund being "repaid" out of the revenue budget as resulting savings arise. Once the fund has been repaid the full amount it originally financed in respect of a particular proposal, the savings will be retained within the revenue budget, thereby providing an ongoing benefit. The balance that will be available in the Budget Support Fund at 1 April 2013 is estimated to be around £450,000. It is not proposed to make any contribution from the Budget Support Fund to support the 2013/14 budget. The fund should, therefore be able to sustain financing a reasonable number of "invest to save" projects. The repayment of its original funding via savings made could make further funding available if further "invest to save" proposals are identified in future years.

3.11 It is proposed that the Council sign up to the Living Wage initiative, whereby all of its workers will be paid at least the minimum wage (currently £7.45 per hour). The cost of bringing the small number of employees who currently fall below the minimum level is estimated to be £15,000. A separate report on this is included elsewhere on the agenda.

3.12 Bringing together all the above results in a balanced draft budget, as shown in the table below:

| | £'000 | Report Reference |
|--|---------|------------------|
| Changes to Base Budget | 1,783 | 3.4 |
| Savings/Increased Income | (1,898) | 3.6 |
| Establishment of Revenue Investment Fund | 100 | 3.9 |
| Living Wage Initiative | 15 | 3.11 |
| BUDGET SHORTFALL ('GAP') | - | |

4. **Medium Term Financial Strategy - 2014/15 to 2017/18**

4.1 The MTFs is being continually reviewed for 2014/15 to 2017/18. The current shortfalls are estimated as:

- £0.797m in 2015/16
- £0.655m in 2016/17
- £0.657m in 2017/18

Because the 2013/14 council tax freeze grant is only payable for two years, 2013/14 and 2014/15, a further £70,000 will have to be added to the shortfall for 2015/16.

4.2 As well as the amounts for 2013/14, the Government have notified provisional funding amounts for 2014/15. Analysis of the data supplied by the government indicates that there will be a reduction in funding compared to that for 2013/14 of £1.047m, which is a decrease of 12.8 per cent. The MTFs assumed a 5.0 per cent reduction in funding, amounting to £0.348m, so there is an additional £0.699m to be added to the 2014/15 shortfall of £0.810m reported to Cabinet in October 2012, making an overall shortfall of £1.509m in 2014/15.

4.3 The current anticipated shortfalls need to be addressed by a combination of measures such as efficiency savings, reductions in expenditure or income increases and consideration of the need for Council Tax increases. Work is already ongoing by your officers, working in conjunction with the Budget Review Group, to identify solutions. In particular, savings, efficiencies and additional income which can be applied to the 2014/15 budget have already been identified totalling £0.305m during the service challenge process.

4.4 The Budget Review Group will continue to develop a strategy for bridging the entire 2014/15 gap and for eliminating the shortfalls in respect of the remaining years up to 2017/18. The outcome of this work will be reported to Cabinet upon completion.

5. **Capital Programme 2012/13 - 2013/14**

5.1 Attached at Appendix B is the updated capital programme 2012/13 to 2013/14 based on current commitments and agreed schemes plus a number of new schemes which are vital to ensure continued service delivery. New schemes total £615,500 plus £1,114,000 relating to the Housing Capital Programme, which is the subject of a report elsewhere on the agenda. The remainder of items included in the Programme relate to continuing expenditure on current schemes, funding for which has already been approved. A summary of the new items included in the Programme and how they are proposed to be funded, is set out below:

| Scheme | Cost | Funding | | |
|-------------------------------|--------------|-----------------|---------------------------|------------------|
| | | New Homes Bonus | Disabled Facilities Grant | Capital Receipts |
| | £'000s | £'000s | £'000s | £'000s |
| Housing Programme | | | | |
| Disabled Facilities Grants | 864 | 350 | 514 | |
| Social Housing | 65 | 65 | | |
| Empty Homes | 30 | 30 | | |
| Health and Safety | 50 | 50 | | |
| Warm Zone | 60 | 60 | | |
| Home Improvement Agency | 40 | 40 | | |
| Landlord Accreditation Scheme | 5 | 5 | | |
| Vehicles Replacement | 280 | | | 280 |
| Waste Bins | 50 | | | 50 |
| Stock Condition Works | | | | |
| Museum | 15 | | | 15 |
| Clayton Community Centre | 15 | | | 15 |
| Knutton Community Centre | 30 | | | 30 |
| Red St Community Centre | 75 | | | 75 |
| Commercial Portfolio | 40 | | | 40 |
| Civic Offices | 50 | | | 50 |
| Footpath Repairs | 25 | | | 25 |
| Play Area Refurbishment * | 25 | | | 25 |
| Railings/Structures Repairs | 10 | | | 10 |
| TOTAL | 1,729 | 600 | 514 | 615 |

* Included in Replacement/Repair of Play Equipment

- 5.2 There is clearly a direct link with the revenue budget as there may be revenue implications arising from new capital projects and the requirement to spend capital funds will lessen the ability to earn interest on the cash that is invested. It is therefore vital that the revenue and capital budgets are integrated.
- 5.3 Continuation of the capital programme beyond 2013/14 is dependent upon the achievement of a programme of receipts from the disposal of assets. It is essential that sufficient capital receipts are generated from these asset sales to enable essential capital investment to take place.
- 5.4 The Council's overall capital strategy was most recently updated in February 2012. A further updated strategy, covering the period 2013 to 2016, together with an updated asset management strategy, is included elsewhere on your agenda.
- 5.5 The Capital Strategy position is set out in section 11 of the Strategy and it is worth highlighting the points set out in paragraphs 11.1 to 11.6:

11.1 *During the period covered by this Strategy, there will be a need for some items of capital investment to be made in order to ensure continued service delivery or to comply with statutory requirements or to ensure health and safety of staff and public.*

Examples of these include: operational building repairs and maintenance; replacement of vehicles, plant and equipment required to deliver services; disabled facilities grants.

- 11.2 *Funding for additional projects not essential to operational continuity will depend on capital receipts from asset sales. Appendices to the Asset Management Strategy 2013-2016 set out the assets which will be available for disposal during this period and the arrangements to be adopted for public consultation concerning their disposal. Additionally, the appendices indicate a larger number of potential assets for disposal towards and beyond the end of the said strategy. It is intended that the planning merits of those assets be determined during the preparation of the Council's Site Allocation and Policies Local Plan (likely to be completed around the end of 2014/15).*
- 11.3 *Work is ongoing to compile a basic programme containing those projects which it can be foreseen will be necessary to ensure service delivery or to comply with statutory requirements or ensure health and safety. The programme will also contain projects which are fully funded by external parties and which meet corporate priorities. The overall size of the programme will be determined by the resources estimated to be available to fund it.*
- 11.4 *It will be essential to apply a robust prioritisation process to determine which projects are included in the capital programme and are subsequently proceeded with. No projects should be considered in isolation. They must be required to be measured against all other competing projects to determine which should go forward. This process should also apply to any projects which are proposed subsequent to the approval of the programme, to ensure that only those projects with a high priority are proceeded with and funds are not diverted to projects of a lesser priority.*
- 11.5 *Funding for this basic programme is likely to be available to some extent from the following sources:*
- *Further capital receipts from asset sales*
 - *Right to Buy capital receipts*
 - *Government grants*
 - *Other external contributions*
 - *Internal lease repayments*

All of the above funding sources are likely to be limited so the programme can only include affordable basic projects.

- 11.6 *Current estimates of the amount required to be invested in projects to ensure continued service delivery compared with forecasts of likely receipts from asset sales and other available resources indicate that there will be insufficient resources available to fund all of these requirements over the two year period 2012/13 to 2014/15 and possibly beyond this. It is unlikely that significant sales of assets will be achieved within this timeframe, given poor market conditions and the time normally taken before an asset is finally disposed of. The Council may, therefore, have to review its stance with regard to borrowing, if this proves to be the only practical means of funding necessary investment, particularly if a major unforeseen item of capital expenditure were to materialise, for example major repairs to enable an operational building to continue to be used or new legislation requiring capital spending.*

5.6 Consideration has been given to requirements for essential plant and equipment replacements, buildings repairs and maintenance and other work which will be needed over the next few years to enable services to be continued at acceptable levels. A number of these schemes have been included in the proposed capital programme and are set out in Appendix B

6. **Balances and Reserves**

6.1 The Council's Balances and Reserves Strategy for 2012/13 is that there should be a minimum General Fund balance of £1.40m and a Contingency Reserve of £100,000. The Council currently holds these reserves.

6.2 A review of all the Council's Balances and Reserves together with a risk assessment is being undertaken for inclusion in the final report on the budget to the Cabinet on 6 February 2013 and the full Council on 27 February 2013.

6.3 The initial results from the review and risk assessment indicate that the amount at risk should all the risks identified materialise (which is extremely unlikely) is some £1.54m.

6.4 It is proposed, therefore, to make no changes to the amounts held as a minimum balance.

6.5 Included in the risk assessment is a risk relating to claw back of claims in respect of Municipal Mutual Insurance. This company, which has been in administration for many years, used to provide most of the Council's insurance cover. When it went into administration an arrangement was established whereby outstanding claims relating to authorities insured by it (as at the date of entering administration) would continue to be paid by the administrator. The arrangement provided that all or part of the cost of these could be clawed back if the company was finally wound up and had an overall deficit at that point. The Council has recorded a contingent liability for a proportion of this amount in its accounts over the years of around £70,000. Recently, the administrator has lost a supreme court case regarding outstanding claims for persons affected by asbestos which may trigger the winding up of the company and may mean that authorities will be liable to pay amounts to the administrator in respect of clawback. For this council the worst case scenario is that some £721,000 may be payable, although it may well be considerably less than this, depending on the deficit likely to be recorded in the company's accounts. Any payments required are likely to be in instalments rather than the full amount being demanded all at once. When the 2011/12 accounts were finalised an amount of £100,000 was set aside as a provision so the maximum amount which may have to be found from balances is £621,000. At the moment the advice from the Council's insurance advisors and from the external auditor is that 25% of the potential liability (£180,000) should be considered to be at risk of materialising, so that with provision already made for £100,000, this leaves some £80,000 unprovided for. This is currently being reviewed by officers and further details will be incorporated in the final budget report to Full Council.

6.6 It is not proposed to make any contribution from the Budget Support Fund to support the 2013/14 budget.

7. **Legal and Statutory Implications**

7.1 The Council is required to set its Council Tax for 2013/14 by 11 March 2013. However, it is planned to approve the final budget and council tax rates on the 27 February 2013.

8. **Risk Statement**

8.1 Section 25 of the Local Government Act 2003 places a duty on the Chief Finance Officer to

report on the robustness of the budget. The main risks to the budget include:

- Spending in excess of the budget.
- Income falling short of the budget.
- Unforeseen elements e.g. changes to legislation or reductions in government grants.

8.2 Such risks require regular and careful monitoring and it is essential that the Council has sufficient reserves to call on if required (see Section 7 above), for example the Council has a General Fund balance sufficient to cover foreseen risks.

9. **Budget Timetable**

9.1 The current timetable for the setting of the 2013/14 budget and Council Tax levels is:-

| Date | Meetings, etc |
|------------------|---|
| 17 January 2013 | Scrutiny Café event enabling all members to obtain information about the 2013/14 budget proposals |
| 24 January 2013 | Transformation and Resources Overview and Scrutiny Committee to consider this report. |
| 6 February 2013 | Final report to Cabinet taking into consideration the views of the Scrutiny Committee |
| 27 February 2013 | Full Council to approve Budget and set Council Tax levels |

10. **Earlier Cabinet Resolutions**

Medium Term Financial Strategy 2013/14 to 2017/18 - 19 October 2012.

11. **List of Appendices**

Appendix A - Savings and Efficiencies

Appendix B - Capital Programme 2012/13 to 2013/14.

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2013/14 Savings and Funding Strategies Being Considered

| Reference | Service Area | Description | 2013/14 (£000's) | % of Budget Line(s) | Detail |
|--------------------|---------------------------------------|---|------------------|---------------------|---|
| Procurement | | | | | |
| P1 | Chief Executive | Corporate Hospitality - Catering | 1 | 29.7% | Consistent underspends of the budget |
| P2 | Central Services | Computer software | 4 | 100.0% | One off purchase of time/case management system - budget will not be required in future years |
| P3 | Central Services | Books and publications | 1 | 4.8% | Savings to be made on purchase of books and publications through procurement of e-versions |
| P4 | Central Services | County Council land charges searches | 4 | 9.5% | Potential savings in Staffordshire County Council land charges search fees (10% = £4,000) |
| P5 | Central Services | Corporate subscriptions | 2 | 8.0% | Savings in the Council's corporate subscriptions through negotiation and non renewal |
| P6 | Communications | Print Room stationery | 4 | 20.5% | Savings made in expenditure on paper purchased by the Print Room |
| P7 | Communications | Print and publicity centralisation savings | 6 | 5.5% | Savings generated from the centralisation of the Council's print and publicity budgets and the resulting challenges to purchasing |
| P8 | Business Improvement and Partnerships | Insurance/risk | 10 | 4.5% | Reduction in insurance premiums and value of risk charges made by insurers |
| P9 | Business Improvement and Partnerships | Procurement savings not identified in other services | 100 | * | Procurement savings identified via Procurement Section (e.g. postal services, cash collections) |
| P10 | Customer and ICT Services | ICT Software application purchase and maintenance | 46 | 17.0% | Negotiation and renewal of ICT application/software contracts |
| P11 | Customer and ICT Services | Books and publications | 6 | 20.0% | Savings made on purchases of books, publications and mapping through procurement of e-versions |
| P12 | Customer and ICT Services | Courier fees | 3 | 11.0% | The procurement of a new back up system has eliminated the need to pay a courier to transport copies of backups |
| P13 | Customer and ICT Services | Customer services computer software | 4 | 92.5% | Saving in computer software licence following reduction in price |
| P14 | Customer and ICT Services | Customer services uniforms | 2 | 33.3% | Saving from more efficient purchasing of clothing/uniforms |
| P15 | Customer and ICT Services | Franking machine maintenance | 6 | 100.0% | Franking machine maintenance no longer required due to new methods of postage procured |
| P16 | Housing | Housing advice contract with Aspire | 25 | 7.6% | Reduction in value of contract for Housing Advice held with Aspire Housing |
| P17 | Housing | Housing advice contract with Aspire - uplift | 6 | 1.8% | Contract uplift not required |
| P18 | Housing | Homelessness project contracts | 24 | 21.1% | Reduction in values of contracts for provision of homelessness services |
| P19 | Assets and Regeneration | Civic Offices/Guildhall and Central Depot gas, electric and general maintenance | 31 | 13.9% | Procurement savings arising from gas, electricity and general maintenance of the civic offices, guildhall and central depot |

2013/14 Savings and Funding Strategies Being Considered

| Reference | Service Area | Description | 2013/14 (£000's) | % of Budget Line(s) | Detail |
|---------------|---------------------------|---|------------------|---------------------|--|
| P20 | Environmental Health | Dog Wardens and Pest Control expenditure | 10 | 49.4% | Reduction in budget required for materials for pest control resulting from better procurement and for other fees for services for dog wardens resulting from reduction in kennelling services required |
| P21 | Recycling and Fleet | Garage Workshop parts and external repairs | 10 | 6.3% | Savings to be made through better procurement of parts and better procurement of externally done repairs |
| P22 | Operations | Parks and Open Spaces electric and water | 6 | 19.7% | Reduction in electricity and water charges as a result of better procurement and operations |
| P23 | Operations | Bereavement Services gas and electric | 6 | 6.7% | Reduction in electricity and gas charges as a result of better procurement and operations |
| P24 | Operations | Public Conveniences water charges | 3 | 33.3% | Reduction in water charges as a result of better procurement and operations |
| P25 | Operations | Streetscene materials | 4 | 7.0% | Savings to be generated from better procurement of materials by the service |
| P26 | Operations | Bereavement Services/Grounds Maintenance contract | 7 | 2.0% | Contract will be managed at current level |
| | | | 330 | | |
| Income | | | | | |
| I1 | Central Services | Legal fees income generated | 5 | 25.0% | Time/case management system will generate income in legal fees chargeable by the Council |
| I2 | Central Services | Premises licences income | 20 | 25.0% | Income in excess of budget in recent years, additional enforcement powers have been introduced regarding the collection of this licence fee |
| I3 | Finance | Income Generation Project | 25 | * | Potential income generated from the commissioning of Deloitte to undertake an income generation exercise |
| I4 | Customer and ICT Services | Income from Staffordshire County Council re. blue badges administration | 6 | 150.0% | Income received from Staffordshire County Council for the administration of blue badges in excess of the amount budgeted for |
| I5 | Customer and ICT Services | Waiver Permits | 15 | ** | Introduction of charge for parking waiver permits |
| I6 | Human Resources | Training room hire | 2 | 200.0% | Training room hire to partners within the Civic Offices |
| I7 | Revenues and Benefits | Greater recovery of housing benefit overpayments | 10 | 10.0% | Recovery rates from housing benefits overpayments have increased over recent years |
| I8 | Revenues and Benefits | Single person discount scheme | 20 | * | Increase in recovery from identification of fraudulent single persons discounts applied |
| I9 | Housing | Private Sector Housing income | 7 | 17.1% | Increase in amount of lettings fees and charges received by Private Sector Housing Renewal |

2013/14 Savings and Funding Strategies Being Considered

| Reference | Service Area | Description | 2013/14 (£000's) | % of Budget Line(s) | Detail |
|---------------------------------------|--------------------------|---|------------------|---------------------|--|
| I10 | Assets and Regeneration | Additional accomodation rental income (total £320k) | 90 | 28.1% | Additional rental income - full years impact of Police and Staffordshire County Council occupancy |
| I11 | Assets and Regeneration | Public transport co-ordination | 8 | 36.4% | Fees and charges from bus station departures have increased above the budgeted amount |
| I12 | Environmental Health | Litter Fines Income | 8 | 39.7% | Increase in budgeted income arising from litter fines |
| I13 | Environmental Health | Private Water Supplies Income/Commercial Premises Survey | 4 | ** | New source of income to be generated from the testing of private water supplies |
| I14 | Planning and Development | Pre application enquiries charge | 5 | ** | Introduction of charge for pre application enquiries |
| I15 | Recycling and Fleet | Commercial Waste fees | 20 | 5.1% | Increase in commercial waste fees to the Council through better promotion of the service and through shared services within the Commercial Waste Partnership |
| I16 | Recycling and Fleet | MOT's, taxi inspections | 3 | 20.0% | Further income to be obtained by the Garage Workshop from MOT's, taxi inspections and external work (e.g. Aspire Housing) |
| I17 | Recycling and Fleet | Commercial Waste use of waste transfer station | 5 | 5.9% | Income to be obtained through increased commercial use of the waste transfer station |
| I18 | Recycling and Fleet | Dry recycling fees and charges - increase in receipts | 15 | 5.0% | Increase in income received from dry waste recycling fees and charges |
| I19 | Leisure and Cultural | Football Development income from KRC | 8 | ** | Income from continued use of Knutton Recreation Centre football pitches |
| I20 | Leisure and Cultural | Jubilee 2 reduction in net operating cost - prior to increase in fees and charges | 26 | 27.0% | Net reduction in Jubilee 2 operating budget as per the approved business plan |
| I21 | Operations | Parks and Open Spaces income | 5 | 14.7% | Increases in income due to increases in receipts from general rents (i.e. football grounds etc) and bowls fees |
| I22 | Operations | Highways Amenities income | 3 | 2.2% | Uplift in reimbursement from Staffordshire County Council re. highways amenities grounds maintenance |
| I23 | Operations | Bereavement Services income | 35 | 12.3% | Increases in income due to increases in receipts from cemeteries and crematorium fees and charges |
| I24 | Operations | Streescene Income | 10 | 14.3% | Extra income to be generated from the service through better marketing and exploration of possible new customers |
| | | | 355 | | |
| Good Housekeeping Efficiencies | | | | | |
| Page 47 G5 | Central Services | Legal fees and other associated expenditure savings | 19 | 10.0% | Time/case management system will generate savings in legal fees purchased in by the Council and further reductions in general Central Services budgets |
| Page 47 G5 | Communications | Research | 3 | 33.3% | Savings in postages due to electronic and face to face consultation and general office supplies |

2013/14 Savings and Funding Strategies Being Considered

| Reference | Service Area | Description | 2013/14 (£000's) | % of Budget Line(s) | Detail |
|-----------|---------------------------------------|--|------------------|---------------------|---|
| G3 | Communications | Computer software | 21 | 84.0% | Budget no longer required following the exploration of the open sourcing of a suitable system, budget requirement for the maintenance of the system is less than is budgeted for |
| G4 | Communications | Civic gifts.prizes reduction and sundry savings | 2 | 37.7% | Budget requirement for civic gifts/prizes, conference and computer hardware costs is less than is budgeted for |
| G5 | Business Improvement and Partnerships | Community Development Grant - budget not required | 30 | 100.0% | Grant not utilised |
| G6 | Business Improvement and Partnerships | Community Chest grants - cap at current level of expenditure | 5 | 7.1% | Grants given out are under the amount provided for |
| G7 | Finance | Nu-Links contribution | 4 | 100.0% | Nu-links has ceased to exist, a contribution is not required |
| G8 | Finance | External audit fees | 58 | 39.7% | Reduction in the fees charged by the Council from its external auditors following Central Governments procurement |
| G9 | Human Resources | Job Evaluation scheme | 1 | 40.0% | Reduction in required fees/numbers of re-evaluation of posts |
| G10 | Human Resources | Reduction in catering and stationery | 2 | 85.0% | Reduction in catering at training events and stationery requirements |
| G11 | Revenues and Benefits | Revenues and Benefits legal fees | 4 | 12.7% | Reduction in legal fees required when compared to recovery caseload |
| G12 | Revenues and Benefits | Revenues and Benefits land registry fees | 6 | 53.2% | Reduction in land registry fees paid for by Revenues Billing |
| G13 | Leisure and Cultural | Community Recreation Service rents and other expenditure | 23 | 51.1% | Rental budget for buildings, land and rooms historically under utilised by service, no longer required due to new location |
| G14 | Leisure and Cultural | Community Recreation Service grants | 15 | 74.8% | Proportion of grants budget not used - required amount left on budget |
| G15 | Leisure and Cultural | Football Development reductions in expenditure | 5 | 53.8% | General reduction to required budget amounts based on historical expenditure |
| G16 | Leisure and Cultural | Community Centre contributions ending - last year | 10 | 100.0% | Contributions were given to Community Centres on a reducing basis at the establishment of management committees, 2011/12 is the last year of the contributions as per the Community Centre agreements |
| G17 | Assets and Regeneration | Public transport repairs/maintenance and equipment | 2 | 11.3% | Reduction in the budget required to repair, maintain and purchase equipment relating to public transport |
| G18 | Assets and Regeneration | Water courses | 9 | 35.7% | Reduction in the budget required to repair and maintain water courses |
| G19 | Planning and Development | Development Control expenditure | 25 | 7.7% | Reductions in general Development Control budgets required as per historical expenditure - including other fees for services and legal fees |
| G20 | Planning and Development | Planning Policy expenditure | 15 | 57.5% | Reductions in general Planning Policy budgets required as per historical expenditure - including other fees for services and post entry training requirements |

2013/14 Savings and Funding Strategies Being Considered

| Reference | Service Area | Description | 2013/14 (£000's) | % of Budget Line(s) | Detail |
|------------------------------|---------------------------------------|---|------------------|---------------------|--|
| G21 | Housing | Private Sector Housing expenditure | 6 | 20.2% | Reductions in general Private Sector Housing Renewal budgets required as per historical expenditure - including other fees for services |
| G22 | Environmental Health | Environmental Health and Pollution Control expenditure | 24 | 15.9% | General reductions in budgets required as per historical expenditure and partly due to sharing of expertise and equipment with other Authorities - including other fees for services, legal fees and equipment purchases (result |
| G23 | Recycling and Fleet | Recycling Bring Sites | 40 | 88.9% | Set up costs of bring sites - only an ongoing maintenance cost is now required |
| | | | 328 | | |
| Staffing Efficiencies | | | | | |
| S1 | Central Services | Additional full year salary saving from Land Charges restructure | 2 | 2.6% | Part year saving of salary taken in 2011/12 - full year effect in 2012/13 |
| S2 | Communications | Marketing Officer post | 28 | 10.4% | Termination of temporary contract |
| S3 | Communications | Training | 2 | 50.0% | Completion of post entry training by existing staff member |
| S4 | Business Improvement and Partnerships | Replacement of Community Safety Manager post with grade 8 post | 15 | 10.9% | Replacement of vacant post with lower graded post |
| S5 | Customer and ICT Services | ICT temporary staff | 10 | 20.0% | Reduction in requirement for external expertise following negotiation and renewal of ICT application/software contracts |
| S6 | Customer and ICT Services | Post Room staff savings | 20 | 34.5% | Non-filling of vacant 29.6 hour administration post |
| S7 | Finance | Part Time Officers | 13 | 3.4% | Reduction in hours of 2 officers returning from maternity leave |
| S8 | Finance | Pay Award 2012/13 | 58 | * | Allowance in budget for 2012/13 not now required |
| S9 | Human Resources | Terms and conditions review | 100 | * | Terms and conditions review being undertaken. Options are currently being consulted on |
| S10 | Human Resources | Corporate training budget | 15 | 33.3% | Reduction in the Councils corporate training budget - efficiencies gained through centralisation of budget |
| S11 | Human Resources | Human Resources overtime | 1 | 50.0% | Reduction in overtime required by service |
| S12 | Assets and Regeneration | Civil Enforcement Officer post | 8 | 13.8% | Removal of vacant post from the budget - post not utilised in recent years, 30% of post is attributed to the general fund budget, 70% to decriminalised parking |
| S13 | Assets and Regeneration | Electrician Post | 50 | 55.6% | Establishment of in house post will reduce the payments made to external providers |
| S14 | Planning and Development | Development Control temporary staff | 10 | 100.0% | No requirement for temporary staff within the service |
| S15 | Planning and Development | Planning Policy vacant post - potential to fill within service - potential saving from transferred post | 35 | 28.5% | A vacant Planning Policy post could be filled via an internal transfer from Development Control or externally - if filled internally, saving on the Development Control post |

2013/14 Savings and Funding Strategies Being Considered

| Reference | Service Area | Description | 2013/14 (£000's) | % of Budget Line(s) | Detail |
|--|--------------------------|---|---------------------|---------------------------|---|
| S16 | Planning and Development | Market supplements | 9 | 1.9% | Market supplements savings |
| S17 | Housing | Housing Market Renewal Officer Post | 37 | 19.7% | Vacant post |
| S18 | Administration | Temporary staff | 4 | 100.0% | No requirement for temporary staff in administration section |
| S19 | Recycling and Fleet | Food Waste Service | 25 | 8.9% | Removal of vacant Waste Management Operative post - Food Waste |
| S20 | Operations | Streetscene employee allowances | 1 | 33.3% | Savings made due to implementation of new out of hours rota |
| S21 | Operations | Landcape Officer post | 43 | 23.2% | Removal of vacant post from the budget |
| S22 | Operations | Streetscene Neighbourhood Manager - additional full year saving | 4 | 0.2% | Part year saving of salary taken in 2011/12 - full year effect in 2012/13 |
| S23 | Housing | Housing Team | 35 | 10.7% | Minor Restructure |
| | | | 524 | | |
| Better Use of Assets | | | | | |
| B1 | Operations | Streetscene plant and equipment efficiencies | 6 | 3.3% | Efficiencies gained from better planning of routes and useage of vehicles and plant to reduce need to short term hire |
| | | | 6 | | |
| Corporate, Reserves and Council Tax Rise | | | | | |
| C1 | Corporate | New Homes Bonus funding | 204 | *** | Contribution to revenue budget from New Homes Bonus |
| C2 | Corporate | Council Tax Freeze Grant | 70 | *** | 1% of Council Tax |
| C3 | Corporate | Council Tax reforms | 81 | *** | Potential extra income dependant upon schemes implemented |
| | | | 355 | | |
| Grand Total | | | 1,898 | | |
| <p>* <i>Unable to determine % at current time</i> ** <i>Introduction of new charge</i> *** <i>Not applicable</i></p> | | | | | |

NEWCASTLE-U-LYME BOROUGH COUNCIL CAPITAL PROGRAMME 2011/12 - 2013/14

| Scheme | Corporate Priorities | 2012/13 Est Exp | 2013/14 Est Exp | Total Exp | External Cont | Council Financing |
|----------------------------|----------------------|-----------------|-----------------|---------------|---------------|-------------------|
| | | £ | £ | £ | £ | £ |
| Safer Communities | | | | | | |
| Parkhouse/Lymedale CCTV | a b d | 15,000 | | 15,000 | | 15,000 |
| CCTV Replacement Equipment | a b | 25,000 | | 25,000 | | 25,000 |
| Totals | a b c d | 40,000 | 0 | 40,000 | 0 | 40,000 |

| Scheme | Corporate Priorities | 2012/13 Est Exp | 2013/14 Est Exp | Total Exp | External Cont | Council Financing |
|--|----------------------|-----------------|-----------------|----------------|---------------|-------------------|
| | | £ | £ | £ | £ | £ |
| Environment & Recycling | | | | | | |
| Pool Dam Valley Marshes Nature Reserve | a b | 47,000 | | 47,000 | 47,000 | 0 |
| Cemetery Memorial Safety Programme | a | 37,300 | | 37,300 | | 37,300 |
| Low Carbon Works | a | 13,400 | | 13,400 | 13,400 | 0 |
| Waste Bins | a | 50,000 | 50,000 | 100,000 | | 100,000 |
| Audley Burial Facilities | a | 17,700 | | 17,700 | | 17,700 |
| General Projects | | | | | | |
| Asset Disposal Programme | b | 16,000 | | 16,000 | | 16,000 |
| General Contingency | | 85,300 | | 85,300 | | 85,300 |
| Final Accounts & Retentions Various | | 56,900 | | 56,900 | | 56,900 |
| Totals | a b c d | 323,600 | 50,000 | 373,600 | 60,400 | 313,200 |

| Scheme | Corporate Priorities | 2012/13 Est Exp | 2013/14 Est Exp | Total Exp | External Cont | Council Financing |
|--------------------------------------|----------------------|------------------|-----------------|------------------|------------------|-------------------|
| | | £ | £ | £ | £ | £ |
| Culture & Leisure | | | | | | |
| Replacement/Repair of Play Equipment | a c | 51,000 | 121,600 | 172,600 | | 172,600 |
| Jubilee 2 | a b c d | 144,000 | | 144,000 | 0 | 144,000 |
| Wolstanton Marsh Improvements | a c | 157,000 | | 157,000 | 157,000 | 0 |
| Silverdale Community Facilities | a c | 675,000 | 50,300 | 725,300 | 725,300 | 0 |
| Footpath Repairs | a c | 25,000 | 25,000 | 50,000 | | 50,000 |
| Railings/Structures Repairs | a c | 10,000 | 10,000 | 20,000 | | 20,000 |
| Castle Motte Heritage Works | a | 35,000 | 12,200 | 47,200 | 47,200 | 0 |
| Neighbourhood Park The Wammy | a c | 199,000 | 7,000 | 206,000 | 206,000 | 0 |
| Stock Condition Works - Museum | c | | 15,000 | 15,000 | | 15,000 |
| Clayton Community Centre | c | | 15,000 | 15,000 | | 15,000 |
| Knutton Community Centre | c | | 30,000 | 30,000 | | 30,000 |
| Red Street Community Centre | c | | 75,000 | 75,000 | | 75,000 |
| Totals | a b c d | 1,296,000 | 361,100 | 1,657,100 | 1,135,500 | 521,600 |

| Scheme | Corporate Priorities | 2012/13 Est Exp | 2013/14 Est Exp | Total Exp | External Cont | Council Financing |
|---|----------------------|-----------------|-----------------|------------------|---------------|-------------------|
| | | £ | £ | £ | £ | £ |
| Operational Equipment/Buildings/ICT Development Fund | | | | | | |
| ICT PC Replacements | a d | 20,000 | 93,800 | 113,800 | | 113,800 |
| ICT Replacement Servers | a d | 12,600 | | 12,600 | | 12,600 |
| Customer Relationship Management | d | 64,200 | | 64,200 | | 64,200 |
| ICT Projects | d | 451,000 | | 451,000 | | 451,000 |
| Vehicles | a d | 415,000 | 280,500 | 695,500 | | 695,500 |
| Stock Condition Works - Civic Offices | d | | 50,000 | 50,000 | | 50,000 |
| Totals | a b c d | 962,800 | 424,300 | 1,387,100 | 0 | 1,387,100 |

| Scheme | Corporate Priorities | | | 2012/13 Est | 2013/14 Est | Total Exp | External Cont | Council Financing | |
|--|----------------------|---|---|-------------|------------------|------------------|------------------|-------------------|------------------|
| | | | | Exp | Exp | Exp | Exp | Exp | |
| Regeneration, Planning & Town Centres Development | | | | | | | | | |
| Housing Renewal | a | c | | 116,000 | | 116,000 | | 116,000 | |
| Empty Homes | a | c | | 30,000 | 30,000 | 60,000 | 60,000 | | |
| Home Loans | a | c | | 10,000 | | 10,000 | 10,000 | | |
| Health and Safety | a | c | | 44,000 | 50,000 | 94,000 | 94,000 | | |
| Warm Zone | a | c | | 5,000 | 60,000 | 65,000 | 65,000 | | |
| Home Improvement Agency | a | c | | 40,000 | 40,000 | 80,000 | 80,000 | | |
| Accredited Landlords Scheme | a | c | | 5,000 | 5,000 | 10,000 | 10,000 | | |
| Disabled Facilities Grants | a | c | | 894,000 | 864,000 | 1,758,000 | 1,758,000 | 0 | |
| Newcastle Town Centre Partnership | a | b | d | 111,100 | 100,200 | 211,300 | 105,700 | 105,600 | |
| Newcastle Town Centre Works | a | b | d | 553,700 | | 553,700 | 900 | 552,800 | |
| Choice Based Lettings | | b | c | 30,500 | | 30,500 | 30,500 | 0 | |
| Ecohomes Project | | b | c | 121,100 | | 121,100 | 121,100 | 0 | |
| Future Housing Projects Beasley Place | | b | c | 300,000 | | 300,000 | 300,000 | 0 | |
| Social Housing | | b | c | 300,000 | 65,000 | 365,000 | 365,000 | 0 | |
| Madeley Extracare Contribution | | b | c | 115,000 | | 115,000 | 115,000 | 0 | |
| Land Purchase/Feasibility Studies | a | b | c | d | 26,000 | 26,000 | 3,800 | 22,200 | |
| Midway MSCP Repair Works | a | | | 33,700 | | 33,700 | | 33,700 | |
| Ryecroft Development | | b | | 31,000 | 59,000 | 90,000 | 67,500 | 22,500 | |
| Rose Cottage | | b | | 110,400 | | 110,400 | | 110,400 | |
| S106 Expenses Lowlands Road | | b | | 1,000 | 280,600 | 281,600 | | 281,600 | |
| Architectural Feasibility Study | | b | d | 2,000 | 3,000 | 5,000 | | 5,000 | |
| Grant Repayment Lancaster Buildings | | b | | 15,500 | | 15,500 | | 15,500 | |
| Strategic Investment Framework | | b | | 13,800 | | 13,800 | | 13,800 | |
| Stock Condition Works - Commercial Portfolio | | b | | | 40,000 | 40,000 | | 40,000 | |
| Totals | a | b | c | d | 2,882,800 | 1,622,800 | 4,505,600 | 3,186,500 | 1,319,100 |

| | | | | | | | | | |
|--------------------|---|---|---|---|------------------|------------------|------------------|------------------|------------------|
| GRAND TOTAL | a | b | c | d | 5,505,200 | 2,458,200 | 7,963,400 | 4,382,400 | 3,581,000 |
|--------------------|---|---|---|---|------------------|------------------|------------------|------------------|------------------|

Notes -

Corporate & Sustainable Communities Priorities -

a Clean, Safe & Sustainable Borough,

b Borough of Opportunity

c A Healthy & Active Community

d Becoming a Co-operative Council which delivers High-Quality Community Driven Services

| Sources of Funding | 2012/13 Est | 2013/14 Est | Total Exp |
|-------------------------------|------------------|------------------|------------------|
| | Exp | Exp | Exp |
| Other Revenue Funds | £ 451,000 | £ | £ 451,000 |
| Capital Receipts | 1,942,600 | 1,187,400 | 3,130,000 |
| External Grants/Contributions | 3,111,600 | 1,270,800 | 4,382,400 |
| Capital Programme | 5,505,200 | 2,458,200 | 7,963,400 |

SCALE OF FEES AND CHARGES

Submitted by: Executive Director – Resources and Support Services

Portfolio: Finance and Budget Management

Ward(s) affected: All

Purpose of the Report

To obtain approval for the proposed scale of fees and charges to apply from 1 April 2013.

Recommendation

That the fees and charges proposed to apply from 1 April 2013, as set out in Appendix A be approved and be submitted to the Transformation and Resources Overview and Scrutiny Committee for comment.

Reasons

It is necessary to review the fees and charges which the Council makes in order to keep them in line with the cost of service provision and to establish the amounts to be included in the 2013/14 budget.

1. Background

- 1.1 The Cabinet is asked annually to consider proposals for the fees and charges to be applied during the following financial year. It is proposed that the new fees and charges set out at Appendix A should take effect from 1 April 2013 and remain in force until 31 March 2014.
- 1.2 The Council has an approved Charging Policy, which is followed when fees and charges are proposed and agreed. This sets out the criteria that should be taken into consideration when determining the amounts to be charged.

2. Issues

- 2.1 The preparation of the 2013/14 budget assumes an overall 2.0% increase in the amount of income raised from fees and charges in 2013/14 in line with assumptions about the rate of inflation over the period that these charges will be in force, reflecting the real increases in costs being incurred by services. The proposals have been drawn up taking account of this requirement. However, this does not mean that each charge has been increased by 2.0%, rather that charges have been amended selectively in order to achieve the desired increase in income, a great number of charges are, in fact, recommended to be frozen at their current levels.
- 2.2 Most of the fees and charges are inclusive of VAT but in some cases no VAT is chargeable. The VAT status of individual fees and charges is shown on the attached schedule, Appendix A.
- 2.3 When considering the level of fees and charges the principles contained in the Charging Policy should be followed. In drawing up the proposed charges for 2013/14 these have been considered and evidenced by the completion of a simple pro-forma document indicating the answers to a series of questions linked to the Charging Policy principles, principally in relation to those set out below:

- The income which is being collected at current charging levels and whether this is in line with budget forecasts.
 - The cost of service provision compared to the charges being made.
 - The use being made of the service, including by classes of user, and whether this shows they are using the service to the extent intended or if any are being deterred from using it.
 - Whether concessions are being taken up by the people at whom they are targeted
 - The impact of charges on local people.
 - Where the charges are set to either encourage or deter activity, whether this is happening.
 - Comparisons with charges being made by neighbouring or similar councils or by other organisations providing similar services.
- 2.4 It is perfectly acceptable for charges to be set at a level where costs are not fully recovered. There may be particular reasons for doing so, such as a desire to encourage take up of a service by specified groups, for example young people or the unemployed, or to encourage particular forms of behaviour by charging less than cost. However, the decision to charge less than cost ought to be a conscious one, taken by members and justified by reference to the reasons for setting charges at less than cost as set out in the charging principles contained in section 5 of the Charging Policy. These are shown in full, for reference, at Appendix B.
- 2.5 The Scale of Fees and Charges at Appendix A shows the current and proposed fees for 2013/14 and indicates those which have been frozen at current levels. A number of particular areas are worthy of comment and these are set out in the following paragraphs.
- 2.6 **Car Parking Charges** - the Council recognises the need to promote and maintain economic activity within its town and district centres. The provision of car parking facilities and the level of charges made for parking are factors which influence the number of visitors, particularly to Newcastle town centre. Accordingly, fees charged at all of the Council operated car parks available for use by visitors to Newcastle town centre are recommended to be frozen at their current levels. One notable addition is the introduction of a full day parking rate of £6.00 in respect of both the Midway and Rycroft car parks. This provision was introduced earlier this year in order to meet specific customer demands.
- 2.7 **Market Charges** - similarly, market stall charges are recommended to be held at current rates, apart from the antiques market, where charges are to be reduced by £2.50 per stall per day and bric-a-brac stall charges which are to be increased by £1 per stall per day. This is considered important as a successful market contributes significantly to the vitality of the town centre and its attractiveness to visitors.
- 2.8 **Jubilee 2** - The business plan for Jubilee2 allows for an increase in fees and charges of 2% and a 1% increase in participation year on year. Income and participation targets have been exceeded in the first year of operation. The majority of income is generated through the membership scheme which in most cases is collected by direct debit. One of the major concerns of members throughout 2012 has been the cost of car parking while visiting Jubilee2. Therefore since 2 January 2013 the additional member benefit of 2 1/2 hours free parking for up to 5 times a week on the School Street Car Park has been introduced. In order to maintain positive income levels so we can continue to offer continuous improvement in the services at Jubilee2 it is proposed to increase all categories of memberships at Jubilee2 by £2 a month. This enables many of the 'pay and play' prices to remain frozen and still maintains income and participation levels above those initially set, so that Jubilee2 can continue to develop services, for example a Junior Activity Membership (JAM) scheme

is being launched in January 2013. This is for 12 to 17 year olds and includes swimming, the gym (3.00pm to 5.30pm Monday to Friday and 10.00am to 5.00pm at weekends), JAM climbing wall sessions, JAM group exercise classes and extended access during school holidays.

- 2.9 **Land Charges** - fees have to be set at a level intended to achieve a break even position. Accordingly, the position has been reviewed and revised fees have been calculated to achieve this.
- 2.10 **New Charges** - A study was commissioned from accountancy firm Deloitte to examine the Council's fees and charges, comparing them with those made by a range of other local authorities for whom similar work had been carried out. This was a County-wide project, financed by the West Midlands Improvement and Efficiency Partnership. The resulting report identified a number of areas where there appeared to be scope for increasing income from existing charges. In addition it identified some activities for which no charge is currently made but could be charged for and some activities which are not currently carried out but could be charged for, if they were. In both of these cases some authorities do make a charge. Of the suggestions made, three are feasible for implementation to take place in 2013/14: charging for pre-planning advice, charging developers for the naming of streets and numbering of properties and householders for the naming of dwellings and some new charges relating to bereavement services, specifically in respect of memorial vases and memorial trees and shrubs and for the renewal of exclusive rights of burial. Whether or not to charge for pre-planning advice will require further member approval, which is to be sought from Cabinet on 6 February 2013. Therefore, proposed charges are not included in the scale of fees and charges at Appendix A. If approval is obtained to make a charge for this service, then the fees approved by Cabinet will be included in the published scale. With regard to charging for street naming and the numbering/naming of properties, proposed fees are included in the scale as are the additional bereavement services charges.
- 2.11 Due to the commercial sensitivity of the proposed charges for the trade waste service, these are not included on part 1 of the agenda and are exempt from publication by reasons of paragraph 3 of part 1 of schedule 12a of the Local Government Act 1972. The proposed charges can be found in part 2 of the agenda.

3. **Options Considered**

- 3.1 No price increase, increase in line with inflation or increase above inflation.

4. **Proposal**

- 4.1 To increase income from fees and charges for 2013/14 sufficiently to result in additional income in line with the assumptions in the Medium Term Financial Strategy (MTFS). This can be achieved by selectively varying individual charges, freezing some which are sensitive to customer demand and introducing some new charges.

5. **Reason for Preferred Solution**

- 5.1 Applying selective increases to fees and charges so that overall an increase in income equivalent to the 2.0% assumption contained in the MTFS will contribute to the delivery of a sustainable budget for 2013/14 and later years and should help to keep them in line with the cost of service provision.

6. **Legal and Statutory Implications**

- 6.1 Statutory charges are included in the scale of fees and charges, and are noted as such. These are set by the government rather than by this Council. Land Charges fees are set in accordance with a statutory requirement to balance income with expenditure. All the other charges may be set by the Council in accordance with its Charging Policy.

7. **Equality Impact Assessment**

- 7.1 Because of the wide variety of activities which are subject to fees and charges and the tailoring of some of them to suit particular types of customer there will be a differential impact, for example between adults/young persons, employed/ unemployed, pensioners/others, etc.

8. **Financial and Resource Implications**

- 8.1 The approved levels of fees and charges will be incorporated in the General Fund Budget for 2013/14.
- 8.2 The Medium Term Financial Strategy (MTFS) assumes increased income of £105,000 in total from fees and charges, based on an average increase of 2.0 per cent across the existing range of fees and charges. In addition it includes income arising as a result of the Deloitte's Income Project, estimated at £25,000, referred to in paragraph 2.9.
- 8.3 An assessment has been made of whether the application of the proposed fees and charges will achieve the amount of income assumed in the MTFS for 2012/13. Overall, it appears that this should happen but this depends upon the level of activity not reducing significantly in 2012/13 in relation to the major sources of income. As the last two years have shown, the current economic recession makes it difficult to predict with any degree of confidence what the likely trends in income will be.
- 8.4 It should be noted that the income from fees and charges will be included in the 2013/14 revenue budget on the basis of current activity levels. For the last three years income has been included at levels which prevailed prior to the current economic recession, i.e. at the level included in the 2008/09 budget. To recognise that income would be reduced as a result of the recession, a provision of £200,000 for loss of income was included in the 2012/13 budget. As has been reported in outturn and budget monitoring reports, the actual income received in a number of major income earning areas affected by the slowdown in economic activity, such as planning fees, land charges fees and parking fees, has fallen short in total, in each of these years, by more than the amount provided for. Until the recession recedes this situation is likely to continue. It is, therefore, considered more appropriate to allocate the provision for income shortfalls across the income budgets affected in order to provide a realistic budget for managers to control. At the same time the provision for income shortfalls will be increased in the 2013/14 budget by a further £300,000 which recognises the actual experience over the last three years, to make a total provision of £500,000, the majority of which will be allocated to individual budget heads.

9. **Major Risks**

- 9.1 A major risk is that the current economic recession leads to less demand from users of Council services, resulting in significant loss of income. This is already happening, as outlined in paragraph 8.4 above. The level of charges will in some cases influence this demand.

10. **Key Decision Information**

10.1 This is a key decision; it has been included in the Forward Plan.

11. **Earlier Cabinet/Committee Resolutions**

11.1 Last reviewed at Cabinet meeting on 18 January 2012.

12. **List of Appendices**

Appendix A - Listing proposed charges from 1 April 2013.

Appendix B - Charging principles included in Charging Policy.

5. CHARGING PRINCIPLES

- 5.1 Charges should be made for services whenever the Council has a power or duty to do so.
- 5.2 There will be an initial presumption that charges to be made for the provision of a service will be set at a level intended to recover the cost of providing the service.
- 5.3 However, this presumption may be modified by the application of the charging principles set out at 5.5 below, which may result in no charge being made or a lesser charge being made or in some cases a charge being made which is greater than that required for cost recovery.
- 5.4 No charge will be made in cases where the Council is not permitted to charge by law. Where charges are set by external bodies, those charges will be applied. Where maximum or minimum charges are specified externally, charges will be set in compliance with those requirements.
- 5.5 The following matters will be considered when deciding whether to set a charge, which is not to be based on cost recovery. The headings in bold indicate general areas for consideration and the bullet points below them are particular factors which should be taken into account where relevant.

The cost of providing the service

- All direct costs are to be included.
- All overheads related to the provision of the service, which may be attributed to the cost of the service, are to be included.
- Best estimates may be made of costs where it is not practical to obtain precise data or identify precisely those overheads attributable to the service.
- Unit costs are to be calculated by reference to realistic user numbers based on actual experience, either in relation to this Council or, if appropriate comparable services elsewhere.

How much income is it desired to generate and why?

- Is the service required to make a surplus or break-even?
- Does income from the service make a significant contribution to reducing the net amount of the Council's revenue budget?
- Have any targets been set for the income or class of income of which it is a component?
- Is income needed to fund future investment?

Comparison of charges made by neighbouring or similar councils or other providers of similar services

- In making this comparison it will be necessary to establish whether the services being provided by these other bodies are comparable to those provided by the Council and to make adjustments where this is not so.
- Is there a logical reason for significant differences between this Council's charges and those of others?
- Will customers be lost to other service providers if charges are set too high?

Whose use of services is it desired to subsidise and by how much?

- Can all potential users afford to pay the full cost of the service or the same charges as other users?
- Is it desirable to subsidise all users of the service, for example because there is likely to be a desirable outcome for the community as a result
- Are there particular classes of users that should be subsidised, such as the unemployed, benefits recipients, the elderly, disabled persons or children?
- Should subsidies be given by reducing the charges payable or by offering concessions to offset the charge?

Whose behaviour is it desired to influence and in what ways?

- Is it desirable to influence users to use particular facilities, for example where they are under-used, by charging less for their use than for other similar ones?

- Is it desirable to persuade users to behave in a way which is more acceptable to the community in preference to any other or others less acceptable and can this be promoted by setting charges at a level which might achieve this?
- Is it desired to promote a particular pattern of use, for example short stay parking as opposed to another, such as long stay parking or to discourage peak time use of facilities?
- Should some behaviour or activities be discouraged by setting high charges or penalties?
- Can anti-social behaviour be reduced by charging for services which discourage people from behaving irresponsibly at a level which they will find attractive, for example charges for the collection of bulky waste to discourage fly-tipping?
- Are there desirable outcomes which the Council wishes to see realised, in line with its corporate objectives, which could be assisted through the charging regime, for example maintaining the economic vitality of the town centres through the provision of reasonably priced facilities such as car parking?

How will charges help to improve value for money, equity and access to services?

- What are users' perceptions with regard to what constitutes a fair and reasonable charge?
- Are there any issues relating to social inclusion or equalities?

Will the cost (including staff time) of collecting the income due outweigh the amount of income likely to be collected?

- Is it worth making a charge?
- Should a charge be made anyway as a matter of principle?

Any other relevant factors

It will be a matter for the Council to determine what the charge will be, based on its consideration of the above factors.

5.6 Where, without prior agreement by the Council, individuals or organisations engage in activities that result in a cost to the Council, the Council will seek to recover this cost, wherever possible.

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| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|---|------------|------------|-----------|---------------|--------------------------------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| ALLOTMENTS | | | | Cabinet | No VAT |
| <i>Sites available:- Basford, Blackbank, Dimsdale, Jason Street, Loomer Road, Park Road, The Acre, Thistleberry</i> | | | | | |
| Rent (per annum) full plot | 55.75 | 57.50 | 1.75 | | |
| Rent (per annum) half plot | 26.50 | 28.75 | 2.25 | | |
| Rent (per annum) Lyme Valley Organic Allotment site. (No concessions) | 63.00 | 60.00 | -3.00 | | |
| Note: 50% concession for Junior/60+/Unemployed at other sites | | | | | |
| BULKY RECYCLING SERVICE | | | | Cabinet | No VAT |
| (service now provided by the "Furniture Mine") | | | | | |
| Standard Collection | | | | | |
| One to Three Items | 26.00 | 29.00 | 3.00 | | |
| Four to Six Items | 39.00 | 46.00 | 7.00 | | |
| Seven to Nine Items | 52.00 | 58.00 | 6.00 | | |
| Additional Items | 8.50 | 8.50 | Freeze | | |
| CAR PARKS | | | | Cabinet | |
| Charges for Infringements | | | | | |
| Wheel Clamping Release Fee | 50.00 | 50.00 | Freeze | | No VAT |
| Civic Parking Enforcement - Higher Charge | 70.00 | 70.00 | Freeze | Parking Board | |
| Civic Parking Enforcement - Lower Charge | 50.00 | 50.00 | Freeze | Parking Board | |
| Bankside | | | | | |
| Season Ticket - per quarter | 150.00 | 150.00 | Freeze | | VAT Inclusive *see footnote |
| Blackfriars (Zone C) | | | | | |
| Up to 1 hour | 0.80 | 0.80 | Freeze | | VAT Inclusive *see footnote |
| Up to 2 hours | 1.50 | 1.50 | Freeze | | |
| Up to 3 hours | 2.00 | 2.00 | Freeze | | |
| Up to 4 hours | 2.50 | 2.50 | Freeze | | |
| Up to 6 hours (new charge) | 3.00 | 3.00 | Freeze | | |
| 6 hours to 24 hours | 3.50 | 3.50 | Freeze | | |
| Season Ticket - per quarter | 150.00 | 150.00 | Freeze | | |
| Cherry Orchard (Zone B) | | | | | |
| Up to 1 hour | 1.00 | 1.00 | Freeze | | VAT Inclusive *see footnote |
| Up to 2 hours | 1.90 | 1.90 | Freeze | | |
| Up to 3 hours | 2.80 | 2.80 | Freeze | | |
| Up to 4 hours | 4.00 | 4.00 | Freeze | | |
| 4 hours to 24 hours | 5.20 | 5.20 | Freeze | | |
| Season Ticket - per quarter | 230.00 | 230.00 | Freeze | | |
| Civic Offices - Saturdays Only (Zone A) | | | | | |
| Up to 1 hour | 1.00 | 1.00 | Freeze | | VAT Inclusive *see footnote |
| Up to 2 hours | 1.90 | 1.90 | Freeze | | |
| Up to 3 hours | 2.80 | 2.80 | Freeze | | |
| Up to 4 hours | 4.00 | 4.00 | Freeze | | |
| Corporation Street/Merrial Street (Zone A) | | | | | |
| Up to 1/2 hour | 0.80 | 0.80 | Freeze | | VAT Inclusive *see footnote |
| Up to 1 hour | 1.50 | 1.50 | Freeze | | |
| Goose Street (Zone B) | | | | | |
| Up to 1 hour | 1.00 | 1.00 | Freeze | | VAT Inclusive *see footnote |
| Up to 2 hours | 1.90 | 1.90 | Freeze | | |
| Up to 3 hours | 2.80 | 2.80 | Freeze | | |
| Up to 4 hours | 4.00 | 4.00 | Freeze | | |
| 4 hours to 24 hours | 5.20 | 5.20 | Freeze | | |
| Season Ticket - per quarter | 230.00 | 230.00 | Freeze | | |
| Hassell Street (Zone B) | | | | | |
| Up to 1 hour | 1.00 | 1.00 | Freeze | | VAT Inclusive *see footnote |
| Up to 2 hours | 1.90 | 1.90 | Freeze | | |
| Up to 3 hours | 2.80 | 2.80 | Freeze | | |
| Up to 4 hours | 4.00 | 4.00 | Freeze | | |
| 4 hours to 24 hours | 5.20 | 5.20 | Freeze | | |
| Season Ticket - per quarter | 230.00 | 230.00 | Freeze | | |
| Resident Permit - per quarter | 50.00 | 50.00 | Freeze | | |
| High Street (Rear of) | | | | | |
| Season Ticket - per quarter | 150.00 | 150.00 | Freeze | | VAT Inclusive *see footnote |
| King Street (Zone C) | | | | | |
| | | | | | VAT Inclusive |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|--|------------|------------|-----------|-----------------------------------|--------------------------------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| Up to 1 hour | 0.80 | 0.80 | Freeze | | *see footnote |
| Up to 2 hours | 1.50 | 1.50 | Freeze | | |
| Up to 3 hours | 2.00 | 2.00 | Freeze | | |
| Up to 6 hours | 3.00 | 3.00 | Freeze | | |
| 6 hours to 24 hours | 3.50 | 3.50 | Freeze | | |
| Season Ticket - per quarter | 150.00 | 150.00 | Freeze | | |
| Midway (Zone A) | | | | | |
| Up to 1/2 hour | 0.70 | 0.70 | Freeze | | VAT Inclusive *see footnote |
| Up to 1 hour | 1.10 | 1.10 | Freeze | | |
| Up to 2 hours | 2.10 | 2.10 | Freeze | | |
| Up to 3 hours | 3.20 | 3.20 | Freeze | | |
| Up to 4 hours | 4.25 | 4.25 | Freeze | | |
| Up to 24 hours (new charge) | n/a | 6.00 | | | |
| Season Ticket - per quarter | 230.00 | 230.00 | Freeze | | |
| Ryecroft (Zone B) | | | | | |
| Up to 1/2 hour | 0.70 | 0.70 | Freeze | | *see footnote |
| Up to 1 hour | 1.10 | 1.10 | Freeze | | |
| Up to 2 hours | 2.10 | 2.10 | Freeze | | |
| Up to 3 hours | 3.20 | 3.20 | Freeze | | |
| Up to 4 hours | 4.25 | 4.25 | Freeze | | |
| Up to 24 hours (new charge) | n/a | 6.00 | | | |
| School Street (Zone B) | | | | | |
| Up to 1 hour | 1.00 | 1.00 | Freeze | | VAT Inclusive *see footnote |
| Up to 2 hours | 1.90 | 1.90 | Freeze | | |
| Up to 3 hours | 2.80 | 2.80 | Freeze | | |
| Up to 4 hours | 4.00 | 4.00 | Freeze | | |
| 4 hours to 24 hours | 5.20 | 5.20 | Freeze | | |
| Season Ticket - per quarter | 230.00 | 230.00 | Freeze | | |
| Silverdale Road (Zone C) | | | | | |
| Up to 1 hour | 0.80 | 0.80 | Freeze | | VAT Inclusive *see footnote |
| Up to 2 hours | 1.50 | 1.50 | Freeze | | |
| Up to 3 hours | 2.00 | 2.00 | Freeze | | |
| Up to 6 hours (new charge) | 3.00 | 3.00 | Freeze | | |
| 6 hours to 24 hours | 3.50 | 3.50 | Freeze | | |
| Season Ticket - per quarter | 150.00 | 150.00 | Freeze | | |
| Resident Permit - per quarter | 50.00 | 50.00 | Freeze | | |
| Windsor Street (Zone B) | | | | | |
| Up to 1 hour | 1.00 | 1.00 | Freeze | | VAT Inclusive *see footnote |
| Up to 2 hours | 2.00 | 2.00 | Freeze | | |
| Season Ticket - Half hour after school | 3.00 | 3.00 | Freeze | | |
| CEMETERIES | | | | Cabinet | No VAT |
| Interment Fees | | | | | |
| Under 16 years of age | Free | Free | Freeze | | |
| 16 years and over | 700.00 | 735.00 | 35.00 | | |
| Woodland Burial -Keele Cemetery (allows for 1 full interment only in each grave) | 350.00 | 400.00 | 50.00 | | |
| Cremated remains at 2 feet | 306.00 | 322.00 | 16.00 | | |
| Woodland Burial Cremated remains at 2 feet -Keele Cemetery (allows for 4 interment only in each grave) | 306.00 | 322.00 | 16.00 | | |
| Cremated remains over 2 feet (additional charge) | 111.00 | 115.00 | 4.00 | | |
| Additional Depth Over 6 Feet | | | | | |
| Per foot | 120.00 | 124.00 | 4.00 | | |
| Purchase of Graves | | | | | |
| (Inclusive of right to erect a memorial for a single grave) | | | | | |
| Lawn graves | 944.00 | 991.00 | 47.00 | | |
| Woodland Grave-Keele Cemetery (allows for 1 full interment only in each grave + memorial tree) | 472.00 | 745.00 | 273.00 | new rate applied to include tree | |
| Cremated remains graves | 466.00 | 490.00 | 24.00 | | |
| Woodland Grave Cremated remains at 2 feet -Keele Cemetery (allows for 4 interment only in each grave + memorial shrub) | 466.00 | 500.00 | 34.00 | new rate applied to include shrub | |
| Reservation of lawn graves | 944.00 | 991.00 | 47.00 | | |
| Reservation of Woodland Graves -Keele Cemetery (allows for 1 full interment only in each grave + memorial tree) | 472.00 | 745.00 | 273.00 | new rate applied to include tree | |
| Reservation of cremated remains graves | 466.00 | 490.00 | 24.00 | | |
| Reservation of Shrubbery Cremated Remains Grave - Keele Cemetery (allows for 1 full interment + shrub) | 466.00 | 500.00 | 34.00 | new rate applied to include shrub | |
| Renewal of Exclusive Right of Burial & Memorialisation (Full Graves) (new charge) | n/a | 500.00 | | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|---|------------|------------|-----------|--|---------------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| Renewal of Exclusive Right of Burial & Memorialisation (Cremated Remains Graves) (new charge) | n/a | 250.00 | | | |
| Transfer of Ownership of Exclusive Rights of Burial & Memorialisation | 81.00 | 81.00 | Freeze | | |
| Duplicate Deed of Exclusive Rights of Burial & Memorialisation | 39.00 | 40.00 | 1.00 | | |
| Erection of Memorials Where no Prior Right Was Given | | | | | |
| Memorial not exceeding 3 feet in height | 117.00 | 121.00 | 4.00 | | |
| Memorial occupying more than one grave width | 224.00 | Delete | -224.00 | No longer required | |
| Memorial storage fee/per year or part year | 201.00 | Delete | -201.00 | No longer required | |
| Replacement memorial | 40.00 | 41.00 | 1.00 | | |
| Use of Chapel and Community Room | | | | | |
| Newcastle cemetery chapel | 67.00 | 70.00 | 3.00 | | |
| Keele community room - service | 67.00 | 70.00 | 3.00 | | |
| Keele community room - Full day hire | 100.00 | 100.00 | Freeze | No increase to encourage hire | |
| Keele community room - Half day hire | 50.00 | 50.00 | Freeze | No increase to encourage hire | |
| Keele community room - Per Hour hire | 15.00 | 15.00 | Freeze | No increase to encourage hire | |
| Keele community room-Evening hire per hour | 20.00 | 20.00 | Freeze | No increase to encourage hire | |
| Private Maintenance of Grave Non-Lawn Types Only | | | | | |
| Turfing | 38.00 | 40.00 | 2.00 | | |
| Spring/summer planting and maintenance | 84.00 | 84.00 | Freeze | No increase hold 12 months | |
| Grass cutting on wholly turfed enclosed graves | 38.00 | Delete | -38.00 | No longer required | |
| Sundry Items | | | | | |
| Single abstract information from registrar | 55.00 | 57.00 | 2.00 | | |
| Family History Research | 18.00 | 19.00 | 1.00 | | |
| Caskets | 67.00 | 69.00 | 2.00 | | |
| Memorial Benches | 600.00 | 600.00 | Freeze | | |
| Memorial Trees (new charge) | n/a | 300.00 | | | |
| CREMATORIUM | | | | | |
| | | | | Cabinet | No VAT |
| Cremation Fees | | | | | |
| Under 16 years of age | Free | Free | Freeze | | |
| 16 years and over | 526.00 | 553.00 | 27.00 | | |
| Cremation Environmental Charge | 55.00 | 58.00 | 3.00 | | |
| Burial of remains cremated elsewhere | 165.00 | 170.00 | 5.00 | | |
| Chapel Hire - Additional Use to Cremation Service | 67.00 | 69.00 | 2.00 | | |
| Urns and Containers | | | | | |
| Oak casket | 67.00 | 69.00 | 2.00 | | VAT Inclusive |
| Postage and package | Cost+100% | Cost | n/a | | |
| Memorialisation | | | | | |
| | | | | | VAT Inclusive |
| Book of remembrance per line | 24.00 | 25.00 | 1.00 | | |
| Simple floral emblem | 74.00 | 76.00 | 2.00 | | |
| Coat of arms, badges, ornate floral emblem | 103.00 | 106.00 | 3.00 | | |
| Additional Lines of Inscription for Cards/Books | 24.00 | 25.00 | 1.00 | | |
| Plaques | | | | | |
| | | | | | VAT Inclusive |
| 12" x 4" new plaque and 10 year hire | 285.00 | 293.00 | 8.00 | | |
| Each succeeding 10 year hire | 114.00 | 117.00 | 3.00 | | |
| 12" x 8" new plaque and 10 year hire | 570.00 | 587.00 | 17.00 | | |
| Each succeeding 10 year hire | 228.00 | 235.00 | 7.00 | | |
| 24" x 8" each succeeding 10 year hire | 447.00 | 460.00 | 13.00 | | |
| Adding to existing plaque per letter or figure | 6.00 | 6.00 | Freeze | Hold 12 mths | |
| Regilding existing letters | 4.00 | 4.00 | Freeze | Hold 12 mths | |
| Additional Memorials | | | | | |
| | | | | | VAT Inclusive |
| Seats | 1,030.00 | 600.00 | -430.00 | 1 fee for all seats to encourage sales | |
| Memorial Vases (new charge) | | | | | |
| Each succeeding 5 year hire (new charge) | n/a | 180.00 | | | |
| Trees | 524.00 | 539.00 | 15.00 | | |
| Each succeeding 10 year hire | 272.00 | 280.00 | 8.00 | | |
| Tubs and planters | 613.00 | 631.00 | 18.00 | | |
| Each succeeding 10 year hire | 255.00 | 262.00 | 7.00 | | |
| Additional plaques for trees/shrubs | 67.00 | 69.00 | 2.00 | | |
| Shrubs (Inclusive of Aluminium Vase) | 222.00 | 300.00 | 78.00 | | |
| | | | | Increase incl of new vase | |
| Each succeeding 5 year hire | 124.00 | 128.00 | 4.00 | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|---|-------------|-------------|-----------|-----------|---------------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| | | | | | |
| CIRCUSES AND FAIRS | | | | Cabinet | No VAT |
| Hire rate per day of site presence (based on an 8 hour day - 1 day to set up and 1 day to dismantle free of charge) | 200.00 | 250.00 | 50.00 | | |
| Returnable deposit - cleaning | 500.00 | 800.00 | 300.00 | | |
| Returnable deposit - damage | 500.00 | 800.00 | 300.00 | | |
| | | | | | |
| COPY CHARGES | | | | Cabinet | VAT Inclusive |
| A4 - Copies in multiples of 5 | 2.50 | 2.50 | Freeze | | |
| A3 - Copies in multiples of 5 | 3.50 | 3.50 | Freeze | | |
| Difficult documents to copy (per copy) | 12.50 | 12.50 | Freeze | | |
| | | | | | |
| COPYRIGHT MAPPING | | | | Cabinet | No VAT |
| 1 X 1:500 OR 1:1250 A4/A3 | 18.30 | Delete | | | |
| 2 X 1:500 OR 1:1250 A4/A3 | 18.80 | Delete | | | |
| 3 X 1:500 OR 1:1250 A4/A3 | 20.00 | Delete | | | |
| 4 X 1:500 OR 1:1250 A4/A3 | 20.50 | Delete | | | |
| Up to 4 X A4/A3 1:1250 Mapping (new charge) | n/a | 22.00 | | | |
| 1 X 1:500 AND 1:1250 A4/A3 | 35.60 | Delete | | | |
| 2 X 1:500 AND 1:1250 A4/A3 | 36.60 | Delete | | | |
| 3 X 1:500 AND 1:1250 A4/A3 | 37.60 | Delete | | | |
| 4 X 1:500 AND 1:1250 A4/A3 | 38.65 | Delete | | | |
| Up to 4 X A4/A3 1:500 Mapping (new charge) | n/a | 22.00 | | | |
| A4 Colour Aerial Photography Print – 1:1250 / 1:500 Scale | 19.30 | Delete | | | |
| A4 Colour Aerial Photography Print – 2500 Scale | 30.50 | Delete | | | |
| A3 Colour Aerial Photography Print – 1:1250 / 1:500 Scale | 25.40 | Delete | | | |
| A3 Colour Aerial Photography Print – 2500 Scale | 40.70 | Delete | | | |
| Up to 4 X A4/A3 1:1250 Aerial Photo (new charge) | n/a | 43.00 | | | |
| Historical Map – A3 | 18.30 | Delete | | | |
| | | | | | |
| DATA PROTECTION | | | | Statutory | No VAT |
| Subject Access Request | 10.00 | 10.00 | Freeze | | |
| | | | | | |
| DOG WARDEN SERVICE | | | | Cabinet | |
| Recovery of stray dogs (during normal working hours) - reclaim fee | 66.00 | 66.00 | Freeze | | No VAT |
| Recovery of stray dogs - daily kennelling fees | Actual Cost | Actual Cost | n/a | | No VAT |
| Dog Training Equipment Loan (new charge) | n/a | 15.00 | | | |
| Microchipping service | 10.00 | 10.00 | Freeze | | VAT Inclusive |
| | | | | | |
| ELECTIONS | | | | Statutory | No VAT |
| Rule 9(1) Parliamentary Election Regulations and Rule/Reg 9 (1) European Parliamentary Election Regulations - Candidates' Deposits | | | | | |
| Parliamentary election candidate | 500.00 | 500.00 | Freeze | | |
| European parliamentary election candidate/party | 5,000.00 | 5,000.00 | Freeze | | |
| | | | | | |
| Regulations 48 and 49 Representation of the People Regulations 2001 | | | | | |
| Sale of register and lists (printed) | 20.00 | 20.00 | Freeze | | |
| Plus per 1,000 names or part 1,000 | 5.00 | 5.00 | Freeze | | |
| Sale of register and lists (data) | 10.00 | 10.00 | Freeze | | |
| Plus per 1,000 names or part 1,000 | 1.50 | 1.50 | Freeze | | |
| Supply of list of overseas electors (printed) | 20.00 | 20.00 | Freeze | | |
| Plus per 100 names or part 100 | 1.50 | 1.50 | Freeze | | |
| Supply of list of overseas electors (data) | 10.00 | 10.00 | Freeze | | |
| Plus per 100 names or part 100 | 1.50 | 1.50 | Freeze | | |
| Supply of marked registers (printed) | 20.00 | 20.00 | Freeze | | |
| Plus per 1,000 entries or part 1,000 | 1.50 | 1.50 | Freeze | | |
| Supply of marked registers (data) | 10.00 | 10.00 | Freeze | | |
| Plus per 1,000 entries or part 1,000 | 1.50 | 1.50 | Freeze | | |
| | | | | | |
| Inspection and Copies of Documents | | | | | |
| Regulation 10 representation of the people regulations 2001 - inspection of candidates election expenses | 5.00 | 5.00 | Freeze | | |
| Copies (A4) | 0.45 | 0.45 | Freeze | | |

| | Proposed | | Increase/ Decrease £.p | Committee Approval/ Comments | VAT Status |
|---|-----------------------|-----------------------|------------------------------|------------------------------------|---------------|
| | Fee/Charge 2012/13 | Fee/Charge 2013/14 | | | |
| | £.p | £.p | | | |
| ENVIRONMENTAL HEALTH | | | | Cabinet | No VAT |
| Works in default of statutory notice | | | | | |
| Calculated in accordance with the following formula - | | Case dependant | | | |
| a) Contractor costs | | | | | |
| b) Officer costs (per hour at actual rate) | | | | | |
| c) Car mileage and subsistence | | | | | |
| d) On costs (b+c) + 25% | | | | | |
| e) Disbursements (e.g. warrant application, postage, printing, cost of invoice etc | | | | | |
| Total = a+d+e+ interest on outstanding balance as determined by council at start of financial year | | | | | |
| | | | | | |
| Environmental Offences - Fixed Penalty Notices | | | | | |
| Offences in relation to waste receptacles - Section 47ZA(2) - | | | | | |
| Reduced Penalty if paid within 10 days | 75.00 | 75.00 | Freeze | | |
| Payable within 14 days | 100.00 | 100.00 | Freeze | | |
| Failure to produce authority (waste transfer notes) - section 5B2 Control of Pollution (Amendment Act) 1989 | 300.00 | 300.00 | Freeze | | |
| Failure to furnish documentation (waste carrier's licence) - Section 34(2) Environmental Protection Act 1990 | 300.00 | 300.00 | Freeze | | |
| Litter - Section 88(1) Environmental Protection Act 1990 - | | | | | |
| Reduced Penalty if paid within 10 days | 50.00 | 50.00 | Freeze | | |
| Payable within 14 days | 75.00 | 75.00 | Freeze | | |
| Street Litter Control Notices and Litter Clearing Notices - Section 94A(2) Environmental Protection Act 1990 | | | | | |
| Reduced Penalty if paid within 10 days | 75.00 | 75.00 | Freeze | | |
| Payable within 14 days | 100.00 | 100.00 | Freeze | | |
| Graffiti and Fly Postng - S43 Anti Social Behaviour Act 2003 | | | | | |
| Reduced Penalty if paid within 10 days | 50.00 | 75.00 | Freeze | | |
| Payable within 14 days | 75.00 | 100.00 | Freeze | | |
| Nuisance Vehicles - Section 6(1) Clean Neighbourhoods and Environment Act 2005 | 100.00 | 100.00 | Freeze | | |
| Abandoning a vehicle - Section 2A Refuse Disposal (Amenity Act 1978) | 200.00 | 200.00 | Freeze | | |
| Unauthorised distribution of literature on designated land - Schedule 3A, para 7(2) Environmental Protection Act 1990 | | | | | |
| Reduced Penalty if paid within 10 days | 50.00 | 50.00 | Freeze | | |
| Payable within 14 days | 75.00 | 75.00 | Freeze | | |
| Environmental Protection Act 1990 - Part 1 Pollution Prevention and Control Act 1999 Register of Permits | | | | | |
| Copy of list of applications received | 14.00 | 14.00 | Freeze | | |
| Copy of a register entry | 65.00 | 65.00 | Freeze | | |
| Copy of tape/CD recorded interviews | 13.00 | 13.00 | Freeze | | |
| Environmental Information Regulations 1992 (requests for information) | 85.00 | 85.00 | Freeze | | |
| Register of Food Premises (electronic copies available) | | | | | |
| Whole register | 235.00 | 235.00 | Freeze | | |
| Per entry | 1.10 | 1.10 | Freeze | | |
| Single classification | 62.50 | 62.50 | Freeze | | |
| Per entry | 1.10 | 1.10 | Freeze | | |
| Hard copy per entry | 14.00 | 14.00 | Freeze | | |
| Environmental Health Licences | | | | | |
| Pet shop - first licence | 267.00 | 267.00 | Freeze | | |
| Pet shop - renewal | 105.50 | 105.50 | Freeze | | |
| Dog breeding establishment - first licence | 267.00 | 267.00 | Freeze | | |
| Dog breeding establishment - renewal | 105.50 | 105.50 | Freeze | | |
| Animal boarding establishment - first licence | 267.00 | 267.00 | Freeze | | |
| Animal boarding establishment - renewal | 105.50 | 105.50 | Freeze | | |
| Riding establishment - first licence | 466.00 | 466.00 | Freeze | | |
| Riding establishment - renewal | 260.00 | 260.00 | Freeze | | |
| Dangerous wild animals - first licence | 435.00 | 435.00 | Freeze | | |
| Dangerous wild animals - renewal | 217.00 | 217.00 | Freeze | | |
| Registration of Premises for: acupuncture, tattooing, cosmetic piercing, electrolysis and semi-permanent skin colouring | 130.00 | 130.00 | Freeze | | |
| Registration of each Operative | 80.00 | 80.00 | Freeze | | |
| Additional treatment registration | 65.00 | 65.00 | Freeze | | |
| Export health certificates | 140.00 | 140.00 | Freeze | | |

| | Fee/Charge | Proposed | Increase/ Decrease | Committee Approval/ Comments | VAT Status |
|---|------------|----------|-----------------------|---|---------------|
| | 2012/13 | 2013/14 | | | |
| | £.p | £.p | | | |
| Charges for Authorised Process - Local Authority Pollution Prevention Control Act | | | | * Statutory - To be advised by DEFRA Feb 2013 | |
| Application Fees: | | | | | |
| Standard process | 1,579.00 | 1,579.00 | * | | |
| Additional fee for operating without a permit | 1,137.00 | 1,137.00 | * | | |
| Reduced fee activities (except VRs) | 148.00 | 148.00 | * | | |
| PVR I & II combined | 246.00 | 246.00 | * | | |
| Vehicle refinishers (VRs) | 346.00 | 346.00 | * | | |
| Reduced fee activities: Additional fee for operating without a permit | 68.00 | 68.00 | * | | |
| Mobile plant (e.g screening and crushing/ cement batching etc...) | 1,579.00 | 1,579.00 | * | | |
| for the third to seventh applications | 943.00 | 943.00 | * | | |
| for the eighth and subsequent applications | 477.00 | 477.00 | * | | |
| <i>Where an application for any of the above is for a combined Part B and waste application, add an extra £297 to the above amounts</i> | | | | | |
| Annual Subsistence Charge: | | | | | |
| Standard process Low | 739.00 | 739.00 | * | | |
| Standard process Medium | 1,111.00 | 1,111.00 | * | | |
| Standard process High | 1,672.00 | 1,672.00 | * | | |
| Combined Part B and Waste Installation: | | | | | |
| Standard process Low | 838.00 | 838.00 | * | | |
| Standard process Medium | 1,260.00 | 1,260.00 | * | | |
| Standard process High | 1,870.00 | 1,870.00 | * | | |
| Reduced fee activities: | | | | | |
| Low | 76.00 | 76.00 | * | | |
| Medium | 151.00 | 151.00 | * | | |
| High | 227.00 | 227.00 | * | | |
| PVR I & II combined: | | | | | |
| Low | 108.00 | 108.00 | * | | |
| Medium | 216.00 | 216.00 | * | | |
| High | 326.00 | 326.00 | * | | |
| Vehicle refinishers: | | | | | |
| Low | 218.00 | 218.00 | * | | |
| Medium | 349.00 | 349.00 | * | | |
| High | 524.00 | 524.00 | * | | |
| Mobile screening and crushing plant, for first and second permits: | | | | | |
| Low | 618.00 | 618.00 | * | | |
| Medium | 989.00 | 989.00 | * | | |
| High | 1,484.00 | 1,484.00 | * | | |
| for the third to seventh permits: | | | | | |
| Low | 368.00 | 368.00 | * | | |
| Medium | 590.00 | 590.00 | * | | |
| High | 884.00 | 884.00 | * | | |
| eighth and subsequent permits: | | | | | |
| Low | 189.00 | 189.00 | * | | |
| Medium | 302.00 | 302.00 | * | | |
| High | 453.00 | 453.00 | * | | |
| Late payment fee (applies when an invoice remains unpaid 8 weeks from the date the invoice was issued) | 50.00 | 50.00 | * | | |
| Note: Where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £99 to the above amounts | | | | | |
| Transfer and Surrender: | | | | | |
| Standard process transfer | 162.00 | 162.00 | * | | |
| Standard process partial transfer | 476.00 | 476.00 | * | | |
| New operator at low risk reduced fee activity | 75.00 | 75.00 | * | | |
| Surrender: all Part B activities | Nil | Nil | * | | |
| Reduced fee activities: transfer | Nil | Nil | * | | |
| Reduced fee activities: partial transfer | 45.00 | 45.00 | * | | |
| Temporary Transfer for Mobiles: | | | | | |
| First transfer | 51.00 | 51.00 | * | | |
| Repeat following enforcement or warning | 51.00 | 51.00 | * | | |
| Substantial change: | | | | | |
| Standard process | 1,005.00 | 1,005.00 | * | | |
| Standard process where the substantial change results in a new PPC activity | 1,579.00 | 1,579.00 | * | | |
| Reduced fee activities | 98.00 | 98.00 | * | | |
| LAPPC Mobile Plant Charges: | | | | | |
| Application Fee: | | | | | |
| 1 to 2 Permits | 1,579.00 | 1,579.00 | * | | |
| 3 to 7 Permits | 943.00 | 943.00 | * | | |
| 8 Permits and Over | 477.00 | 477.00 | * | | |
| Subsistence Fee: | | | | | |
| 1 to 2 Permits: | | | | | |
| Low | 618.00 | 618.00 | * | | |
| Medium | 989.00 | 989.00 | * | | |

| | Fee/Charge | Proposed | | Committee | VAT |
|---|---------------------------|---------------------------|---|-----------|--------|
| | 2012/13 | Fee/Charge | Increase/ | Approval/ | Status |
| | £.p | 2013/14 | Decrease | Comments | |
| | £.p | £.p | £.p | | |
| High | 1,484.00 | 1,484.00 | * | | |
| 3 to 7 Permits | | | | | |
| Low | 368.00 | 368.00 | * | | |
| Medium | 590.00 | 590.00 | * | | |
| High | 884.00 | 884.00 | * | | |
| 8 Permits and Over | | | | | |
| Low | 189.00 | 189.00 | * | | |
| Medium | 302.00 | 302.00 | * | | |
| High | 453.00 | 453.00 | * | | |
| LA - IPPC Charges: | | | | | |
| <i>NB - every subsistence charge listed below includes the additional £99 charge to cover Local Authority extra costs in dealing with reporting under the E-PRTR Regulation.</i> | | | | | |
| Application | 3,218.00 | 3,218.00 | * | | |
| Additional fee for operating without a permit | 1,137.00 | 1,137.00 | * | | |
| Annual Subsistence: | | | | | |
| Low | 1,384.00 | 1,384.00 | * | | |
| Medium | 1,541.00 | 1,541.00 | * | | |
| High | 2,233.00 | 2,233.00 | * | | |
| Late payment fee (applies when an invoice remains unpaid 8 weeks from the date the invoice was issued) | 50.00 | 50.00 | * | | |
| Substantial Variation | 1,309.00 | 1,309.00 | * | | |
| Transfer | 225.00 | 225.00 | * | | |
| Partial transfer | 668.00 | 668.00 | * | | |
| Surrender | 668.00 | 668.00 | * | | |
| Notes: | | | | | |
| <i>The fees are published by the relevant government department (DEFRA). http://www.defra.gov.uk/environment/quality/industrial/ias-regulations/charges-risk/</i> | | | | | |
| <i>Subsistence charges can be paid in four equal quarterly instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the local authority will be increased by £36.</i> | | | | | |
| <i>Reduced fee activities are; Service Stations, Vehicle Refinishers, Dry Cleaners and Small Waste Oil Burners under 0.4MW</i> | | | | | |
| <i>Newspaper adverts may be required under EPR at the discretion of the Local Authority (LA) as part of the consultation process when considering an application (see Chapter 9 of the General Guidance Manual). This will be undertaken and paid for by the LA and the charging scheme contains a provision for the LA to recoup its costs</i> | | | | | |
| Factual Statements (Food Safety Act, Health and Safety at Work Act, Environmental Protection Act) | | | | Cabinet | |
| Charge for factual statements - additional time | 120.00 | 120.00 | Freeze | | |
| Charge for factual statements - disclosure of documents | 62.50 | 62.50 | Freeze | | |
| Private Water Supplies | | | | Statutory | |
| Risk Assessment | £14.50 per hour + Mileage | £14.50 per hour + Mileage | Statutory cost recover and Maximum figure | | |
| Sampling | 100.00 | 100.00 | Freeze | | |
| Investigation | 100.00 | 100.00 | Freeze | | |
| Authorisation | 100.00 | 100.00 | Freeze | | |
| Analysis - during Regulation 10 | 25.00 | 25.00 | Freeze | | |
| - during check monitoring | 100.00 | 100.00 | Freeze | | |
| - during audit monitoring | 500.00 | 500.00 | Freeze | | |
| Swimming Pools | | | | | |
| Sampling of Pool Water - per annum | 500.00 | 500.00 | Freeze | Cabinet | |
| Sampling of Pool Water - one sample (new charge) | n/a | 50.00 | | | |
| Training Courses | | | | Cabinet | |
| CIEH Level 2 - Food Safety in Catering | 70.00 | 70.00 | Freeze | | |
| CIEH Level 2 - Health & Safety in the Workplace | 70.00 | 70.00 | Freeze | | |
| CIEH Level 4 - Food Safety in Catering | 210.00 | 210.00 | Freeze | | |
| CIEH Level 2 - Food Safety in Catering (new charge for businesses booking 5 employees on the same course) | n/a | 280.00 | n/a | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|---|------------|------------|-----------|-----------|--------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | £.p | £.p | Comments | |
| GARDEN WASTE RECYCLING (ADDITIONAL SERVICE) | | | | Cabinet | No VAT |
| 80 litre sacks (roll of 10) | 10.00 | 10.00 | Freeze | | |
| Sticker for 240 litre bin - (with 6 week Winter Shut down) if purchase sticker between March and June | 35.00 | 35.00 | Freeze | | |
| Sticker for 240 litre bin - (with 6 week Winter Shut down) if purchase sticker between July and September | 25.00 | 25.00 | Freeze | | |
| Sticker for 240 litre bin - (with 6 week Winter Shut down) if purchase sticker between October and March | 15.00 | 15.00 | Freeze | | |
| HIRE OF ROOMS | | | | | No VAT |
| Hire of Civic Suite Rooms | | | | Cabinet | |
| Hire of Council Chamber – per day | 95.00 | 95.00 | Freeze | | |
| Hire of Council Chamber – per half day | 50.00 | 50.00 | Freeze | | |
| Hire of Committee Room 1 – per day | 45.00 | 45.00 | Freeze | | |
| Hire of Committee Room 1 – per half day | 25.00 | 25.00 | Freeze | | |
| Hire of Committee Room 2 – per day | 45.00 | 45.00 | Freeze | | |
| Hire of Committee Room 2 – per half day | 25.00 | 25.00 | Freeze | | |
| Hire of Civic Offices Rooms | | | | | |
| Standard Rates: | | | | | |
| Room 1 – per day | 15.50 | 15.50 | Freeze | | |
| Room 1 – per half day | 8.00 | 8.00 | Freeze | | |
| Room 2 – per day (now hired out) | n/a | 15.50 | Freeze | | |
| Room 2 – per half day (now hired out) | n/a | 8.00 | Freeze | | |
| Room 3 – per day | 15.50 | 15.50 | Freeze | | |
| Room 3 – per half day | 8.00 | 8.00 | Freeze | | |
| Room 4 – per day | 25.50 | 25.50 | Freeze | | |
| Room 4 – per half day | 13.00 | 13.00 | Freeze | | |
| Room 5 – per day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 5 – per half day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 6 – per day | 25.50 | 25.50 | Freeze | | |
| Room 6 – per half day | 13.00 | 13.00 | Freeze | | |
| Local Statutory Bodies Rates: | | | | | |
| Room 1 – per day | 13.50 | 13.50 | Freeze | | |
| Room 1 – per half day | 7.00 | 7.00 | Freeze | | |
| Room 2 – per day (now hired out) | n/a | 12.50 | | | |
| Room 2 – per half day (now hired out) | n/a | 6.50 | | | |
| Room 3 – per day | 12.50 | 12.50 | Freeze | | |
| Room 3 – per half day | 6.50 | 6.50 | Freeze | | |
| Room 4 – per day | 18.50 | 18.50 | Freeze | | |
| Room 4 – per half day | 9.50 | 9.50 | Freeze | | |
| Room 5 – per day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 5 – per half day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 6 – per day | 21.50 | 21.50 | Freeze | | |
| Room 6 – per half day | 11.00 | 11.00 | Freeze | | |
| Voluntary and Community Sector Rates: | | | | | |
| Room 1 – per day | 7.50 | 7.50 | Freeze | | |
| Room 1 – per half day | 5.50 | 5.50 | Freeze | | |
| Room 2 – per day (now hired out) | n/a | 6.50 | n/a | | |
| Room 2 – per half day (now hired out) | n/a | 5.50 | n/a | | |
| Room 3 – per day | 6.50 | 6.50 | Freeze | | |
| Room 3 – per half day | 5.50 | 5.50 | Freeze | | |
| Room 4 – per day | 9.50 | 9.50 | Freeze | | |
| Room 4 – per half day | 5.50 | 5.50 | Freeze | | |
| Room 5 – per day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 5 – per half day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 6 – per day | 11.50 | 11.50 | Freeze | | |
| Room 6 – per half day | 5.50 | 5.50 | Freeze | | |
| Hire of Training Rooms | | | | Cabinet | |
| Standard Rates: | | | | | |
| Hire of Training Room 1 - per day (new charge) | n/a | 45.00 | | | |
| Hire of Training Room 1 - per half day (new charge) | n/a | 25.00 | | | |
| Training Room 2 - per day (new charge) | n/a | 25.50 | | | |
| Training Room 2 - per half day (new charge) | n/a | 13.00 | | | |
| Hire of Training Rooms 1 & 2 - per day (new charge) | n/a | 70.50 | | | |
| Hire of Training Rooms 1 & 2 - per half day (new charge) | n/a | 38.00 | | | |
| Local Statutory Bodies Rates: | | | | | |
| Hire of Training Room 1 - per day (new charge) | n/a | 38.00 | | | |
| Hire of Training Room 1 - per half day (new charge) | n/a | 21.00 | | | |
| Training Room 2 - per day (new charge) | n/a | 21.50 | | | |
| Training Room 2 - per half day (new charge) | n/a | 11.00 | | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|--|------------|------------|-----------|-----------|--------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| Hire of Training Rooms 1 & 2 - per day (new charge) | n/a | 60.00 | | | |
| Hire of Training Rooms 1 & 2 - per half day (new charge) | n/a | 32.00 | | | |
| Voluntary and Community Sector Rates: | | | | | |
| Hire of Training Room 1 - per day (new charge) | n/a | 20.00 | | | |
| Hire of Training Room 1 - per half day (new charge) | n/a | 11.00 | | | |
| Training Room 2 - per day (new charge) | n/a | 11.50 | | | |
| Training Room 2 - per half day (new charge) | n/a | 5.50 | | | |
| Hire of Training Rooms 1 & 2 - per day (new charge) | n/a | 31.50 | | | |
| Hire of Training Rooms 1 & 2 - per half day (new charge) | n/a | 17.00 | | | |
| Rooms can be booked by the hour at pro rata rates, subject to a minimum booking charge of £5.00 | | | | | |
| Hire of Guildhall Rooms | | | | | |
| Standard Rates: | | | | | |
| Room 10 – per day (can no longer be hired out) | 15.50 | n/a | n/a | | |
| Room 10 – per half day (can no longer be hired out) | 8.00 | n/a | n/a | | |
| Room 14 – per day | 15.50 | 15.50 | Freeze | | |
| Room 14 – per half day | 8.00 | 8.00 | Freeze | | |
| Local Statutory Bodies Rates: | | | | | |
| Room 10 – per day (can no longer be hired out) | 11.50 | n/a | n/a | | |
| Room 10 – per half day (can no longer be hired out) | 6.00 | n/a | n/a | | |
| Room 14 – per day | 11.50 | 11.50 | Freeze | | |
| Room 14 – per half day | 6.00 | 6.00 | Freeze | | |
| Voluntary and Community Sector Rates: | | | | | |
| Room 10 – per day (can no longer be hired out) | 7.50 | n/a | n/a | | |
| Room 10 – per half day (can no longer be hired out) | 5.50 | n/a | n/a | | |
| Room 14 – per day | 7.50 | 7.50 | Freeze | | |
| Room 14 – per half day | 5.50 | 5.50 | Freeze | | |
| Rooms can be booked by the hour at pro rata rates, subject to a minimum booking charge of £5.00 | | | | | |
| Hire of Kidsgrove Rooms | | | | | |
| Standard Rates: | | | | | |
| Room 1 per day | 15.50 | 15.50 | Freeze | | |
| Room 1 per half day | 8.00 | 8.00 | Freeze | | |
| Room 2 per day | 25.50 | 25.50 | Freeze | | |
| Room 2 per half day | 13.00 | 13.00 | Freeze | | |
| Room 3 per day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 3 per half day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 4 per day (can no longer be hired out) | 15.50 | n/a | n/a | | |
| Room 4 per half day (can no longer be hired out) | 8.00 | n/a | n/a | | |
| Room 5 per day | 15.50 | 15.50 | Freeze | | |
| Room 5 per half day | 8.00 | 8.00 | Freeze | | |
| Local Statutory Bodies: | | | | | |
| Room 1 per day | 13.50 | 13.50 | Freeze | | |
| Room 1 per half day | 7.00 | 7.00 | Freeze | | |
| Room 2 per day | 18.50 | 18.50 | Freeze | | |
| Room 2 per half day | 9.50 | 9.50 | Freeze | | |
| Room 3 per day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 3 per half day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 4 per day (can no longer be hired out) | 12.50 | n/a | n/a | | |
| Room 4 per half day (can no longer be hired out) | 6.50 | n/a | n/a | | |
| Room 5 per day | 10.50 | 10.50 | Freeze | | |
| Room 5 per half day | 5.50 | 5.50 | Freeze | | |
| Voluntary and Community Sector: | | | | | |
| Room 1 per day | 7.50 | 7.50 | Freeze | | |
| Room 1 per half day | 5.50 | 5.50 | Freeze | | |
| Room 2 per day | 9.50 | 9.50 | Freeze | | |
| Room 2 per half day | 5.50 | 5.50 | Freeze | | |
| Room 3 per day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 3 per half day (can no longer be hired out) | n/a | n/a | n/a | | |
| Room 4 per day (can no longer be hired out) | 6.50 | n/a | n/a | | |
| Room 4 per half day (can no longer be hired out) | 5.50 | n/a | n/a | | |
| Room 5 per day | 5.50 | 5.50 | Freeze | | |
| Room 5 per half day | 5.50 | 5.50 | Freeze | | |
| Rooms can be booked by the hour at pro rata rates, subject to a minimum booking charge of £5.00. | | | | | |
| LAND CHARGES | | | | Cabinet | No VAT |
| Residential * LLC1 – Local Land Charges Register only | 30.00 | 31.00 | 1.00 | | |
| Commercial ** LLC1 – Local Land Charges Register Only | 80.00 | 82.00 | 2.00 | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|--|--------------|-------------|-----------|------------------|---------------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| Residential * Con 29R (required form) | 60.00 | 61.00 | 1.00 | | |
| Commercial ** Con 29R (required form) | 175.00 | 178.00 | 3.00 | | |
| Residential * full standard search (LLC1 + Con 29R) | 90.00 | 92.00 | 2.00 | | |
| Commercial ** full standard search (LLC1 + Con 29R) | 255.00 | 260.00 | 5.00 | | |
| Con 290 (optional form) each enquiry | 17.00 | 18.00 | 1.00 | | |
| Each additional enquiry (your own question, per hour) | Actual cost | Actual cost | Freeze | | |
| Additional parcel of land | 36.00 | 37.00 | 1.00 | | |
| LEASE LICENCES | | | | | |
| | | | | Cabinet | No VAT |
| Silverdale Angling Club - Boggs Wood Pool, Keele Road (3 years from 12/6/00, reviewed annually on 12 th June) | 79.00 | 85.00 | 6.00 | | |
| Kidsgrove Angling Club - Bathpool Lake, Clough Hall Lake, Target Lake (10 years from 1/9/03, reviewed annually on 1st April) | 790.00 | 830.00 | 40.00 | | |
| Mrs SJ Hancock - Oaklands Park Pool, Bradwell (3 years from 1/3/02, reviewed annually on 1st March) | 79.00 | 85.00 | 6.00 | | |
| Newcastle and Hartshill Cricket Club - Lilleshall (20 years from 1/4/92, reviewed annually on 1st April) | 1,820.00 | 1,920.00 | 100.00 | | |
| Audley and District Football Club - Townsfield, Audley (5 years from 1/4/05, reviewed every 5 years on 1st April) | 1,175.00 | 1,240.00 | 65.00 | | |
| Redgate Clayton Football Club - Northwood Lane, Clayton (5 years from 1/7/97, reviewed annually on 1st July) | 695.00 | 732.00 | 37.00 | | |
| Kidsgrove Athletic Football Club - Clough Hall Park (20 years from 1/4/05, reviewed annually on 1st April) | 2,314.00 | 2,450.00 | 136.00 | | |
| Newcastle Rugby Union Football Club - Lyme Valley (25 years from 1/11/06, reviewed every five years on 1st November) | 1,872.00 | 1,970.00 | 98.00 | | |
| Newcastle Track Cycling Association - Lyme Valley (n.b. this fee is paid to Newcastle Town F.C.) (1 year from 1/4/08, reviewed annually on 1st April) | 1,680.00 | 1,768.00 | 88.00 | | |
| LEISURE CHARGES | | | | | |
| | | | | Cabinet | |
| Charges Applicable to All Sites | | | | | |
| Following a review all charges have now been allocated to specific sites and there are now no charges applicable to all sites | | | | | |
| Sport & Football Development | | | | | |
| | | | | | No VAT |
| Mini Soccer per session | 3.00 | 3.00 | Freeze | | |
| Sports development courses | Market Price | Cost +25% | n/a | | |
| Holiday Programme | | | | Portfolio Holder | |
| NHS Commissioned Coaching Charges | | | | | |
| One day coaching | 3.50 | 3.50 | Freeze | | |
| One day coaching Family (maximum 2 siblings) | 5.00 | 5.00 | Freeze | | |
| Two day coaching | 7.00 | 7.00 | Freeze | | |
| Two day coaching Family (maximum 2 siblings) | 10.00 | 10.00 | Freeze | | |
| Three day coaching | 10.50 | 10.50 | Freeze | | |
| Three day coaching Family (maximum 2 siblings) | 15.00 | 15.00 | Freeze | | |
| Football fun weeks | 17.50 | 17.50 | Freeze | | |
| Football fun weeks Family (maximum 2 siblings) | 25.00 | 25.00 | Freeze | | |
| Player development sessions | 1.50 | 1.50 | Freeze | | |
| Just Play per session | 2.00 | 2.00 | Freeze | | |
| Girls Coaching per session | 2.00 | 2.00 | Freeze | | |
| Mini Kickers per block | 20.00 | 20.00 | Freeze | | |
| Knutton Recreation Centre | | | | | |
| Astroturf | | | | | |
| | | | | | VAT Inclusive |
| Astroturf pitch-adult full pitch | 40.70 | 40.70 | Freeze | | |
| Astroturf pitch-junior full pitch | 25.50 | 25.50 | Freeze | | |
| Astroturf pitch-youth fee full pitch-(under 16s) (Mon-Fri 4-6pm, Sat-Sun 3-5pm) | 15.50 | 15.50 | Freeze | | |
| Astroturf pitch-adult (per court) | 20.35 | 20.35 | Freeze | | |
| Astroturf pitch-junior (per court) | 12.75 | 12.75 | Freeze | | |
| Astroturf pitch-youth fee (per court)-(under 16s) (Mon-Fri 4-6pm, Sat-Sun 3-5pm) | 7.75 | 7.75 | Freeze | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|---|------------|------------|-----------|--|---------------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| Kidsgrove Sports Centre | | | | | |
| Equipment Resale | | | | | VAT Inclusive |
| Saleable Items | Cost + 50% | Cost + 60% | 10% | | |
| Lyme Card Concession Scheme | | | | | VAT Inclusive |
| Lyme Card Concession Scheme Membership | 3.00 | 3.50 | 0.50 | | |
| Astroturf | | | | | VAT Inclusive |
| Astroturf Pitch – adult (per court) | 24.50 | 24.50 | Freeze | | |
| Astroturf play area – junior (per court) | 17.90 | 17.90 | Freeze | | |
| Fitness Classes | | | | | |
| Trampoline class per hour | 4.50 | 4.50 | Freeze | | No VAT |
| Fitness Class - Standard (new charge) | n/a | 5.00 | | In line with J2 | No VAT |
| Fitness Class - Lyme Card (new charge) | n/a | 4.50 | | In line with J2 | No VAT |
| Fitness Class - Concession (new charge) | n/a | 3.60 | | In line with J2 | No VAT |
| Fitness Class - Junior 12 - 17 (new charge) | n/a | 2.50 | | In line with J2 | No VAT |
| Climbing Wall | | | | | |
| Climbing Wall (per hour) | 10.60 | 10.60 | Freeze | | VAT Inclusive |
| Health Suite | | | | | VAT Inclusive |
| Sauna/steam – Adult (18+) - Lymecard | 6.10 | 6.00 | -0.10 | | |
| Sauna/steam – Adult (18+) - Concession scheme | 4.25 | 4.30 | 0.05 | | |
| Gym | | | | | |
| Pay & Play Entry Fees | | | | | |
| Adult - Lyme Card | 4.50 | 4.50 | Freeze | | |
| Concession - Lyme Card | 3.40 | 3.60 | 0.20 | | |
| Junior - Lyme Card (new charge) | n/a | 3.00 | | | |
| Membership Charges - (Includes Gym, Swim, Sauna, Classes) | | | | | VAT Inclusive |
| Direct debit monthly payments-new single member (Three months notice) | 16.99 | 16.99 | Freeze | Charges reviewed due to main pool closure. Effective 01/01/12. Due to condition of the facility propose to freeze the fees | |
| Direct debit monthly payments-new single member (No contract) (new charge) | n/a | 21.99 | | | |
| Equipment Hire/Sale | | | | | |
| Hire | 1.50 | 1.50 | Freeze | | VAT Inclusive |
| Deposit (fully refundable) | 5.00 | 2.00 | Freeze | | No VAT |
| Sports Halls | | | | | VAT Inclusive |
| Sports hall hire (peak) | 44.00 | 44.00 | Freeze | | |
| Sports hall hire (off peak) | 32.95 | 33.00 | 0.05 | | |
| Sports hall hire (off peak) - Educational use/socially excluded group use | 24.30 | 24.30 | Freeze | | |
| Badminton (per 55 minutes booking) – peak per court | 8.80 | 8.80 | Freeze | | |
| Badminton (per 55 minutes booking) - off peak per court | 6.60 | 6.60 | Freeze | | |
| Badminton court - per person (Concession minimum of 2 people - Weekends Only) | 2.00 | 2.00 | Freeze | | |
| Table Tennis (per table, per hour) | 5.00 | 5.00 | Freeze | | |
| Spectators | 1.20 | 1.00 | -0.20 | In line with J2 | |
| Studio Hire | | | | | |
| Studio hire – weekdays (peak) | 17.00 | 17.00 | Freeze | | VAT Inclusive |
| Studio hire – weekends (off peak) | 13.75 | 13.75 | Freeze | | VAT Inclusive |
| Instructional courses | Cost + 25% | Cost + 25% | Freeze | | No VAT |
| Swimming Fees | | | | | |
| Swimming | | | | | VAT Inclusive |
| Adult swim entry fee - standard | 4.00 | 4.00 | Freeze | | |
| Adult swim entry fee - Lyme Card | 3.60 | 3.60 | Freeze | | |
| Lyme Card Concession Adult Swim | 2.00 | 2.20 | 0.20 | | |
| Junior swim entry fee - standard | 2.20 | 2.20 | Freeze | | |
| Junior swim entry fee - Lyme Card | 2.00 | 2.00 | Freeze | | |
| Children 3 years and under | Free | Free | n/a | | |
| Spectators - standard | 1.00 | 1.00 | Freeze | | |
| Spectators - Lyme Card | Free | Free | n/a | | |
| Keele University Card | 1.60 | 2.00 | 0.40 | | |
| Family Swimming | | | | | |
| Family Swim 1 Adult & 1 Child | 5.90 | 5.90 | Freeze | | |

| | Fee/Charge | Proposed | Increase/ Decrease | Committee Approval/ Comments | VAT Status |
|--|------------|----------------|-----------------------|------------------------------------|---------------|
| | 2012/13 | Fee/Charge | | | |
| | £.p | 2013/14 £.p | | | |
| Family Swim 1 Adult & 2 Children | 8.00 | 8.00 | Freeze | | |
| Family Swim 1 Adult & 3 Children | 10.10 | 10.10 | Freeze | | |
| Swimming Instruction | | | | | |
| Swimming Lessons | | | | | No VAT |
| Adult swimming lesson (per 30 minutes) - Lyme Card | 8.00 | Delete | | | |
| Adult swimming lesson (per 45 minutes) - Lyme Card (new charge) | n/a | 12.00 | | New time period for adult lessons | |
| Junior swimming lesson (per 30 minutes) - Lyme Card | 5.00 | 5.00 | | | |
| Private Lessons | | | | | |
| 1:1 lesson (per 30 minutes) - Lyme Card | 20.00 | 20.00 | Freeze | | |
| Additional Person - Lyme Card | 8.00 | 8.00 | Freeze | | |
| Pool Courses | | | | | |
| Rookie Lifeguards (per 2 hour session) - Lyme Card | 5.00 | 6.00 | 1.00 | | |
| Other Courses - standard | Cost + 25% | Delete | | | |
| Other Courses - Lyme Card | Cost + 25% | Cost + 25% | n/a | | |
| Fitness Classes Pool | | | | | |
| Aqua fit - standard | 5.00 | 5.00 | Freeze | | |
| Aqua fit - Lyme Card | 4.50 | 4.50 | Freeze | | |
| Aqua fit - concession | 3.60 | 3.60 | Freeze | | |
| Swimming Pool Hire | | | | | |
| Teaching Pool Hire | 42.50 | 42.50 | Freeze | | |
| Main Pool Hire - (6 lane) | 78.00 | Delete | | | VAT Inclusive |
| Main Pool Lane Hire - (6 lane) (new charge) | | 14.00 | | In line with J2 | VAT Inclusive |
| Additional Staff for pool hire (per staff member) | 20.00 | 20.00 | Freeze | | |
| Sub Aqua Main Pool Hire per hour | 40.00 | 52.50 | 12.50 | 25% concession block booking | VAT Inclusive |
| Jubilee 2 | | | | | |
| Equipment Resale | | | | | |
| Saleable items | Cost + 50% | Cost + 60% | 10% | | VAT Inclusive |
| Lyme Card Concession Scheme | | | | | |
| Lyme Card Concession Scheme yearly membership | 3.00 | 3.50 | 0.50 | | VAT Inclusive |
| Aqua Sauna (includes access to swimming pool) | | | | | VAT Inclusive |
| Adult-standard | 10.00 | Delete | | | |
| Adult-Lyme Card | 9.00 | 9.00 | Freeze | | |
| Concession (over 16)-standard | 5.60 | Delete | | | |
| Concession (over 16)-Lyme Card | 5.00 | 6.00 | 1.00 | Must have Lyme Card for concession | |
| Climbing - (Uninstructed Climbing Fees) | | | | | VAT Inclusive |
| Climbing Registration/Induction | | | | | No VAT |
| Adult - Lyme Card | 10.00 | 10.00 | Freeze | | |
| Concession - Lyme Card (new charge) | n/a | 8.00 | | | |
| Junior - Lyme Card | 6.00 | 6.00 | Freeze | | |
| Pay & Play Entry Fees - (Must have Lyme Card and be registered) | | | | | VAT Inclusive |
| Adult Day Visitor-standard | 10.00 | Delete | | Need Lyme Card to register | |
| Adult - Lyme Card | 4.50 | 4.50 | Freeze | | |
| Junior/concession Day Visitor-standard | 6.00 | Delete | n/a | Need Lyme Card for concession | |
| Concession - Lyme Card (new charge) | n/a | 3.60 | | | |
| Junior - Lyme Card | 3.00 | 3.00 | Freeze | | |
| Adult Belay Only-standard | 5.00 | Delete | | Need Lyme Card to register | |
| Adult Belay Only-Lyme Card | 2.50 | 2.50 | Freeze | | |
| Group Adult (minimum 4 people) - standard | 8.00 | Delete | | Need Lyme Card to register | |
| Group Adult (minimum 4 people) - Lyme Card | 4.00 | 4.00 | Freeze | | |
| Group Junior (minimum 4 people) - standard | 5.00 | Delete | | Need Lyme Card to register | |
| Group Junior (minimum 4 people) - Lyme Card | 2.50 | 2.50 | Freeze | | |
| Student Club Climbing per session (new charge) | n/a | 2.00 | | | |
| Prepay Rates | | | | | VAT Inclusive |
| Adult 30 Day Pass-Lyme Card | 35.00 | 35.00 | Freeze | | |
| Junior 30 Day Pass-Lyme Card | 20.00 | 20.00 | Freeze | | |
| Adult 12 Session Pass (pay for 10)-Lyme Card | 45.00 | 45.00 | Freeze | | |
| Junior 12 Session Pass (pay for 10)-Lyme Card | 30.00 | 30.00 | Freeze | | |

| | Proposed | Committee Approval/ Comments | VAT Status | | |
|---|-----------------------|------------------------------------|----------------------------|-----------------------|-----------------------|
| | Fee/Charge 2012/13 | | | Fee/Charge 2013/14 | Increase/ Decrease |
| | £.p | | | £.p | £.p |
| Equipment Hire | | | VAT Inclusive | | |
| Belay-standard | 1.00 | Delete | Need Lyme Card to register | | |
| Belay-Lyme Card | 1.00 | 1.00 | Freeze | | |
| Shoes-standard | 3.00 | Delete | Need Lyme Card to register | | |
| Shoes-Lyme Card | 3.00 | 3.00 | Freeze | | |
| Harness-standard | 2.00 | Delete | Need Lyme Card to register | | |
| Harness-Lyme Card | 2.00 | 2.00 | Freeze | | |
| Climbing - (Instructed Activities) | | | No VAT | | |
| Have-a-go Auto Belay Session | | | VAT Inclusive | | |
| 1 person (15 minutes)-standard | 5.00 | Delete | obsolete | | |
| 1 person (15 minutes)-Lyme Card | 5.00 | Delete | obsolete | | |
| 2 sharing (15 minutes)-standard | 8.00 | Delete | obsolete | | |
| 2 sharing (15 minutes)-Lyme Card | 8.00 | Delete | obsolete | | |
| Have-a-go Abseil Session | | | VAT Inclusive | | |
| Per descent-standard | 1.00 | Delete | Need Lyme Card to register | | |
| Per descent-Lyme Card | 1.00 | 1.00 | Freeze | | |
| Instructed Sessions | | | No VAT | | |
| Taster Session (1 hour Age 7+) | 8.00 | Delete | | | |
| Climb Lyme Start (90 minute adult introduction to climbing) | 12.00 | Delete | | | |
| Climb Lyme Club (2 hours Age 16+) | 16.00 | Delete | | | |
| Climb Lyme Fit (1 hour work out class) -Lyme Card holders | 4.50 | Delete | | | |
| Parties | | | VAT Inclusive | | |
| Up to 6 | 60.00 | 60.00 | Freeze | | |
| Up to 12 | 120.00 | 120.00 | Freeze | | |
| Up to 18 | 180.00 | 180.00 | Freeze | | |
| Instructed Groups | | | No VAT | | |
| Up to 8 | 76.00 | 76.00 | Freeze | | |
| Up to 16 | 152.00 | 152.00 | Freeze | | |
| Up to 24 | 228.00 | 228.00 | Freeze | | |
| Junior Clubs | | | VAT Inclusive | | |
| Limestones (Age 4-7) single visit | 9.50 | 9.50 | Freeze | | |
| Limestones (Age 4-7) Half term session (multiply by no.weeks) | 8.00 | 8.00 | Freeze | | |
| J2 Climb Team (age 7+) single visit | 9.50 | 9.50 | Freeze | | |
| J2 Climb Team (age 7+) (multiply by no.weeks) | 8.00 | 8.00 | Freeze | | |
| R:Rock (Age 14+) single visit | 9.50 | 9.50 | Freeze | | |
| R:Rock (Age 14+) (multiply by no.weeks) | 8.00 | 8.00 | Freeze | | |
| Beginners (3 x 45 mins) (new charge) | n/a | 30.00 | | | |
| Partners in Climb (3 x 45 mins) (2 people) (new charge) | n/a | 50.00 | | | |
| Junior Course (3 x 45 mins) (new charge) | n/a | 5.00 | | | |
| Taster Session Adult (18+) (new charge) | n/a | 6.00 | | | |
| Taster Session Junior (4 - 17) (new charge) | n/a | 3.00 | | | |
| Courses | | | No VAT | | |
| Beginners (2 x 2 hours) | 60.00 | Delete | | | |
| Intermediate (2 x 2 hours) | 60.00 | Delete | | | |
| Learn to Lead (2 x 2hours) | 60.00 | Delete | | | |
| Workshops (1 x 1 hour) | 30.00 | Delete | | | |
| Site Specific Training and Assessment | 95.00 | Delete | | | |
| Private Instruction | | | No VAT | | |
| One to One | 20.00 | 20.00 | Freeze | | |
| Per additional person (maximum 8) | 8.00 | 8.00 | Freeze | | |
| Gym Only | | | | | |
| Pay & Play Entry Fees (Must have Lyme Card and have had an induction) | | | VAT inclusive | | |
| Adult - Lyme Card | 4.50 | 4.60 | 0.10 | | |
| Concession - Lyme Card | 3.40 | 3.60 | 0.20 | | |
| Junior - Lyme Card (new charge) | n/a | 3.00 | | | |
| ClubLyme Membership Charges Junior 4-11 years (including gym, swim, climbing, holiday activities) | | | VAT Inclusive | | |
| Junior Activity Membership - Joining Fee (includes inductions) (4-11 years) free to existing Jets Members One off fee. (new charge) | n/a | 5.00 | | | |
| Junior Membership - 4-11 years minimum up front 2 months - monthly DD (new charge) | n/a | 10.00 | | | |
| Junior Membership - 4-11 years 5 months payment for 6 months (new charge) | n/a | 50.00 | | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|---|------------|------------|-----------|---------------|---------------|
| | 2012/13 | Fee/Charge | Increase/ | Approval/ | Status |
| | £.p | 2013/14 | Decrease | Comments | |
| | £.p | £.p | £.p | | |
| ClubLyme Membership Charges Junior 12-17 years (including gym, swim, climbing, holiday activities) | | | | | VAT Inclusive |
| Junior Activity Membership - Joining Fee (includes inductions) (12-17 years) free to existing Jets Members One off fee. (new charge) | n/a | 10.00 | | | |
| Junior Membership - 12-17 years minimum up front 2 months - monthly DD (new charge) | n/a | 15.00 | | | |
| Junior Membership - 12-17 years 5 months payment for 6 months (new charge) | n/a | 75.00 | | | |
| ClubLyme Membership Charges Adults (including gym, swim, climbing, holiday activities) | | | | | VAT Inclusive |
| Joining fee (includes inductions) 18+ One off fee | 20.00 | 20.00 | Freeze | | |
| Off Peak (Mon-Fri 6.30am to 5pm and weekends) 6 month minimum contract. Payment monthly by direct debit. | 19.00 | 21.00 | 2.00 | | |
| Off Peak (Mon-Fri 6.30am to 5pm and weekends) Prepayment (receive 1 month free when pay up front for a year) | 209.00 | 231.00 | 22.00 | | |
| Peak (Mon-Fri 6.30am to 11pm, Sat 8am to 8pm, Sun 8am to 10pm) 6 month minimum contract. Payment monthly by direct debit. | 26.50 | 28.50 | 2.00 | | |
| Peak (Mon-Fri 6.30am to 11pm, Sat 8am to 8pm, Sun 8am to 10pm) Prepayment (receive 1 month free when pay up front for a year) | 291.50 | 313.50 | 22.00 | | |
| No contract - Peak (price per month) | 32.00 | 34.00 | 2.00 | | |
| No contract - Off Peak (price per month) | 24.00 | 26.00 | 2.00 | | |
| Corporate Membership (minimum of 5) Peak (price per month) | 25.00 | 27.00 | 2.00 | | |
| Corporate Membership (minimum of 5) Off Peak (price per month) | 18.00 | 20.00 | 2.00 | | |
| Junior Membership Day Pass (new charge) | n/a | 5.00 | | | |
| Technogym Key Deposit (new charge) | n/a | 10.00 | | | |
| Technogym Key Refund (Fully refundable on return of Key (new charge)) | n/a | -10.00 | | | |
| Technogym Key Buy Back (Old Jubilee Pool Members) (new charge) | n/a | -3.00 | | | |
| Studio Hire- | | | | | |
| Hire | | | | | VAT Inclusive |
| Activity Zone | 15.00 | 16.00 | 1.00 | | |
| Studio 1 | 20.00 | 21.00 | 1.00 | | |
| Studio 2 | 20.00 | 21.00 | 1.00 | | |
| Multi Activity Space (both studios) | 40.00 | 42.00 | 2.00 | | |
| Party Set/Clean up (new charge) | n/a | 10.00 | | | |
| Tae KwonDo (new charge) | n/a | 20.00 | | Block booking | No VAT |
| Classes | | | | | No VAT |
| Adult-standard | 5.00 | 5.00 | Freeze | | |
| Adult-Lyme Card | 4.50 | 4.50 | Freeze | | |
| Adult - Concession Scheme (Off Peak Mon - Fri) | 3.40 | 3.60 | 0.20 | | |
| Junior/Concession-standard | 4.00 | Delete | n/a | | |
| Concession-Lyme Card (change to concession only) | 3.60 | Delete | | Duplicated | |
| Junior Class - Lyme Card (new charge) | n/a | 2.50 | | | |
| Osteo Class - Adult only | 2.00 | 2.20 | 0.20 | | |
| Anti-natal - Teaching Pool (new charge) | n/a | 4.50 | | | |
| Post-natal - Teaching Pool (new charge) | n/a | 4.50 | | | |
| Pre Payment | | | | | No VAT |
| Adult-Lyme Card (Buy 10 get 1 free) | 45.00 | 45.00 | Freeze | | |
| Junior/Concession-Lyme Card (Buy 10 get 1 free) | 36.00 | 36.00 | Freeze | | |
| Junior - Lyme Card (Buy 10 get 1 free) (new charge) | n/a | 25.00 | | | |
| Swimming Fees | | | | | VAT Inclusive |
| Swimming Pay & Play | | | | | |
| Adult swim - standard | 4.00 | 4.00 | Freeze | | |
| Adult swim - Lyme Card | 3.60 | 3.60 | Freeze | | |
| Adult swim - Concession | 2.00 | 2.20 | 0.20 | | |
| Junior swim - standard | 2.20 | 2.20 | Freeze | | |
| Junior swim - Lyme Card | 2.00 | 2.00 | Freeze | | |
| Children 3 years and under | Free | Free | n/a | | |
| Spectators - standard | 1.00 | 1.00 | Freeze | | |
| Spectators - Lyme Card | Free | Free | n/a | | |
| Keele University Card | 1.60 | 2.00 | 0.40 | | |
| Family Swimming - Standard Only | | | | | |
| Family Swim 1 Adult & 1 Child | 5.90 | 5.90 | Freeze | | |
| Family Swim 1 Adult & 2 Children | 8.00 | 8.00 | Freeze | | |
| Family Swim 1 Adult & 3 Children | 10.10 | 10.10 | Freeze | | |
| Swimming Instruction | | | | | No VAT |
| Swimming Lessons | | | | | |
| Adult swimming lesson (per 30 minutes) - Lyme Card | 8.00 | Delete | | | |

| | Proposed | Increase/ Decrease | Committee | VAT |
|---|-------------|-----------------------|-----------|--------------------------------|
| | Fee/Charge | | Approval/ | Status |
| | 2012/13 | | 2013/14 | Comments |
| | £.p | £.p | £.p | |
| Adult swimming lesson (per 45 minutes) - Lyme Card (new charge) | n/a | 12.00 | | |
| Junior swimming lesson (per 30 minutes) - Lyme Card | 5.00 | 5.00 | Freeze | |
| Private Lessons | | | | |
| 1:1 lesson (per 30 minutes) - Lyme Card | 20.00 | 20.00 | Freeze | |
| Additional person - Lyme Card | 8.00 | 8.00 | Freeze | |
| Pool Courses | | | | |
| Rookie Lifeguards (per 2 hour session) - Lyme Card | 5.00 | 6.00 | 1.00 | |
| Other Courses - Lyme | Cost + 25% | Cost + 25% | n/a | |
| Fitness Classes Pool | | | | |
| Aqua gym - standard | 5.00 | 5.00 | | |
| Aqua gym - Lyme Card | 4.50 | 4.50 | | |
| Aqua gym - concession | 3.60 | 3.60 | | |
| Aqua fit - standard | 5.00 | 5.00 | | |
| Aqua fit - Lyme Card | 4.50 | 4.50 | | |
| Aqua fit - concession | 3.60 | 3.60 | | |
| Swimming Pool Hire | | | | VAT Inclusive |
| Teaching Pool Hire | 42.50 | 42.50 | Freeze | |
| Main Pool Hire - (8 lane) (per lane per hour) | 13.00 | 14.00 | 1.00 | |
| Pool Party - Teaching Pool | 62.50 | 62.50 | Freeze | |
| Additional staff for pool hire (per staff member) | 20.00 | 20.00 | Freeze | |
| Newcastle Amateur Swimming Club - per lane - Coaching | 5.40 | 7.00 | 1.60 | 60% of hire fee block booking |
| Shelton Therapy Club 1 hr session - teaching pool | 52.75 | 53.00 | 0.25 | Block booking |
| Octopush 1.5 hr session | 76.88 | 84.00 | 7.12 | 10% concession - block booking |
| Set Up Fee Galas (new charge) | n/a | 20.00 | | |
| Time Equipment Hire per gala (new charge) | n/a | 20.00 | | |
| Bowls | | | | Cabinet |
| Adult | 3.65 | 3.80 | 0.15 | VAT Inclusive |
| Junior/60+ | 2.00 | 2.00 | 0.00 | |
| Summer season ticket - adult | 50.00 | 52.00 | 2.00 | |
| Summer season ticket - junior/60+/unemployed | 32.65 | 34.00 | 1.35 | |
| Joint with Stoke-on-Trent City Council | 64.50 | 66.50 | 2.00 | |
| Winter season ticket | 11.00 | 11.50 | 0.50 | |
| Summer and winter season ticket - adult | 58.50 | 60.50 | 2.00 | |
| Summer and winter season ticket - Junior/60+/Unemployed | 41.50 | 43.00 | 1.50 | |
| Merit competition per player - per hour | 5.85 | 6.00 | 0.15 | |
| Greenage fees for prebooking (plus playing fee per person) | 8.00 | 8.25 | 0.25 | |
| Reissues of season ticket | 25% of cost | 25% of ticket price | n/a | |
| Tennis Class A (Westlands, Wolstanton) | | | | Cabinet |
| Adult 1 hr (group ticket 4 adults) (new charge) | n/a | 12.00 | | VAT Inclusive |
| Family Ticket 1 hr (up to 4 adults and or 4 children with 2 adults) (new charge) | n/a | 8.00 | | Encourage families to play |
| Family ticket (1/2 adults, 2/3 children) | 7.00 | 5.00 | -2.00 | Encourage families to play |
| 1 hour ticket (per person) – adult | 4.00 | 4.00 | Freeze | |
| Junior 60 + unemployment 1 hr group ticket (new charge) | n/a | 6.00 | | Encourage greater sales |
| 1 hour ticket (per person) - junior/60+/unemployed | 2.20 | 2.00 | -0.20 | |
| 1/2 hour ticket (per person) – adult | 2.20 | 2.00 | -0.20 | |
| 1/2 hour ticket (per person) - junior/60+/unemployed | 1.20 | 1.00 | -0.20 | |
| Annual tickets (per person) – adult | 88.50 | 90.00 | 1.50 | |
| Annual tickets (per person) - junior/60+/unemployed | 61.00 | 65.00 | 4.00 | |
| Tennis Class B (Chesterton, Silverdale, Birchenwood, Bradwell, Clough Hall) | | | | |
| 1 hour ticket (per person) - adult | Free | Free | Freeze | |
| 1 hour ticket (per person) - junior/60+/unemployed | Free | Free | Freeze | No charge due to |
| 1/2 hour ticket (per person) - adult | Free | Free | Freeze | low usage and |
| 1/2 hour ticket (per person) - junior/60+/unemployed | Free | Free | Freeze | disproportionate |
| Annual tickets (per person) - adult | Free | Free | Freeze | cost of collection |
| Annual tickets (per person) - junior/60+/unemployed | Free | Free | Freeze | |
| Football (Alternate weekly use per season) | | | | Cabinet |
| Birchenwood | 675.00 | 700.00 | 25.00 | No VAT |
| Roe Lane | 686.50 | 700.00 | 13.50 | VAT Inclusive |
| Wye Road/Black Bank/Clough Hall | 602.00 | 620.00 | 18.00 | No VAT |
| Wolstanton Marsh Pavilion | 472.00 | 486.00 | 14.00 | No VAT |
| All other pitches | 325.50 | 335.00 | 9.50 | No VAT |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|--|--------------------|------------------|-----------|-----------|--|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| Junior pitch | 60% of adult rates | 60% of pitch fee | n/a | | No VAT except Roe Lane which is inclusive of VAT |
| Mini soccer pitch (unmarked) | 190.00 | 196.00 | 6.00 | | No VAT |
| Mini soccer pitch (marked) | 266.00 | 274.00 | 8.00 | | No VAT |
| Football (Casual use per match) | | | | | |
| Roe Lane/Birchenwood | 77.50 | 80.00 | 2.50 | | VAT Inclusive |
| Rugby (Alternate weekly use per season) | | | | | |
| Bathpool | 657.00 | 680.00 | 23.00 | | No VAT |
| Lyme Valley | 358.00 | 368.00 | 10.00 | | No VAT |
| Rugby (Casual user per match) | | | | | |
| Roe Lane/Bathpool | 77.50 | 80.00 | 2.50 | | |
| Concessionary Licences | | | | | |
| Brampton Park ice cream sales (new charge) | n/a | 700.00 | | | |
| Brampton Park use of bouncy castle (new charge) | n/a | 700.00 | | | |
| 4 Large Parks Northern Section of Borough ice cream sales (new charge) | n/a | 600.00 | | | |
| 4 Large Parks Southern Section of Borough ice cream sales (new charge) | n/a | 600.00 | | | |
| Community Events | | | | | |
| Wedding Photos within a Park Setting (new charge) | n/a | 15.00 | | | |
| Advertising within Parks (new charge) | n/a | 10.00 to 5000.00 | | | |
| Hire of Display Boards including delivery, setting up and collection (new charge) | n/a | 25.00 | | | |
| Hire of Gazebos including delivery, setting up and collection (new charge) | n/a | 75.00 | | | |
| Hire of Trailer Stage including delivery, setting up and collection (new charge) | n/a | 150.00 | | | |
| Hire of Tables and Chairs (2 tables and 2 chairs) including delivery, setting up and collection (new charge) | n/a | 15.00 | | | |
| Booking Large Events which take more than 6 months planning through the section (Midsummer Mayhem) (new charge) | n/a | 150.00 | | | |
| Booking Medium Events which take more than 6 months planning through the section (firework displays, carnivals etc) (new charge) | n/a | 75.00 | | | |
| Booking Small Events which take more than 6 months planning through the section (competitions, fun days, picnics etc) (new charge) | n/a | 25.00 | | | |
| LICENCES | | | | Statutory | No VAT |
| General | | | | | |
| Sex establishments - application fee | 3,000.00 | 3,000.00 | Freeze | | |
| Sex establishments - annual fee | 2,000.00 | 2,000.00 | Freeze | | |
| Motor salvage operator - annual fee | 100.00 | 100.00 | Freeze | | |
| Gambling Act 2005 | | | | | |
| Lotteries - application fee | 40.00 | 40.00 | Freeze | | |
| Lotteries - annual fee | 20.00 | 20.00 | Freeze | | |
| Bingo - application fee | 3,500.00 | 3,500.00 | Freeze | | |
| Bingo - annual fee | 1,000.00 | 1,000.00 | Freeze | | |
| Bingo - application to vary | 1,750.00 | 1,750.00 | Freeze | | |
| Track betting - application fee | 2,500.00 | 2,500.00 | Freeze | | |
| Track betting - annual fee | 1,000.00 | 1,000.00 | Freeze | | |
| Track betting - application to vary | 1,250.00 | 1,250.00 | Freeze | | |
| Track betting - application to transfer | 950.00 | 950.00 | Freeze | | |
| Club machine permit - application fee | 200.00 | 200.00 | Freeze | | |
| Club machine permit - renewal fee | 200.00 | 200.00 | Freeze | | |
| Club machine permit - annual fee | 50.00 | 50.00 | Freeze | | |
| Betting premises - application fee | 3,000.00 | 3,000.00 | Freeze | | |
| Betting premises - annual fee | 600.00 | 600.00 | Freeze | | |
| Betting premises - application to vary | 1,500.00 | 1,500.00 | Freeze | | |
| Betting premises - application to transfer | 1,200.00 | 1,200.00 | Freeze | | |
| Family entertainment centre - application fee | 2,000.00 | 2,000.00 | Freeze | | |
| Family entertainment centre - annual fee | 750.00 | 750.00 | Freeze | | |
| Family entertainment centre - application to vary | 1,000.00 | 1,000.00 | Freeze | | |
| Family entertainment centre - application to transfer | 950.00 | 950.00 | Freeze | | |
| Adult gaming centre - application fee | 2,000.00 | 2,000.00 | Freeze | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|---|------------|------------|-----------|------------------|--------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | £.p | £.p | Comments | |
| Adult gaming centre - annual fee | 1,000.00 | 1,000.00 | Freeze | | |
| Adult gaming centre - application to vary | 1,000.00 | 1,000.00 | Freeze | | |
| Adult gaming centre - application to transfer | 1,200.00 | 1,200.00 | Freeze | | |
| Private Hire/Hackney Carriage | | | | Cabinet | |
| Private hire operators (per vehicle for 3 years - maximum £3,640) | 80.00 | 82.00 | 2.00 | Charges subject | |
| Hackney carriage - drivers (3 years) | 180.00 | 184.00 | 4.00 | to consultation. | |
| Private hire - drivers (3 years) | 180.00 | 184.00 | 4.00 | | |
| Knowledge Test | 35.00 | 36.00 | 1.00 | | |
| Replacement badge | 11.00 | 11.00 | Freeze | | |
| Hackney carriage/private hire application - deposit non refundable | 53.00 | 54.00 | 1.00 | | |
| Hackney carriage - vehicles | 230.00 | 235.00 | 5.00 | | |
| Private hire - vehicles | 220.00 | 225.00 | 5.00 | | |
| Private hire - vehicles 8+ seats | 230.00 | 235.00 | 5.00 | | |
| Transfer of vehicle | 35.00 | 36.00 | 1.00 | | |
| Vehicles tests - hackney carriage and private hire | 40.00 | 41.00 | 1.00 | | |
| Failure to attend for vehicle test | 40.00 | 41.00 | 1.00 | | |
| Replacement plate and carrier - front | 22.00 | 23.00 | 1.00 | | |
| Replacement plate and carrier - rear | 32.00 | 33.00 | 1.00 | | |
| Private hire plate refundable deposit | 53.00 | 55.00 | 2.00 | | |
| Licensing Act 2003 - New Application | | | | Statutory | |
| Premise Licence, band A (rateable value of up to £4,300) | 100.00 | 100.00 | Freeze | | |
| Premise Licence, band B (rateable value of £4,301 to £33,000) | 190.00 | 190.00 | Freeze | | |
| Premise Licence, band C (rateable value of £33,001 to £87,000) | 315.00 | 315.00 | Freeze | | |
| Premise Licence, band D (rateable value of £87,001 to £125,000) | 450.00 | 450.00 | Freeze | | |
| Premise Licence, band E (rateable value of £125,001 and above) | 635.00 | 635.00 | Freeze | | |
| Additional fee (number of patrons 5,000 to 9,999) | 1,000.00 | 1,000.00 | Freeze | | |
| Additional fee (number of patrons 10,000 to 14,999) | 2,000.00 | 2,000.00 | Freeze | | |
| Additional fee (number of patrons 15,000 to 19,999) | 4,000.00 | 4,000.00 | Freeze | | |
| Additional fee (number of patrons 20,000 to 29,999) | 8,000.00 | 8,000.00 | Freeze | | |
| Additional fee (number of patrons 30,000 to 39,999) | 16,000.00 | 16,000.00 | Freeze | | |
| Additional fee (number of patrons 40,000 to 49,999) | 24,000.00 | 24,000.00 | Freeze | | |
| Additional fee (number of patrons 50,000 to 59,999) | 32,000.00 | 32,000.00 | Freeze | | |
| Additional fee (number of patrons 60,000 to 69,999) | 40,000.00 | 40,000.00 | Freeze | | |
| Additional fee (number of patrons 70,000 to 79,999) | 48,000.00 | 48,000.00 | Freeze | | |
| Additional fee (number of patrons 80,000 to 89,999) | 56,000.00 | 56,000.00 | Freeze | | |
| Additional fee (number of patrons 90,000 and above) | 64,000.00 | 64,000.00 | Freeze | | |
| Licensing Act 2003 - Annual Fee | | | | Statutory | |
| Premise Licence, band A (rateable value of up to £4,300) | 70.00 | 70.00 | Freeze | | |
| Premise Licence, band B (rateable value of £4,301 to £33,000) | 180.00 | 180.00 | Freeze | | |
| Premise Licence, band C (rateable value of £33,001 to £87,000) | 295.00 | 295.00 | Freeze | | |
| Premise Licence, band D (rateable value of £87,001 to £125,000) | 320.00 | 320.00 | Freeze | | |
| Premise Licence, band E (rateable value of £125,001 and above) | 350.00 | 350.00 | Freeze | | |
| Additional fee (number of patrons 5,000 to 9,999) | 500.00 | 500.00 | Freeze | | |
| Additional fee (number of patrons 10,000 to 14,999) | 1,000.00 | 1,000.00 | Freeze | | |
| Additional fee (number of patrons 15,000 to 19,999) | 2,000.00 | 2,000.00 | Freeze | | |
| Additional fee (number of patrons 20,000 to 29,999) | 4,000.00 | 4,000.00 | Freeze | | |
| Additional fee (number of patrons 30,000 to 39,999) | 8,000.00 | 8,000.00 | Freeze | | |
| Additional fee (number of patrons 40,000 to 49,999) | 12,000.00 | 12,000.00 | Freeze | | |
| Additional fee (number of patrons 50,000 to 59,999) | 16,000.00 | 16,000.00 | Freeze | | |
| Additional fee (number of patrons 60,000 to 69,999) | 20,000.00 | 20,000.00 | Freeze | | |
| Additional fee (number of patrons 70,000 to 79,999) | 24,000.00 | 24,000.00 | Freeze | | |
| Additional fee (number of patrons 80,000 to 89,999) | 28,000.00 | 28,000.00 | Freeze | | |
| Additional fee (number of patrons 90,000 and above) | 32,000.00 | 32,000.00 | Freeze | | |
| Licensing Act 2003 - Miscellaneous Fees (Application or Notice) | | | | Statutory | |
| Section 25 (theft, loss, etc. of premises licence or summary) | 10.50 | 10.50 | Freeze | | |
| Section 29 (application for a provisional statement where premises being built, etc.) | 315.00 | 315.00 | Freeze | | |
| Section 33 (notification of change of name or address) | 10.50 | 10.50 | Freeze | | |
| Section 37 (application to vary licence to specify individual as premises supervisor) | 23.00 | 23.00 | Freeze | | |
| Section 42 (application for transfer of premises licence) | 23.00 | 23.00 | Freeze | | |
| Section 47 (interim authority notice following death etc. of licence holder) | 23.00 | 23.00 | Freeze | | |
| Section 79 (theft, loss etc. of certificate or summary) | 10.50 | 10.50 | Freeze | | |
| Section 82 (notification of change of name or alteration of rules of club) | 10.50 | 10.50 | Freeze | | |
| Licensing Act 2003 - Miscellaneous Fees (Application or Notice) | | | | | |
| Section 83 (1) or (2) (change of relevant registered address of club) | 10.50 | 10.50 | Freeze | | |
| Section 100 (temporary event notice) | 21.00 | 21.00 | Freeze | | |
| Section 110 (theft, loss etc. of temporary event notice) | 10.50 | 10.50 | Freeze | | |
| Section 117 (application for a grant or renewal of personal licence) | 37.00 | 37.00 | Freeze | | |
| Section 126 (theft, loss etc. of personal licence) | 10.50 | 10.50 | Freeze | | |
| Section 127 (duty to notify change of name or address) | 10.50 | 10.50 | Freeze | | |
| Section 178 (right of freeholder etc. to be notified of licensing matters) | 21.00 | 21.00 | Freeze | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|--|-------------------------|-------------------------|------------------------|--------------------------------|---------------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| MARKETS | | | | Cabinet | No VAT |
| Open market - stall (per day) | 17.80 | 17.80 | Freeze | | |
| Open market - extension to stall (per day) | 3.45 | 3.45 | Freeze | | |
| Farmers market - stall (per day) | 20.00 | 20.00 | Freeze | | |
| Antique market - stall (per day) | 10.00 | 7.50 | -2.50 | | |
| Minimum charge (changed from 25 to 20 stalls) | 200.00 | 120.00 | -80.00 | | |
| Craft fair (bric-a-brac) - stall (per day) | 4.00 | 5.00 | 1.00 | | |
| Catering Pitches minimum charge (per day) | 25.00 | 25.00 | Freeze | | |
| M.O.T. | | | | Cabinet | No VAT |
| M.O.T. – car | 42.00 | 40.00 | -2.00 | | |
| M.O.T. for discounted partner | 38.00 | 35.00 | -3.00 | | |
| M.O.T. – class 7 (up to 3.5 tonnes) | 49.00 | 49.00 | Freeze | | |
| Retest | 12.00 | 12.00 | Freeze | | |
| MUSEUM AND ART GALLERY | | | | Cabinet | |
| Reproduction prints of items in collection - 7"x 5" | 12.00 | 5.00 | -7.00 | Prices as Staffordshire Prints | VAT Inclusive |
| Reproduction prints of items in collection - 8"x 6" | 13.00 | 7.50 | -5.50 | As above | VAT Inclusive |
| Reproduction prints of items in collection - 10"x 8" | 15.00 | 12.50 | -2.50 | As above | VAT Inclusive |
| Reproduction prints of items in collection - 12"x 10" | 19.00 | 17.50 | -1.50 | As above | VAT Inclusive |
| Other prints not on www.staffordshire.org.uk | Cost+30% | Cost +100% | 70% of cost | | VAT Inclusive |
| Photocopies (per A4 sheet) black and white | 0.45 | 0.50 | 0.05 | | VAT Inclusive |
| Photocopies (per A3 sheet) black and white (new charge) | n/a | 0.70 | | | |
| Colour photocopy (per A4 sheet) (new charge) | n/a | 1.50 | | | |
| Colour photocopy (per A3 sheet) (new charge) | n/a | 2.00 | | | |
| Scanned images A5 | 3.00 | Delete | | | VAT Inclusive |
| Scanned images A4 | 4.50 | 4.75 | 0.25 | | VAT Inclusive |
| CD Rom image/mailed image - one image on CD/mailed (new charge) | n/a | 10.00 | | | |
| Subsequent images each (new charge) | n/a | 3.00 | | | |
| Community publication | 12.50 | 12.50 | Freeze | | VAT Inclusive |
| Additional | 5.50 | 5.00 | -0.50 | | VAT Inclusive |
| Commercial publication | 35.00 | 35.00 | Freeze | | VAT Inclusive |
| Additional | 13.00 | 10.00 | -3.00 | | VAT Inclusive |
| Regional TV, film and video (per item) | 65.00 | 65.00 | Freeze | | VAT Inclusive |
| UK network TV (per item) | 90.00 | 90.00 | Freeze | | VAT Inclusive |
| Overseas TV (per item) | 175.00 | 175.00 | Freeze | | VAT Inclusive |
| Commission of picture sales from exhibitions | 25% of Advertised Price | 30% of Advertised Price | 5% of Advertised Price | | Plus VAT |
| Education Session (per pupil) Half Day - Borough schools (school rates harmonised) | 2.75 | 2.75 | Freeze | | No VAT |
| Education Session (per pupil) - Full day - Borough schools (school rates harmonised) | 4.75 | 4.75 | Freeze | | No VAT |
| Education sessions – minimum charge half day (20 pupils or fewer) | 50.00 | 50.00 | Freeze | | No VAT |
| Education sessions – minimum charge full day (20 pupils or fewer) | 95.00 | 95.00 | Freeze | | No VAT |
| Holiday activities per child | 2.00 | 1.50 | -0.50 | | No VAT |
| Mini makes | 0.75 | 0.75 | Freeze | | No VAT |
| Adult history courses (10 weeks) | 70.00 | 70.00 | Freeze | | No VAT |
| Adult history courses (10 weeks) - Concession | 65.00 | 65.00 | Freeze | | No VAT |
| Adult object handling/remembrance sessions (per hour) | 25.00 | 25.00 | Freeze | | VAT Inclusive |
| Outreach Fee (new) | 25.00 | 25.00 | Freeze | | No VAT |
| Outreach education – schools (per session) (previously per hour) | 50.00 | 50.00 | Freeze | | No VAT |
| Hire of meeting room (per half day) | 20.00 | 20.00 | Freeze | | No VAT |
| Refreshment Charges (tea/coffee & biscuits, per head) | 0.90 | 0.90 | Freeze | | VAT Inclusive |
| Education Item Loan | 10.00 | 10.00 | Freeze | | No VAT |
| Saleable items | Market value | Market value | n/a | | |
| Open Art Registration (per item) | 4.00 | 4.00 | Freeze | | VAT Inclusive |
| Open Art Registration (three items) | 10.50 | 10.50 | Freeze | | VAT Inclusive |
| Open Art Registration - Concession (per item) | 3.50 | 3.50 | Freeze | | VAT Inclusive |
| Open Art Registration - Concession (three items) | 9.00 | 9.00 | Freeze | | VAT Inclusive |
| Event Fees: | | | | | |
| Craft Fairs per Table - One Day | 20.00 | 15.00 | -5.00 | | VAT Inclusive |
| Craft Fairs per Table - Two Days | 40.00 | Delete | n/a | | |
| Hall Gallery weekly charge (non Newcastle artists/organisations) (new charge) | n/a | 10.00 | | | VAT Inclusive |
| NAMING/NUMBERING OF STREETS/PROPERTIES | | | | Cabinet | No VAT |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|---|----------------------|----------------------|-----------|-----------|---------------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| (New Charges) | | | | | |
| New or Redevelopment | | | | | |
| Charge for naming of a street | n/a | 150.00 | | | |
| Charge for naming of a commercial building | n/a | 75.00 | | | |
| Single residential property on an existing street | n/a | 100.00 | | | |
| Number / name 2-5 properties | n/a | 150.00 | | | |
| plus - per plot | n/a | 50.00 | | | |
| Number / name 6-25 properties per phase | n/a | 150.00 | | | |
| plus - per plot | n/a | 40.00 | | | |
| Number / name >25 properties per phase | n/a | 150.00 | | | |
| plus - per plot | n/a | 30.00 | | | |
| Change to layout after notification | n/a | 200.00 | | | |
| plus - per plot | n/a | 25.00 | | | |
| Existing Properties/Streets | | | | | |
| Adding or alteration of a house / building name | n/a | 50.00 | | | |
| Renaming of a Street | n/a | Price on application | | | |
| House or building renumbering (inc. sub division to flats) | n/a | 200.00 | | | |
| Confirmation of Postal Address | n/a | 30.00 | | | |
| Requests not included in above fees | n/a | 30.00 | | | |
| | | per hour | | | |
| PEST CONTROL | | | | Cabinet | |
| Treatment of rats (domestic properties) | Free | Free | Freeze | | |
| Treatment of mice (domestic properties) – prepayment by card, cheque or cash | 25.00 | 25.00 | Freeze | | VAT Inclusive |
| Treatment of mice (domestic properties) – payment by invoice | 43.00 | 43.00 | Freeze | | VAT Inclusive |
| Treatment of pests of public health significance (domestic properties) e.g. bed bugs and cockroaches – prepayment by card, cheque or cash | 25.00 | 50.00 | 25.00 | | VAT Inclusive |
| Treatment of pests of public health significance (domestic properties) e.g. bed bugs and cockroaches – payment by invoice | 43.00 | 68.00 | 25.00 | | VAT Inclusive |
| Insect control treatments (including wasps, ants and fleas) - prepayment by card, cheque or cash | 65.00 | 65.00 | Freeze | | VAT Inclusive |
| Insect control treatments (including wasps, ants & fleas) - payment by invoice | 83.00 | 83.00 | Freeze | | VAT Inclusive |
| 3 treatment scheme (3 for 2 offer) – prepayment by card, cheque or cash | 130.00 | 130.00 | Freeze | | VAT Inclusive |
| 3 treatment scheme (3 for 2 offer) – payment by invoice | 148.00 | 148.00 | Freeze | | VAT Inclusive |
| Pest control and commercial (other) - first hour | 75.00 | 75.00 | 0.00 | | VAT Inclusive |
| Pest control and commercial (other) - per 1/4 additional hour (inc. VAT) | 18.75 | 18.75 | Freeze | | VAT Inclusive |
| Mole & Rabbit control (per treatment visit) - prepayment rate (inc. VAT) | Quotation on request | Quotation on request | n/a | | VAT Inclusive |
| Mole & Rabbit control (per treatment visit) - payment by invoice (inc. VAT) | Quotation on request | Quotation on request | n/a | | VAT Inclusive |
| Squirrel Control - first hour (invoiced at end of treatment) (new charge) | n/a | 93.00 | | | |
| Squirrel Control - per additional 1/4 hour (new charge) | n/a | 18.75 | | | |
| Advice Visit (no treatment) - payment by card, cheque or cash (new charge) | n/a | 30.00 | | | |
| Advice Visit (no treatment) - payment by invoice (new charge) | n/a | 48.00 | | | |
| Fixed term pest control treatment agreements (commercial premises) - actual cost (minimum one hour) | from £275.00 | from £275.00 | Freeze | | VAT Inclusive |
| PLANNING SERVICES | | | | Cabinet | No VAT |
| Postage and packing | 0.60 | 0.65 | 0.05 | | |
| <i>Copies up to £1 are free of charge</i> | | | | | |
| Paper copies of Planning decisions and documents - per sheet (A4) (Black and White) - for orders of £1 or more in value | 0.10 | 0.10 | Freeze | | |
| Paper copies of Planning decisions and documents - per sheet (A3) (Black and White) - for orders of £1 or more in value | 0.20 | 0.20 | Freeze | | |
| Paper copies of Plans - planning files - per sheet (A4) (Black and White) - for orders of £1 or more in value | 0.10 | 0.10 | Freeze | | |
| paper copies of Plans - planning files - per sheet (A3) (Black and White) - for orders of £1 or more in value | 0.20 | 0.20 | Freeze | | |
| Paper Colour Copies of an A4 sheet of planning decision, planning documents or plan from a planning file - for orders of £1 or more in value | 0.25 | 0.25 | Freeze | | |
| Paper Colour Copies of an A3 sheet of planning decision, planning documents or plan from a planning file - for orders of £1 or more in value | 0.50 | 0.50 | Freeze | | |
| Scanned copies of documents - per sheet - charge per hour of scanning (where legal to charge) | 30.00 | 30.00 | Freeze | | |
| Paper copies of Plans - planning files - each plan (A2) | 1.70 | 1.75 | 0.05 | | |

| | Fee/Charge | Proposed | Increase/ | Committee | VAT |
|--|---|---|-----------|-------------------|---------------|
| | 2012/13 | Fee/Charge | Decrease | Approval/ | Status |
| | £.p | 2013/14 | £.p | Comments | |
| Paper copies of Plans - planning files - each plan (A1) | 2.70 | 2.75 | 0.05 | | |
| Paper copies of Plans - planning files - each plan (A0) | 3.75 | 3.85 | 0.10 | | |
| Building Control decisions and documents - per document | Charges as per Planning documents above | Charges as per Planning documents above | n/a | | |
| Building Control decisions and documents - research into archive files | Actual Cost | Actual Cost | n/a | | |
| Weekly lists - posted | 100.00 | 100.00 | Freeze | | |
| Weekly lists - collected | 75.00 | 75.00 | Freeze | | |
| Weekly lists - statutory consultees | Free | Free | Freeze | | |
| Requests for information/site history - commercial organisations (per hour) | 65.00 | 65.00 | Freeze | | |
| Requests for information/site history - private individuals | Actual Cost | Actual Cost | n/a | | |
| Covenant consents (officer approval required) | 105.00 | 105.00 | Freeze | | |
| Planning application fees | Statutory | Statutory | n/a | Statutory | |
| <i>Owing to the complexity of the fee structure, it is not shown here. Details of Fees payable may be obtained from the Council's Planning Section. Alternatively the fee calculator available at the Planning Portal website can be used to determine the fees payable in respect of individual applications. See link below:</i> | | | | | |
| http://www.planningportal.gov.uk/pins/FeeCalculatorStandalone | | | | | |
| Building Control fees (service provided by North Staffs Building Control Partnership) | As per Partnership Board | As per Partnership Board | n/a | Partnership Board | |
| George Riley walking guides | 2.00 | 2.00 | Freeze | Cabinet | |
| Business directory Newcastle-under-Lyme | Free | Free | Freeze | | |
| Planning and development briefs (as and when prepared) | Free | Free | Freeze | | |
| Core Spatial Strategy | 30.00 | 30.00 | Freeze | | |
| Local Development Framework Proposals Map - North or South | 5.00 | 5.00 | Freeze | | |
| Local Development Framework Proposals Map - Both North and South | 10.00 | 10.00 | Freeze | | |
| Strategic Housing Land Availability Assessment (SHLAA) | 25.00 | 25.00 | Freeze | | |
| Colour version Draft Options Report Site Allocations and Policies Local Plan (yet to be published) (new charge) | n/a | 5.00 | | | |
| PRIVATE SECTOR HOUSING | | | | | |
| | | | | | No VAT |
| Houses in multiple occupation licence fee | 537.00 | 540.00 | 3.00 | Cabinet | |
| Re-submission of returned applications | 84.00 | 85.00 | 1.00 | | |
| Fee to change or vary a house in multiple occupation licence | 55.00 | 58.00 | 3.00 | | |
| Renewal of houses in multiple occupation licence (new charge) | n/a | 405.00 | | | |
| Immigration Inspections | 82.00 | 100.00 | 18.00 | | |
| Charges for Work in Default Notices to remedy Housing Health and Safety issues - | | | | | |
| Officer Time | | £22 per hour | | | |
| Travelling Costs | | 65p per mile | | | |
| Management Costs | | £35 per hour | | | |
| Land Registry Fee | | 4.00 | | Set externally | |
| Inspection by qualified electrician or gas engineers | | As quote | | | |
| Recorded Delivery | | 1.06 | | Royal Mail cost | |
| Other Costs (stated as per individual case) | | As actual | | | |
| Administration fee (to cover corporate service recharges) | | 12% | | | |
| PUBLIC CONVENIENCES (RADAR) SCHEME (FULLY ACCESSIBLE FOR DISABLED USE) | | | | | |
| | | | | Cabinet | No VAT |
| Residents of the Borough | Free | Free | Freeze | | |
| Non residents of the Borough | 2.50 | 3.00 | 0.50 | | |
| REMOVAL OF DOMESTIC ANIMAL CARCASSES | | | | | |
| | | | | Cabinet | VAT Inclusive |
| Removal of domestic animal carcasses (including VAT) | 26.00 | 27.00 | 1.00 | | |
| SALE OF SANDBAGS | | | | | |
| | | | | Cabinet | VAT Inclusive |
| 5 Sand bags | 26.00 | 26.00 | Freeze | | |
| 10 Sand bags | 31.00 | 31.00 | Freeze | | |
| 15 Sand bags | 36.00 | 36.00 | Freeze | | |
| 20 sand bags | 41.00 | 41.00 | Freeze | | |

| | Fee/Charge | Proposed | Increase/ Decrease £.p | Committee Approval/ Comments | VAT Status | |
|--|------------|------------|------------------------------|------------------------------------|---------------|---------|
| | 2012/13 | Fee/Charge | | | | 2013/14 |
| | £.p | £.p | | | | £.p |
| STREET TRADING (OFFICER APPROVAL REQUIRED) | | | | | | |
| | | | | Cabinet | No VAT | |
| Newcastle Town Centre (daily) | 18.20 | 18.20 | Freeze | | | |
| Consent trading (daily, electricity) | 3.60 | 3.60 | Freeze | | | |
| Eastbound layby A500 (per annum) | 8,745.00 | 8,745.00 | Freeze | | | |
| Northbound layby A500 (per annum) | 8,745.00 | 8,745.00 | Freeze | | | |
| Northbound layby A34 (per annum) | 8,745.00 | 8,745.00 | Freeze | | | |
| TOWN CENTRE DISPLAYS (OFFICER APPROVAL REQUIRED) | | | | | | |
| | | | | Cabinet | No VAT | |
| Market traders and local promotions (per metre) | 7.00 | 7.00 | Freeze | | | |
| Charity and local community groups | Free | Free | | | | |
| National promotions (minimum charge) | 60.00 | 60.00 | Freeze | | | |
| TREE PRESERVATION ORDERS | | | | | | |
| | | | | Cabinet | No VAT | |
| Single copy of a tree preservation order | 29.00 | 30.00 | 1.00 | | | |
| Items which are not new but were not included in original 2012/13 list | | | | | | |
| * H.M. Revenue & Customs guidance states that off street car parking provided by local authorities is subject to VAT. This ruling is currently the subject of a legal challenge. | | | | | | |

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5. CHARGING PRINCIPLES

- 5.1 Charges should be made for services whenever the Council has a power or duty to do so.
- 5.2 There will be an initial presumption that charges to be made for the provision of a service will be set at a level intended to recover the cost of providing the service.
- 5.3 However, this presumption may be modified by the application of the charging principles set out at 5.5 below, which may result in no charge being made or a lesser charge being made or in some cases a charge being made which is greater than that required for cost recovery.
- 5.4 No charge will be made in cases where the Council is not permitted to charge by law. Where charges are set by external bodies, those charges will be applied. Where maximum or minimum charges are specified externally, charges will be set in compliance with those requirements.
- 5.5 The following matters will be considered when deciding whether to set a charge, which is not to be based on cost recovery. The headings in bold indicate general areas for consideration and the bullet points below them are particular factors which should be taken into account where relevant.

The cost of providing the service

- All direct costs are to be included.
- All overheads related to the provision of the service, which may be attributed to the cost of the service, are to be included.
- Best estimates may be made of costs where it is not practical to obtain precise data or identify precisely those overheads attributable to the service.
- Unit costs are to be calculated by reference to realistic user numbers based on actual experience, either in relation to this Council or, if appropriate comparable services elsewhere.

How much income is it desired to generate and why?

- Is the service required to make a surplus or break-even?
- Does income from the service make a significant contribution to reducing the net amount of the Council's revenue budget?
- Have any targets been set for the income or class of income of which it is a component?
- Is income needed to fund future investment?

Comparison of charges made by neighbouring or similar councils or other providers of similar services

- In making this comparison it will be necessary to establish whether the services being provided by these other bodies are comparable to those provided by the Council and to make adjustments where this is not so.
- Is there a logical reason for significant differences between this Council's charges and those of others?
- Will customers be lost to other service providers if charges are set too high?

Whose use of services is it desired to subsidise and by how much?

- Can all potential users afford to pay the full cost of the service or the same charges as other users?
- Is it desirable to subsidise all users of the service, for example because there is likely to be a desirable outcome for the community as a result
- Are there particular classes of users that should be subsidised, such as the unemployed, benefits recipients, the elderly, disabled persons or children?
- Should subsidies be given by reducing the charges payable or by offering concessions to offset the charge?

Whose behaviour is it desired to influence and in what ways?

- Is it desirable to influence users to use particular facilities, for example where they are under-used, by charging less for their use than for other similar ones?
- Is it desirable to persuade users to behave in a way which is more acceptable to the community in preference to any other or others less acceptable and can this be promoted by setting charges at a level which might achieve this?
- Is it desired to promote a particular pattern of use, for example short stay parking as opposed to another, such as long stay parking or to discourage peak time use of facilities?
- Should some behaviour or activities be discouraged by setting high charges or penalties?
- Can anti-social behaviour be reduced by charging for services which discourage people from behaving irresponsibly at a level which they will find attractive, for example charges for the collection of bulky waste to discourage fly-tipping?
- Are there desirable outcomes which the Council wishes to see realised, in line with its corporate objectives, which could be assisted through the charging regime, for example maintaining the economic vitality of the town centres through the provision of reasonably priced facilities such as car parking?

How will charges help to improve value for money, equity and access to services?

- What are users' perceptions with regard to what constitutes a fair and reasonable charge?
- Are there any issues relating to social inclusion or equalities?

Will the cost (including staff time) of collecting the income due outweigh the amount of income likely to be collected?

- Is it worth making a charge?
- Should a charge be made anyway as a matter of principle?

Any other relevant factors

It will be a matter for the Council to determine what the charge will be, based on its consideration of the above factors.

- 5.6 Where, without prior agreement by the Council, individuals or organisations engage in activities that result in a cost to the Council, the Council will seek to recover this cost, wherever possible.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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HOUSING CAPITAL PROGRAMME 2013/14

Submitted by: Joanne Basnett

Portfolio: Regeneration, Planning & Town Centres

Ward(s) affected: All

Purpose of the Report

To seek Cabinet approval of the proposed 2013/14 Housing Capital Programme taking into account the views of the Economic Development and Enterprise Overview and Scrutiny Committee.

Recommendation

That the Housing Capital Programme be approved on the basis set out in the report.

Reasons

The Council considers the Housing Capital Programme every year to ensure that our housing investment priorities are up to date. With limited funding available from national funding streams it is appropriate for the Council to continue using the New Homes Bonus for housing purposes.

This report outlines the key options for housing investment in the forthcoming year on the proposed housing programme to deliver our strategic housing priorities and to support our most vulnerable residents.

1. Background

- 1.1 The Council has a housing capital programme to deliver the Council's priorities as set out in the Housing Strategy and associated Housing Renewal Assistance Policy, Energy Efficiency and Climate Change Strategy and Empty Homes Strategy. The current 2012/13 programme is funded by the New Homes Bonus and central government grant to support Disabled Facilities Grants (DFGs).
- 1.2 The New Homes Bonus was established in 2011 by the Government to be a powerful, simple and transparent incentive for housing growth and is a key part of the Government's national strategy for housing growth. It is based on the council tax of additional homes and those brought back into use, with a premium amount for affordable homes, and paid for the following six years. The bonus payment calculation allocates 80% to the Borough Council and 20% to the County Council. It ensures that those local authorities which promote and welcome growth can share in the economic benefits, and build the communities in which people want to live and work.
- 1.3 The Council has received the first two year's New Homes Bonus payments and the provisional allocation for next year is £931,273. This report outlines how next year's funding can be used to support the Council's key priorities. In considering suitable ways to utilise the New Homes Bonus it is appropriate to take into account the Council's overall financial position. Whilst the New Homes Bonus is not ring-fenced it is intended to support the development of new homes (and housing-related initiatives in general) and therefore it is appropriate that the Council considers the extent to which the funding should be utilised to support the Council's housing priorities.

1.4 The Economic Development and Enterprise Overview and Scrutiny Committee considered the draft Housing Capital Programme on 19 December 2012. The Committee recognised the importance of allocating funding to support vulnerable residents with their housing needs. Consideration was given to the benefits of allocating funding to the Accredited Landlords Grants.

2. **Issues**

2.1 **Affordable Housing**

2.1.1 Under the New Homes Bonus (NHB), from year 2012/13, the Government will pay an enhancement of £350 (£2,100 over 6 years) for each new affordable unit. The Council can consider utilising the funding to develop new affordable housing. This approach is expected by the Homes and Communities Agency (HCA) and Registered Providers (RPs), however developing affordable housing purely to access further grant in future years would not be sufficient justification to promote this approach. Nevertheless there remains a significant level of demand/need for affordable housing and relatively modest capital funding contributions can lever substantial sums from RPs. The potential to utilise the funding for this approach is outlined in section 4.3 below.

2.2 **Empty properties**

2.2.1 Prior to adopting a new Empty Homes Strategy in December 2012 the Council completed consultation which highlighted that often residents believe that new homes shouldn't be built until existing empty homes are brought back into use. The Strategy outlines the issues and approaches to dealing with empty homes and provides a stretching target. The Government's intention of providing additional NHB for empty homes brought back into use, could also help to overcome local opposition to new housing. This would also have the additional bonus of generating further NHB the following year. The Council currently commits £30k of NHB to empty homes within the Housing Capital Programme which funds an officer post; the post holder's primary task is to promote practical measures that address the strategy's objectives.

2.3 **Support for other housing programmes**

2.3.1 In order to meet residents' needs the Council invests in a range of housing schemes through the Housing Capital Programme. This includes support for mandatory Disabled Facilities Grants, serious safety and hazard grants, other housing initiatives including empty properties and affordable housing and previously Home Loans programme. The Council could consider that this type of support is targeted to the most vulnerable residents and therefore a suitable use for the New Homes Bonus.

2.4 **Energy Efficiency**

2.4.1 The Council is required under the Home Energy Conservation Act (HECA) to produce a report outlining what is considered to be practicable, cost effective and likely to result in significant improvements in the energy efficiency of homes in the borough. This report should take into consideration the financial assistance offered through national initiatives such as Green Deal, Energy Company Obligations (ECO) and Renewable Heat Incentives (RHI), alongside any street by street roll out. Cabinet at its meeting in October agreed to support the North Staffordshire Warm Zone to help residents and businesses in the borough to maximise funding on offer from the national Green Deal and ECO energy efficiency programmes. Funding for the Warm Zone could be considered appropriate as part of this overall housing programme.

3. Options Considered

- 3.1 It is important that the Council considers the full range of housing schemes that are currently provided to support vulnerable residents and contribute to the sustainability of the Borough. Public funding should be used to ensure schemes offer value for money by maximising any receipts or private sector investment, as well as targeting those in greatest need. There is a broader point too about the relative importance of optimising housing choice and quality because of the significant impact that it has upon the overall quality of life and wellbeing of the Borough's residents. Taking into consideration that the funding is coming from the New Homes Bonus, given the objectives of the scheme, it is appropriate that the funding is prioritised for the housing programme.
- 3.2 Should funding not be allocated to the Housing Capital Programme the schemes listed below would not be delivered and many vulnerable residents would be left living in unfit and /or unsafe housing. The Council would have to solely rely on our enforcement role which may force some vulnerable residents to become homeless, leave un-inhabitable homes boarded up and homes unrepaired contributing to a decline in the area.
- 3.3 The above said it will be necessary for members to consider these proposals against other competing priorities, details of which will be reviewed as part of the wider capital programme proposals.

4. Proposal and Reasons for Preferred Solution

- 4.1 The Council has a statutory duty to provide DFGs to eligible applicants and due to the increasing elderly population and national policies to enable people to live independently in their own home; the demand on mandatory DFGs is increasing. At the time of writing this report the Government's DFG grant award has not been made and it is anticipated to be known in February 2013. It is anticipated that this Government grant will be similar to current levels at £514,000. Should the Council consider allocating £350,000 this would create a DFG programme of £864,000. It is important to note that the current programme for 2012/13 was for £760,000 and all of this money was allocated by September, therefore all applications since October are being approved and delivered by pre-allocated funding. Whilst in December the Council received a top-up allocation of £134,000 for DFG's in the current financial year, it is considered appropriate that the Council increases the 2013/14 budget to deliver the level of adaptations required and plans on a continued higher grant level for future years to meet customer needs.
- 4.2 There are a number of important schemes delivered as part of the Housing Strategy and Housing Renewal Assistance Policy which require housing capital finance and officers are recommending that they are supported in 2013/14 as follows:
- **Emergency assistance to deal with properties with serious safety or health hazards** in accordance with the Housing Renewal Assistance Policy. Assistance is only available to low income vulnerable households. This will require a budget of £50,000.
 - **Empty property** officer resources to continue tackling an important issue. Void properties are frequently the subject of complaints from neighbouring residents because they harm the appearance of an area and attract anti-social behaviour including vandalism, arson and substance abuse. The Strategy has been agreed and funding needed to implement the strategy. The New Homes Bonus also gives funding for the net number of homes returned into occupation. A budget of £30,000 is proposed for this scheme to continue the support for a Housing Standards Officer to deliver the Empty Homes Strategy.

- Continue supporting a **Home Improvement Agency** to assist vulnerable residents to maintain their independence and continue living safely in their own homes. The Revival Agency based at Staffordshire Housing Association helps the Council to deliver the disabled facilities grants and home loans service as well as helping with issues such as affordable warmth. The majority of the clients are elderly and/or disabled who find it difficult arranging for repairs to be carried out themselves. The Agency relies on funding made up from grants from local authorities, the parent Housing Association, Staffordshire County Council and client's own funds.

Officers recommend a grant of £40,000 to support the work of the Agency, subject to contract negotiations. Additional funding will be provided on a fee basis related to individual property grants. Discussions are taking place with the County Council and other District Councils to ascertain if the services of the Home Improvement Agency can be jointly procured. These discussions may result in a procurement process taking place next financial year and will be subject to a future Cabinet report. It is therefore recommended that the Council extends the current Service Level Agreement with Revival for 2013/14.

- The **Accredited Landlords scheme** has been very successful and landlords pay a 2 year membership fee. Officers recommend that the Council continues to be part of the North Staffs scheme with the majority of the costs met from membership fees. Due to competing financial priorities it is not proposed to make grant funding available to the accredited landlords. This issue was debated at the Economic Development and Enterprise Overview and Scrutiny Committee as it was recognised that many vulnerable people live in private rented accommodation and landlords should be supported to offer good accommodation; in the past, a small capital grants fund has incentivised owners to implement improvements to a good standard. Whilst this is the case, it is recognised that the provision of safe accommodation is the legal responsibility of the landlord and should unsafe accommodation be provided then the Council can take enforcement action in order to ensure that defects are repaired. On balance the Portfolio Holder was satisfied about the merits of providing a fund at the same level as last year.
- **Home Loans** have previously been used successfully to help vulnerable residents repair their own homes where there is sufficient equity and an ability to meet repayments. In 2012 the Council allocated £10,000 to Revival Home Improvement Agency to support the development of home loans for the most vulnerable in the area. Revival have secured partnerships with the Hanley Economic and Foundations to ensure some vulnerable residents can access suitable loans. Referrals are now made to Revival and loans are being issued to enable vulnerable people supported by Revival to complete home repairs.

- 4.3 The current economic climate continues to bring challenges to households in meeting the financial costs of their current home with some households facing repossession, the Council needs to support the strategic housing enabling role to provide additional **affordable homes** that meet the needs of the community. The Council has previously utilised capital funding in the Housing Capital Programme to kick start development or match fund schemes. Schemes have included Lymebrook at Lower Milehouse and Beasley Place, Chesterton. The allocation of a modest level of capital could enable the Council to support "at-risk" schemes or another initiative could be to consider support for the development of a site capable of holding one or two properties.

4.4 Delivering schemes to improve home energy efficiency supports delivery key elements of the council's Energy Efficiency and Climate Change Strategy as well as the Housing Strategy. Cabinet considered the options in relation to the new opportunities that are arising through the Green Deal and specifically the Energy Company Obligation (ECO) funding, it was approved that the most appropriate way forward was to work with the **North Staffordshire Warm Zone**. Officers have been working with the Warm Zone and other partner local authorities to establish a suitable programme to maximise the opportunities and deliver a cost effective service. There will be a need to contribute towards the Team and running costs to enable Warm Zone to dedicate capacity to delivering ECO grants in the Borough. The level of recommended support should be informed by the contribution of the partner agencies.

4.5 An important aspect of the housing capital programme is the future planning for the forthcoming year and indicatively for 2 years. For instance there are many referrals for mandatory DFG's that are currently being assessed by Social Services and officers are designing adaptations that are required on the basis that there will be some DFG programme in operation and the funding will be available. If a substantial scheme such as the DFG programme was to be significantly altered there would need to be a significant lead in time (of at least three months).

5. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

5.1 The delivery of these housing schemes contributes to the corporate priorities of Creating Active and Healthier Communities, Creating a Cleaner, Safer and Sustainable Borough, Creating a Healthy and Active Community.

6. **Legal and Statutory Implications**

6.1 The housing capital programme will assist the Council in meeting its statutory duties to disabled residents and to households living in unsafe homes.

6.2 The housing capital programme will fund the assistance in the Housing Renewal Assistance Policy adopted by the Council in accordance with the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

7. **Equality Impact Assessment**

7.1 The Equality Impact Assessments on the Housing Renewal Assistance Policy has been completed.

8. **Financial and Resource Implications**

8.1 The provisional NHB allocation for 2013/14 is £931,273. Taking into consideration the objectives of the funding, the capital and revenue requirements, it is considered appropriate to allocate £600,000 to fund housing-related schemes and some towards the day to day housing services costs.

8.2 The table below shows proposed schemes for 2013/14 utilising the planned £600,000.

| Scheme | 2012/13 NHB funding for the Housing Capital Programme £000s | 2013/14 NHB funding for the Housing Capital Programme £000s |
|--|--|--|
| Affordable housing | 0 | 65 |
| Viability | 0 | 0 |
| Empty Homes | 30 | 30 |
| Health and Safety | 44 | 50 |
| Home Loans | 10 | 0 |
| DFGs Match funded the Government grant of £514,000 to make a total budget of £864,000 in 2013/14. | 250 | 350 |
| Warm Zone | 5 | 60 |
| Home Improvement Agency | 40 | 40 |
| Accredited Landlords Scheme | 5 | 5 |
| Total | 384 | 600 |

9. **Major Risks**

- 9.1 Without the proposed modest level of investment in the housing programme it will leave many vulnerable people living in unsatisfactory and importantly, potentially unsafe homes. With no options available to repair homes occupation may need to be restricted, leading to an increase in boarded up empty homes, which will make the area less sustainable and may increase antisocial behaviour. Additionally the general health and wellbeing of our most vulnerable residents may be adversely affected.

10. **Key Decision Information**

- 10.1 The Housing Capital Programme is available to assist in meeting the housing needs of vulnerable residents in all wards and involves committing significant resources.

11. **Earlier Cabinet/Committee Resolutions**

- 11.1 The current Housing Capital Programme was approved by Cabinet on 26 January 2012.
- 11.2 The Cleaner, Greener, Safer Overview and Scrutiny Committee recommended support for the Warm Zone as a delivery of the Green Deal in 5 September 2012. This was supported by Cabinet on 17 October 2012, the decision was (a). That the Council continues to support North Staffordshire Warm Zone to enable it to maximise the uptake of funds which will be on offer from the national Green Deal and ECO energy efficiency programmes. (b) That officers discuss the level of funding required with Warm Zone with a view to the funding being allocated as part of the Housing Capital Programme alongside the 2013/14 budget setting process.
- 11.3 The Economic Development and Enterprise Overview and Scrutiny Committee considered the draft Housing Capital Programme on 19 December 2012.

12. **List of Appendices**

None.

13. **Background Papers**

None.

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CAPITAL STRATEGY

Submitted by: **Head of Finance**

Portfolio: **Finance and Budget Management**

Wards Affected: **All**

Purpose

To consider the Capital Strategy 2013 to 2016.

Recommendation

That the Capital Strategy be agreed and forwarded to Council with a recommendation for approval.

Reason

The Capital Strategy sets out how the Council proposes to deploy its capital resources in order to assist it to achieve its corporate and service objectives.

1. Background

- 1.1 The previous Capital Strategy was approved by the Cabinet on 18 January 2012 and Full Council on 22 February 2012. It covered the period 2012 to 2015. When Full Council considered revised Financial Regulations on 25 February 2009 it resolved that following discussion by the Cabinet the Capital Strategy be approved by Full Council.
- 1.2 The purpose of the Capital Strategy is to set out how the Council proposes to deploy its capital resources in order to assist it to achieve its corporate and service objectives. It takes into account other relevant Council strategies, policies and plans and the views of partners and stakeholders with whom the Council is involved. It also takes account of the resources which are likely to be available to the Council to fund capital investment and the effect of that investment on the Council's revenue budget. It covers the period 2013 to 2016. It will serve as a useful point of reference when determining or reviewing the Council's Capital Programme.

2. Issues

- 2.1 The 2013 to 2016 Capital Strategy is appended to this report at Appendix A. It has already been considered by the Transformation and Resources Overview and Scrutiny Committee at their meeting on 10 December 2012.
- 2.2 Following consideration by Cabinet the Strategy will be submitted to Council on 27 February 2013 for approval, incorporating any amendments which you may wish to make.
- 2.3 The principles set out in the Capital Strategy 2013 to 2016 are largely unchanged from the previous Strategy. However, some changes have been made to Section 5 (resources available to finance capital investment) and Section 11 (future capital programme). These are to reflect the current financial situation at the Council, which has seen a decline in resources available for capital investment since the previous Strategy was produced, although it should be noted that the previous Strategy predicted that this would occur. There

are also changes to Section 1 (Introduction) and Section 4 (external influences, partners and consultation with stakeholders).

- 2.4 The main changes are summarised below, referenced to the paragraph number concerned:
- 1.2. The current Capital Programme amounts have been included. The approved Capital Programme over two years is £18,480,800 with £4,457,200 programmed for 2012/13. The revised 2012/13 Programme is £5,418,300. The corresponding amounts in the previous Strategy were: £21,638,800, £10,374,500 (2011/12) and £16,783,300 (revised 2011/12).
 - 5.3. The amount of usable capital receipts in hand at 1 April 2012 is £2.4m compared to £6.0m at 1 April 2011
 - 5.5. The balance on the ICT Development Fund at 1 April 2012 is £0.7m compared to £0.8m at 1 April 2011. The balance on the New Initiatives Fund at 1 April 2012 is £0.1m compared to £0.2m at 1 April 2011. The LSVT Capital Fund is exhausted with a nil balance at 1 April 2012 compared to a balance of £2.3m at 1 April 2011.

A number of additional items have been included, as follows:

- 4.7 Reference to the establishment of a Town Centre Partnership.
- 5.7 A 50/50 split between capital and revenue in respect of New Homes Bonus grant, as approved by Council.
- 5.10 The establishment of a business rates pool and a consequent capital investment fund, which is a new development
- 5.11 Proposals to pool income arising from the implementation of council tax reforms and a consequent capital investment fund, which is a new development.
- 11.2 The appendices setting out assets available or potentially available for disposal contained in the Asset Management Strategy 2013 – 2016.
- 11.6 An additional paragraph, which refers to an indicated shortfall in resources to finance projects to ensure continued service delivery and the possible need to borrow to finance such projects pending asset sales receipts being received.

3. **Financial and Resource Implications**

- 3.1 There are none deriving directly from the Strategy.

4. **List of Appendices**

Appendix A - Capital Strategy 2013 to 2016.



CAPITAL STRATEGY 2013 to 2016

Submitted to Cabinet - 16 January 2013

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1. INTRODUCTION
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9. STATUTORY FRAMEWORK
10. PROCUREMENT
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1. INTRODUCTION

- 1.1 The purpose of the Capital Strategy is to set out how the Council proposes to deploy its capital resources in order to assist it to achieve its corporate and service objectives. It takes into account other relevant Council strategies, policies and plans and the views of partners and stakeholders with whom the Council is involved. It also takes account of the resources which are likely to be available to the Council to fund capital investment and the effect of that investment on the Council's revenue budget. It will serve as a useful point of reference when determining or reviewing the Council's Capital Programme.
- 1.2 The Council's current detailed capital investment plan is contained in its Approved Capital Programme. A two year programme was approved by Full Council on 22 February 2012. This programme provides for £18,480,800 of investment over the two-year period in projects across all of the Council's priority areas, of which £4,457,200 was programmed to be spent in 2012/13. Since then, programmed expenditure for 2012/13 has been reviewed, resulting in a revised 2012/13 outturn figure of £5,418,300 being agreed. This takes account of slippage coming forward from 2011/12. Full Council will consider a capital programme to continue investment beyond 2012/13 on 27 February 2013.
- 1.3 The Strategy has been prepared against a background of continuing reductions in funding provided to local authorities by central government and its agencies, arising from the need to restrain public expenditure owing to the ongoing economic recession and to rebalance public finances. At the same time, the Council's own resources available to finance capital projects have reduced to a very low level and will need replenishing before any substantial further capital investments can be made. As a result the Council is considering and consulting upon a programme of asset disposals to address this situation. In the interim period, before asset sales can provide these additional resources, the current approved Capital Programme was restricted to cover a two year period, 2011/12 to 2012/13. This included only £0.5m of new projects in 2012/13 funded from the Council's own resources, all of which were essential to maintain operational continuity.

2. KEY OBJECTIVES AND PRIORITIES

- 2.1 The Council's Priority Areas contained in its (2013/14 to 2015/16) Council Plan are:
- A Clean, Safe and Sustainable Borough.
 - A Borough of Opportunity.
 - A Healthy and Active Community.
 - Becoming a Co-operative Council delivering high quality, community driven services.
- 2.2 Capital investment projects will be included in the Council's Capital Programme on the basis that they address issues arising from one or more of the Priority Areas contained in the Council Plan. An indication is shown against each project in the Programme of the area or areas whose issues it addresses.
- 2.3 New proposals for capital investment will be assessed against the corporate priority areas to ensure that they will contribute towards achieving the aims expressed. This assessment will be carried out as part of the appraisal process for new projects.

- 2.4 The Council will also endeavour, through its programme of capital investment, to maintain its assets to a standard such that they remain fit for purpose, enabling continuity of service delivery. In particular, it will carry out regular surveys of its stock of buildings and structures to ascertain their state of repair and any remedial works which may be necessary. Repair or improvement works arising from such surveys will be carried out subject to the availability of resources and consideration of the role the building plays in service delivery and the need to continue the relevant service in order to contribute to meeting corporate priorities. If a building is no longer required for service delivery, it will either be considered for alternative use by the Council or its partners or disposed of and the proceeds made available for future capital investment in priority areas. All property assets are held to either (i) provide Council services, (ii) provide an investment return or (iii) to further regeneration projects.
- 2.5 Regular reviews of the property portfolio will be carried out by the Assets Review Group, chaired by the Executive Director (Regeneration and Development). This action has identified properties or land which could potentially be disposed of, following a consultation process in the case of significant proposals, and a capital receipt obtained from the sale. However, because of the currently poor market conditions arising from the economic recession it is unlikely that significant sales will take place in the short term, both because of lack of demand and the need to obtain the best sale price.
- 2.6 Where suitable “Invest to Save” projects can be identified the Council will actively pursue such projects as it recognises the benefits, in the form of reduced costs falling on the General Fund Revenue Account, that can result from such investment.
- 2.7 The Council will seek, where practicable and economically justifiable, to develop its investment projects having regard to principles of sustainability, for example in relation to materials used and environmentally friendly modes of operation once in use, following construction or purchase.

3. LINKS WITH OTHER STRATEGIES, POLICIES AND PLANS

- 3.1 As well as the Council Plan and the Capital Programme the Capital Strategy has clear links to many of its other strategies, policies and plans, the most significant of which are:
- Asset Management Strategy
 - Medium Term Financial Strategy
 - Service and Financial Plans
 - Value For Money Strategy
 - Procurement Strategy
 - Economic Development Strategy
 - North Staffs Green Spaces Strategy
 - Leisure Strategy
 - Private Sector Housing Renewal Strategy
 - Housing Strategy
 - Cultural Strategy
 - Customer Access Strategy
 - Energy Efficiency and Climate Change Strategy and Carbon Reduction Plan
 - Treasury Management Strategy
 - Performance Plan

- 3.2 An important link is to the Asset Management Strategy (AMS) in that many capital investment projects are related to the Council's fixed assets, such as its stock of buildings. Needs and priorities identified in the AMS will require consideration for inclusion in the Council's Capital Programme and have wider financial consequences.
- 3.3 The Medium Term Financial Strategy will take account of the revenue effect of capital investment.
- 3.4 Capital investment proposals are contained in the Service and Financial Plans produced as part of the annual budget cycle. Some of these proposals may be included in the Capital Programme.
- 3.5 Appraisal, procurement and management of capital projects needs to be carried out with regard to the objectives and methodologies contained in the Value for Money Strategy and the principles and practices set out in the Procurement Strategy.
- 3.6 The various service based strategies will inform the Council's capital investment process through their identification of areas for action and of priorities within individual service areas.
- 3.7 The Treasury Management Strategy needs to reflect planned capital spend, particularly with regard to setting limits for tying up money over the longer term and the limits relating to the amount of permitted borrowing.
- 3.8 The Performance Plan contains the same data regarding Priority Areas as the Council Plan together with similar actions proposed to achieve the aims expressed in relation to the Priority Areas so by linking to the Council Plan the same link is made to the Performance Plan.
- 3.9 In addition the Capital Strategy will be influenced by the results of any Service Reviews which have been carried out by the Council, either as part of the budget preparation process or as one-off exercises. Where these reviews identify areas of service which are to be discontinued, this may give rise to assets which will be available for disposal and possibly generate a capital receipt which will be available for funding further capital investment. Alternatively reviews may identify areas for investment, including potential "invest to save" projects, some of which may be capital investment.

4. EXTERNAL INFLUENCES, PARTNERS AND CONSULTATION WITH STAKEHOLDERS

- 4.1 The Council's capital investment plans are influenced by a number of external parties and factors: central government and its agencies, legislation requiring capital works, partner organisations, businesses, developers and by its stakeholders' needs and views, particularly those of Borough residents.
- 4.2 Government sponsored initiatives and programmes will influence the projects which the Council will include in its capital investment plans. In particular, its Housing Investment Programme in which the Council participates with regard to Disabled Facilities Grants is a major area of investment where funding is provided by Government to meet a proportion of the costs of some of these activities. This

funding largely consists of grant payments to partially meet the cost of disabled facilities grants payable to eligible applicants.

- 4.3 Where it may be required by legislation to carry out works of a capital nature, such as to comply with the Disablement Disability Act or Health and Safety requirements, or anti-pollution regulations, the Council will consider the most effective way to discharge its obligations and appropriate provision will be made in its Capital Programme once it has determined that it shall carry out the necessary work and that this should be capitalised.
- 4.4 The Council works with a wide range of partners from the public, private, voluntary and community sectors, all of which have an influence over its spending priorities. Relationships with partners, including those concerning capital matters, will be governed by the Council's Partnerships Code of Practice. Wherever possible the Council will seek to work in partnership with others to deliver its capital investment programme in order to provide facilities which meet its own and partners needs. When working with the private sector, the objective will be to maximise the benefits to the Council and the community from any projects, both in terms of outputs and in relation to obtaining funding for the project.
- 4.5 The Council is a participant in the Local Strategic Partnership (LSP) and will have regard to the content of its Sustainable Community Strategy together with any other elements of the partnership which relate to capital investment and may be able to use the capital programme as a means of fulfilling some of its obligations to the LSP.
- 4.6 Projects for consideration for inclusion in the Capital Programme may arise from the Council's participation in the Staffordshire and Stoke on Trent Local Enterprise Partnership (LEP)
- 4.7 The Council intends to establish a Town Centre Partnership, together with relevant stakeholders such as representatives of retailers and businesses in the town centres of Newcastle and Kidsgrove. The partnership will be able to identify proposals for town centre improvements which could be incorporated in future capital programmes. It may also present an opportunity for costs to be shared between the parties likely to benefit from their implementation.
- 4.8 The availability of external funding will also influence the projects which the Council will include in its capital investment plans. This is referred to in the following section of the Strategy.
- 4.9 Regard will be had to the Council's obligations under Disabled Access requirements in putting forward proposals for capital investment and in the design of any facilities which are proposed.
- 4.10 Wherever possible the principles of sustainability will be incorporated into any capital projects.

5. RESOURCES AVAILABLE TO FINANCE CAPITAL INVESTMENT

- 5.1 Capital investment may be financed by any one or a combination of the following:
 - Use of Capital Receipts
 - Use of Reserves
 - Government Grants

- Contributions from External Parties
- Directly from the General Fund Revenue Account
- Private Finance Initiative (PFI) or similar schemes
- Borrowing

- 5.2 The Council is presently debt free, having no long term loans outstanding. Its current policy, expressed in its Treasury Management Strategy for 2012/13, approved by Council on 22 February 2012, is that it is not intended to utilise borrowing to fund the capital programme in view of the Council currently possessing sufficient reserves and useable capital receipts to finance capital expenditure from those sources. It is stated that borrowing may become an option in future years only if these resources become sufficiently depleted, that they are insufficient to finance proposed capital expenditure and, if the costs of borrowing compare favourably with those of alternatives such as using unapplied capital receipts. It is probable that for a period of time during the span of the Capital Strategy capital resources will be depleted to the extent that they are insufficient to finance further significant capital investment, including projects necessary to ensure operational continuity.
- 5.3 Capital Receipts have been the major source of funding for the Capital Programme in recent years. The amount of useable capital receipts in hand at 1 April 2012 was £2.4m. The majority of capital receipts are committed to finance the currently approved Capital Programme. Additional capital projects may be financed from capital receipts obtained by asset sales or other new capital streams.
- 5.4 In the normal run of events, new sources of capital receipts are somewhat limited. A previously significant source has been the Council's continuing right to a share of receipts arising from tenants of Aspire Housing under the Right to Buy legislation. However, Right to Buy sales have diminished both because of the present depressed property market and there being fewer potential purchasers as time goes by. These receipts are fully committed to finance the cost of the Renewal and Disabled Facilities Grants not met from Government Grant. Government attempts to increase the sale of public sector housing, through changes to the rules governing their sale, could increase activity and lead to a small revival in these receipts. In addition there are usually some small receipts from the sale of minor pieces of land or property but these are unlikely to be significant in amount over the two year period.
- 5.5 The Council has established a number of reserves which are available to finance capital investment. These are as follows:
- ICT Development Fund
 - New Initiatives Fund
 - LSVT Capital Fund

The ICT Development Fund is specifically earmarked for meeting the costs of ICT development, both capital and revenue. The balance on the Fund at 1 April 2012 was £0.7m.

The New Initiatives Fund's purpose is to finance new initiatives, both capital and revenue, not currently provided for in the Council's budgets. The balance on the Fund at 1 April 2012 was £0.1m, all of which will be required to meet the cost of ongoing revenue account initiatives or earmarked for covering costs which may arise if the Council suffers the loss of its exempt VAT status for a period.

The LSVT Capital Fund was established to receive the principal element of leasing charges made to services under the internal leasing scheme, which has been used to charge financing costs to users of ICT and other equipment where the initial purchase of that equipment was financed by using capital receipts arising from the disposal of the housing stock referred to above. This mechanism is intended to ensure that a sum equivalent to the capital receipt used is made available to finance future capital investment. The entire balance on the Fund was utilised in 2011/12 to finance capital expenditure, resulting in a nil balance at 1 April 2012. In future the only income to the fund will be contributions from revenue in respect of internal leasing repayments, which will amount to around £0.13m in 2012/13, reducing over time, until all existing leases have expired.

- 5.6 The use of capital receipts and reserves to finance new capital projects has an effect upon investment income receipts and hence the General Fund Revenue Account. At current investment interest rates of around 1.0% (rates available in the market currently pay a premium of up to an additional 0.5% above the base rate of 0.5%), every £100,000 of such capital receipts or reserve balances used will cost £1,000 to the revenue account on an ongoing basis. The use of capital receipts and reserves to finance the Capital Programme 2011/12 to 2012/13 was taken account of in the Medium Term Financial Strategy and in the 2012/13 Revenue Budget. Any receipts generated from the sale of assets will be invested until they are required to finance capital expenditure.
- 5.7 Wherever Government grants are available to meet all or part of the cost of capital projects the Council will ensure that these are applied for and used to maximise the amount of investment which can be made and the benefit which will result from that investment. Currently, the Council apply New Homes Bonus grant in a 50/50 proportion, half in support of the revenue budget and half to finance housing capital projects included in the housing investment element of the capital programme, in accordance with the 2012/13 budget report considered by Full Council on 22 February 2012.
- 5.8 Wherever possible and appropriate, funding will be sought towards the cost of capital projects from external parties. These will include property developers, government agencies, funding from the European Union (normally channelled via a UK Government Department), funding bodies such as the National Lottery or the Football Foundation, and partner organisations that may join with the Council to bring forward particular projects of mutual benefit. In the current climate, however, the Council may find such sources of funding to be limited compared with previous years.
- 5.9 A Community Infrastructure Levy will be introduced in respect of new developments from 2013/14 onwards. This will provide funding for capital investment required as a result of a development taking place, for example new roads or footpaths. It will partially replace "Section 106" contributions payable by developers as a condition of being granted planning permission.
- 5.10 As a result of changes to the treatment of business rates collected by councils (to be implemented by the Local Government Finance Act 2012), which will allow part of the amount collected to be retained by them, there are proposals for a Stoke on Trent and Staffordshire Business Rates Pool to pool retained rates relating to a number of Staffordshire authorities, including Newcastle Borough Council. This has benefits with regard to maximising the total amount retained, with the additional amount gained by pooling being available to participating authorities in a number of ways. One of the features of the pooling arrangement will be the establishment of an

investment fund to finance projects which will contribute to economic regeneration within the areas of the participating authorities.

- 5.11 Proposals for Staffordshire authorities to pool the additional income arising from the implementation of council tax technical reforms, if agreed, would enable the establishment of a further investment fund to assist economic development within Staffordshire, including Newcastle.
- 5.12 There is no intention to charge any capital investment directly to the General Fund Revenue Account.
- 5.13 The Council does not presently intend to consider the use of Private Finance Initiative type arrangements or tax increment financing to meet the cost of capital investment.
- 5.14 The Executive Director (Resources and Support Services) will prepare estimates of the resources which are presently in hand plus those likely to be available in future to finance capital investment. He will keep these estimates up to date and periodically report upon them to Cabinet and Council, particularly when the Capital Programme is being considered. The Council will decide on the appropriate form of financing for projects included in the Capital Programme based on advice from the Executive Director as to availability and the consequences and costs of use of the various options.
- 5.15 The need to have available liquid funds to be used to pay for capital projects will be borne in mind when drawing up the Council's Treasury Management Strategy. An appropriate limit will be placed on long term investments based on predictions of the capital spending profile over the period covered by the Strategy so that there are likely to be enough readily available easily cashable investments to meet requirements.

6. REVENUE IMPLICATIONS

- 6.1 The impact, if any, upon the General Fund Revenue Account, which will arise from capital investment proposals will be calculated and considered at the time projects are placed before Cabinet or Full Council for inclusion in the Approved Capital Programme or for specific approval. Such impact may be in the form of reduced interest receipts, where projects are to be financed from capital receipts or reserves, borrowing costs, if loan finance is to be employed, or additional running costs arising from the provision of a new or altered facility. Offset against these costs will be any savings which might accrue, for example from "invest to save" projects.
- 6.2 In accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital, which the Council has adopted, the incremental impact of the Capital Programme will be calculated and considered when that programme is placed before Full Council for approval, in February each year.
- 6.3 The Council will always have regard to the affordability of its proposed capital investments, in terms of the revenue implications arising.
- 6.4 The revenue implications of the capital programme will be taken account of in the Council's Medium Term Financial Strategy.

7. APPRAISAL OF INVESTMENT PROPOSALS

- 7.1 In accordance with the Council's Financial Regulations proposals for new capital investment estimated to cost more than £20,000 will be subject to the Benefits Management Model process, whereby a business case will be made out for the proposal based on whole life costing, its fit with corporate priorities will be demonstrated, outcomes detailed, and project milestones set out. The process will consider the availability of resources to fund the project and its effect, if any, upon the revenue budget in future years. Less significant projects costing below £20,000 will be subject to a simplified process. All new capital investment proposals must be appraised by the Capital Programme Review Group prior to specific Cabinet approval being requested. Before any project may be commenced Specific Cabinet approval must be obtained and the project must be included in the Approved Capital Programme, after considering its priority relative to other proposed projects and the overall level of resources available to fund the Capital Programme as a whole.
- 7.2 A Risk Assessment, in the approved corporate format, will be completed for all capital projects subject to the Benefits Management Model process.

8. MONITORING ARRANGEMENTS AND PROJECT MANAGEMENT

- 8.1 Progress in relation to individual projects will be monitored through the Council's arrangements for the monitoring of capital projects, which entail quarterly monitoring reports to be received by the Cabinet. The Capital Programme Review Group will also review project progress and corrective action will be initiated where projects fall behind schedule, appear likely to overspend or otherwise give cause for concern. Individual Project Forms will be maintained in respect of each project by the Executive Director (Resources and Support Services) which will track the progress of projects and be available to officers and members with an interest in reviewing progress of those projects. Monitoring will also take place as part of the Benefits Management Model process, whereby reports will be completed for any projects which deviate from planned progress.
- 8.2 All projects will be assigned to a named officer who will be responsible for overseeing the project, including project monitoring and control and implementing exception reports and, where appropriate, corrective action if the project deviates from its planned progress or cost.
- 8.3 Where complex major projects are to be carried out, consideration will be given to employing the Prince2 project management methodology.
- 8.4 All capital projects will be subject to Internal Audit review to ensure correct procedures have been followed and sums have been paid out in accordance with Financial Regulations and Standing Orders as they relate to contracts. Where projects have received funding from government or quasi-governmental sources, the expenditure will also be subject in many cases to external audit by auditors from the Audit Commission. European Union funded projects may also be subject to audit by auditors on behalf of that body. Where monitoring returns or claims for reimbursement of expenditure are required to be sent to funding bodies, these will be completed and forwarded promptly to the relevant body in compliance with any deadlines laid down by them.
- 8.5 All capital investment proposals and project progress and management are subject to the Council's scrutiny arrangements.

9. STATUTORY FRAMEWORK

- 9.1 The Council's capital investment is carried out within the statutory framework laid down by the Local Government Act 2003 and regulations under that Act. Accordingly, only expenditure which fits the definition of capital expenditure contained in the Act or Regulations pursuant to it will be capitalised.
- 9.2 Capital expenditure is defined by the 2003 Act as that which falls to be capitalised in accordance with proper practices, which means in accordance with the Code of Practice on Local Authority Accounting, published by the Chartered Institute of Public Finance and Accountancy (CIPFA), applicable to all local authorities. Annex A sets out a summarised version of the definition provided by the Code. In addition there are a number of other types of expenditure that have been defined by Regulations as being treatable as capital in nature. Generally these do not apply to this Council.
- 9.3 It should be noted that the Act and Regulations are framed in a permissive way, allowing local authorities to capitalise expenditure which fits the definition but not forcing them to capitalise such expenditure. The Council will decide, therefore, whether to include a project meeting the capital definition in its capital programme or to meet its cost from a revenue account.
- 9.4 The Council does not set a minimum amount for the capitalisation of expenditure (de minimis level). Accordingly, any expenditure complying with the above definition may be capitalised.
- 9.5 Capital Finance Regulations stipulate that amounts of less than £10,000 may not be treated as capital receipts. Accordingly, any such sums received, although otherwise capital in nature, will be credited to a revenue account.

10. PROCUREMENT

- 10.1 Regard will be had to the contents of the Council's Procurement Strategy when considering the delivery of capital projects.
- 10.2 Where estimated project contract costs exceed the relevant European Union threshold, the appropriate EU tendering procedures will be followed.
- 10.3 Standing Orders relating to contracts will apply to all contracts proposed to be let in relation to capital projects, together with Financial Regulations and the provisions of the Council's scheme of Delegation.
- 10.4 The achievement of Value for Money will be a guiding principle in the procurement of capital works and services and in managing contracts.

11. FUTURE CAPITAL PROGRAMME

- 11.1 During the period covered by this Strategy, there will be a need for some items of capital investment to be made in order to ensure continued service delivery or to comply with statutory requirements or to ensure health and safety of staff and public. Examples of these include: operational building repairs and maintenance;

replacement of vehicles, plant and equipment required to deliver services; disabled facilities grants.

- 11.2 Funding for additional projects not essential to operational continuity will depend on capital receipts from asset sales. Appendices to the Asset Management Strategy 2013-2016 set out the assets which will be available for disposal during this period and the arrangements to be adopted for public consultation concerning their disposal. Additionally, the appendices indicate a larger number of potential assets for disposal towards and beyond the end of the said strategy. It is intended that the planning merits of those assets be determined during the preparation of the Council's Site Allocation and Policies Local Plan (likely to be completed around the end of 2014/15).
- 11.3 Work is ongoing to compile a basic programme containing those projects which it can be foreseen will be necessary to ensure service delivery or to comply with statutory requirements or ensure health and safety. The programme will also contain projects which are fully funded by external parties and which meet corporate priorities. The overall size of the programme will be determined by the resources estimated to be available to fund it.
- 11.4 It will be essential to apply a robust prioritisation process to determine which projects are included in the capital programme and are subsequently proceeded with. No projects should be considered in isolation. They must be required to be measured against all other competing projects to determine which should go forward. This process should also apply to any projects which are proposed subsequent to the approval of the programme, to ensure that only those projects with a high priority are proceeded with and funds are not diverted to projects of a lesser priority.
- 11.5 Funding for this basic programme is likely to be available to some extent from the following sources:
- Further capital receipts from asset sales
 - Right to Buy capital receipts
 - Government grants
 - Other external contributions
 - Internal lease repayments

All of the above funding sources are likely to be limited so the programme can only include affordable basic projects.

- 11.6 Current estimates of the amount required to be invested in projects to ensure continued service delivery compared with forecasts of likely receipts from asset sales and other available resources indicate that there will be insufficient resources available to fund all of these requirements over the two year period 2012/13 to 2013/14 and possibly beyond this. It is unlikely that significant sales of assets will be achieved within this timeframe, given poor market conditions and the time normally taken before an asset is finally disposed of. The Council may, therefore, have to review its stance with regard to borrowing, if this proves to be the only practical means of funding necessary investment, particularly if a major unforeseen item of capital expenditure were to materialise, for example major repairs to enable an operational building to continue to be used or new legislation requiring capital spending.

DEFINITION OF CAPITAL EXPENDITURE INCLUDED IN THE CODE OF PRACTICE ON LOCAL AUTHORITY ACCOUNTING IN THE UNITED KINGDOM

All expenditure that can be directly attributed to the acquisition, creation or enhancement of items of property, plant and equipment or the acquisition of rights over certain longer-term intangible benefits is accounted for on an accruals basis and capitalised as a non-current asset. It must be probable that the future economic benefits or service potential associated with the item will flow to the Council - the Council does not have to own the item but it must be more than likely that it has gained the right to use the item in the provision of services or to generate cash from it. In addition it must be possible to measure the cost of the item reliably.

Expenditure that should be capitalised will include expenditure on the:

- Acquisition, reclamation or laying out of land.
- Acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures.
- Acquisition, installation or replacement of movable or immovable plant, machinery, apparatus, vehicles and vessels.

In this context, the definition of enhancement contained in the previous Code of Practice (SORP) is still applicable and means the carrying out of works which are intended to:

- Lengthen substantially the useful life of the asset, or
- Increase substantially the market value of the asset, or
- Increase substantially the extent to which the asset can or will be used for the purpose or in conjunction with the functions of the local authority concerned.

Under this definition, improvement works and structural repairs should be capitalised, whereas expenditure to ensure that the fixed asset maintains its previously assessed standard of performance should be recognised in the revenue account as it is incurred. Expenditure on existing fixed assets should be capitalised in three circumstances:

- Enhancement - see above.
- Where a component of the fixed asset that has been treated separately for depreciation purposes and depreciated over its individual useful life is replaced or restored.
- Where the subsequent expenditure relates to a major inspection or overhaul of a fixed asset that restores the benefits of the asset that have been consumed by the authority and have already been reflected in depreciation.

Assets acquired on terms meeting the definition of a finance lease should be capitalised and included together with a liability to pay future rentals.

Where an asset is acquired for other than cash consideration or where payment is deferred the asset should be recognised and included in the balance sheet at fair value.

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ASSET MANAGEMENT STRATEGY 2013-2016

Submitted by: Head of Assets

Portfolio: Planning, Regeneration and Town Centres development

Ward(s) affected: All wards within the Borough

Purpose of the Report

To seek Cabinet approval for the Asset Management Strategy dated 2013–2016 taking account of the views from both the Transformation and Resources Overview and Scrutiny Committee and the Economic Development and Enterprise Overview and Scrutiny Committee.

Recommendations

- (a) That Members approve the Asset Management Strategy 2013-2016.**
- (b) That the local planning authority be advised of the Strategy.**

Reasons

The Strategy is a key document, which along with the Council's Capital Strategy and Medium Term Financial Strategy, forms the basis of the Council's Use of Resources.

1. Background

1.1 The Council's Capital Strategy and Asset Management Strategy are key documents evidencing the Council's approach to its Use of Resources. This Strategy provides a clear framework for understanding the value and condition of property owned by the Council so that, in turn, investment decisions can be taken to optimise the use of the said land/property to meet the needs of the Borough's residents, businesses and visitors. This Strategy along with the Council's Capital Strategy seeks to demonstrate alignment with, and delivery of, the Council's ambitions as set out in the Corporate Plan.

2. Issues

2.1 This Asset Management Strategy seeks to provide a robust and formal approach to the management and use of the Council's land and property assets. The Strategy explains the types of property we own and the rationale for so doing. It also summarises the potential ways in which investment can be funded highlighting the manner in which the Council invests in both its operational and commercial portfolios to meet the Corporate Plan's objectives. The Strategy also explains the structures/systems relating to management and decision-making.

2.2 Furthermore, it identifies the importance of maintaining and repairing the Council's property portfolio and it contains a summary of the cost of works required as a result of a stock condition survey.

2.3 Finally, it refers to the Council's need to proactively generate its own capital through the identification and disposal of surplus assets. It also identifies potential (mainly residential) sites that the Council may wish to consider dispose of, which are contained within the current Strategic Housing Land Availability Assessment (SHLAA) and sites to be explored in the future that are not currently contained within the SHLAA. It is intended that the planning

merits of such sites are reviewed alongside land in other ownership as part of the emerging Site Allocations and Policies Local Plan. Any final decision to dispose of any such sites will be informed by the latter process but also be the subject of site-specific consultation and decision-making arrangements by the council in its capacity as land owner.

- 2.4 The Transformation and Resources Overview and Scrutiny Committee reviewed the document on 10 December 2012 and the Economic Development and Enterprise Overview and Scrutiny Committee reviewed it on 19 December 2012; the resolutions of the respective committees are set out below:

(a) **Feedback from the Transformation and Resources Committee**

Members requested assurance that planning was in place for maintenance of Council assets to help prevent future unexpected costs.

Officers confirmed that this was covered in pages 65 to 66 of the draft strategy and that the starting point would be to ascertain the scale of any problem, then devise a strategy to deal with it and prevent it re-occurring in the future. The aim was to be more proactive and less reactive. At the moment there was a separate Repairs and Renewal Fund to deal with this. Members requested that Officers investigate the possibility of a sinking fund for this matter.

(b) **Feedback from the Economic Development and Enterprise Committee**

The Committee requested a full breakdown of the 1.1 million generated from the commercial portfolio (including markets). Officers agreed that this would be provided.

The Committee requested clarification that where areas of land were identified there would be full public consultation. This was confirmed by Officers.

- 2.5 There were no substantive issues of concern raised by either of the scrutiny committees but their lines of enquiry and comments have resulted in minor revisions and points of clarification in the strategy document.
- 2.6 Following further consultation with the Portfolio Holder for Planning, Regeneration and Town Centres additional revisions have been made to the Strategy to clarify the approach to consultation (highlighting the separate processes that would be followed by the council as land owner as distinct from the council as local planning authority). Additionally two small land parcels have been deleted from Appendix B in response to information received about their status as integral open space within the wider housing estate. Also more detailed information has been inserted in section 3.2 regarding planned investments in property to correlate with the information contained in the report elsewhere on this agenda regarding "Revenue and Capital budgets 2013/14".

3. **Options Considered**

3.1 **Option 1 – Do nothing**

If the Council did not prepare an Asset Management Strategy it would not be possible to either manage assets dynamically or demonstrate the rationale for investment; thereby exposing the Council to criticism that it had a weak approach to the management and use of its physical resources.

3.2 **Option 2 – Prepare Asset Management Strategy**

The preparation of a Strategy enables the Council to establish some key principles about

managing assets both strategically and dynamically in the context of Corporate Plan priorities. Having an Asset Management Plan provides a clear programme to optimise property investment in the context of the Strategy.

4. **Proposal**

4.1 Option 2 is proposed.

4.2 That Members approve the Asset Management Strategy 2013-2016 following receipt of comments from the Transformation and Resources Overview and Scrutiny Committee and the Economic Development and Enterprise Overview and Scrutiny Committee

5. **Reasons for Preferred Solution**

5.1 This strategy embodies current Government thinking in respect of asset management and enables the Council to demonstrate the prudent use of its physical resources.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

6.1 The Asset Management Strategy enables achievement of priority outcomes in all four of the Council's corporate priorities.

7. **Legal and Statutory Implications**

7.1 The Council has a duty, both fiduciary and operationally to utilise its Assets for the benefit of the Community.

8. **Equality Impact Assessment**

8.1 Planned investment in the Council's operational portfolio will achieve compliance with the Disability Discrimination Act 2005.

9. **Financial and Resource Implications**

9.1 These are set out in the document in terms of planned investment in the operational portfolio.

10. **Major Risks**

10.1 The main risk is that failure to prepare an Asset Management Strategy and Plan will adversely affect the Council's ability to demonstrate optimum use of its physical resources (assets).

11. **Key Decision Information**

11.1 The report is referred to in the Forward Plan.

12. **List of Appendices**

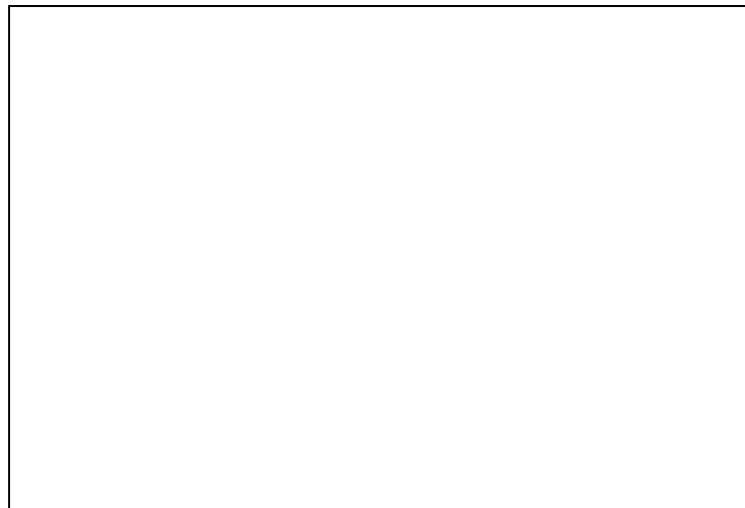
Appendix - Asset Management Strategy/Plan – available upon request, the Members' Room and on the Council's website.

13. **Background Papers**

Various reports and guidance documents from Government and the Audit Commission relating to Asset Management.

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**NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL
ASSET MANAGEMENT
STRATEGY
2013-2016**



Version – 3/1/13

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Classification: NULBC UNCLASSIFIED

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1.0 INTRODUCTION

Property is a technically difficult asset to provide and maintain, slow to change and can be expensive to run. If the Authority is to get the best out of its use of land and buildings, it is important that it has a clear vision of what it expects from its properties, and that it resources them appropriately.

The property estate must be regularly reviewed and actively managed to ensure that it supports changing needs and offers continuing value for money. This management process depends on full engagement from Senior Officers, Councillors and from the operational service units that occupy the properties. Additionally it is vitally important that users of Council-owned land or premises, along with other stakeholders (including local residents), are afforded the opportunity to comment upon Council decisions affecting property. This may be particularly important in cases where the Council is seeking to dispose of, or disinvest in, land or property. In such cases consultation will be proportionate to the scale and nature of any such decisions.

In order to demonstrate that the Council is managing its resources effectively, in the context of an overall aim of delivering efficient public services, the Council must produce a suite of key documents on an annual basis; the Asset Management Strategy/Plan is one of these documents (others include the Council Plan, the annual budget, the Capital Strategy and the Medium Term Financial Strategy). Up to date Government guidance and acknowledged best practice has informed the structure and context of this Strategy.

2.0 ASSET MANAGEMENT – A STRATEGIC APPROACH

2.1 CONTEXT

The Borough of Newcastle-under-Lyme is part of the conurbation of North Staffordshire. It is the most populated district in Staffordshire with a population of around 125,000 and has an area of 81 square miles. The two main towns within the Borough are Newcastle-under-Lyme and Kidsgrove, but there is an extensive rural area in the west.

The industrial base of the Borough has changed significantly in the last century, with the closure of local coal mines and the development of the distribution sector. Service industries are the largest employers in the area, with the number of people employed in water, energy and construction industries being higher than average. The presence of Keele University with the development of its innovation centres for small businesses, new medical school and the growth in hi-tech, research and medical technology businesses demonstrates the potential for added value growth of the area. Newcastle town centre is recognised as being one of two strategically important centres in the North Staffordshire conurbation, with further growth predicated upon its good connections to major transport routes.

There have been big reductions in funding provided to local authorities, central government and its agencies, arising from the need to restrain public expenditure owing to the ongoing economic recession and to rebalance public finances. At the same time, the Council's own resources available to finance capital projects have diminished and will need replenishing before any substantial further capital investments can be made. Services are therefore under increased pressure to reduce costs and it is particularly important to keep fixed outgoings such as property related costs under review. The Council has initiated an Assets Disposal Programme (details set out in Appendix 1). However given the current economic climate and the virtual stagnation of the property market, it will be important to balance the desire to dispose of surplus property assets with recognition of local prevailing market conditions. Each case should therefore be considered on its own merits.

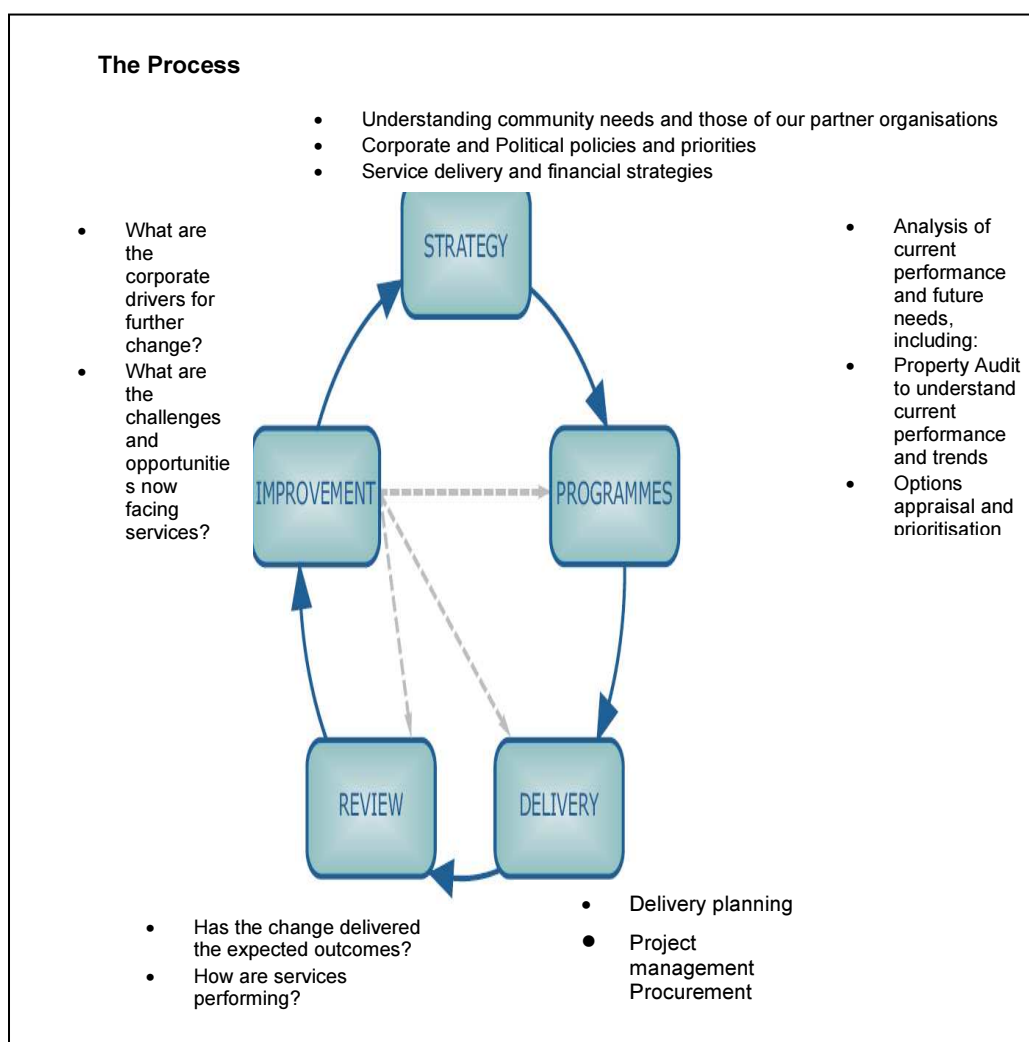
2.2 MAIN ELEMENTS OF GOOD ESTATE MANAGEMENT

The main elements of good asset management for public authorities are listed below:

- Leadership – political, corporate and technical.
- Culture – establishing an environment that sets high standards and measures performance.
- Strong customer focus – consultation and feedback – last year's scrutiny review process of a proposed surplus land disposal programme demonstrated the importance of this element.

- Clarity of Structure, Roles and Responsibilities.
- Resources and Capacity – adequate staff, time and funding.
- Clear Governance – support of senior management and political leadership.
- Data – decisions should be properly informed.
- Sustainability – outcomes are sustainable organisationally, environmentally and financially.

In order to facilitate good asset management it is also necessary to design a process that can be readily understood by all interested parties and, most importantly, be clear to those involved with administering it. It is proposed to adopt a similar five stage process for asset management in this Council as described in the annotated diagram below:



1. Strategy

This document is the strategy at the head of the diagram which seeks to clarify the Council’s approach to asset management, particularly balancing the corporate context with service delivery requirements.

2. Programmes

The programmes of work should be derived from the strategy and these will typically relate to investment in retained stock and disposal of surplus property.

3. Delivery

Delivery of agreed programmes is the vital ingredient that translates the strategy into action and recent experiences of managing capital projects, such as the building of the new Jubilee 2 centre, demonstrate the importance of good project management and effective procurement.

4. Review

Continual review is a key element of the process too in order to ensure that the property estate continues to support efficient service delivery.

5. Improvement

The latter should lead into improvement planning in order to ensure that any change in direction in corporate priorities can be responded to.

2.3 BENEFITS OF GOOD ASSET MANAGEMENT

- Improved services through better buildings and co-location of services
- Improvements in efficiency, which generate financial savings
- Reduced maintenance backlog
- Better utilisation of property
- Release of capital through sale of surplus assets
- Potential to drive regeneration outcomes both economic and housing growth

2.4 ASSET MANAGEMENT IN PRACTICE

Office rationalisation programme

The Council has reviewed the its office accommodation in Newcastle town centre and has, as a result, consolidated the Borough Council staff in a more space efficient manner within the Civic Offices to free up space which has been let to other public sector partner organisations which include the Staffordshire and Stoke-on-Trent Partnership Trust, Staffordshire County Council and Staffordshire Police. This has produced:

- a significant annual revenue income;
- a reduction in running costs to the Borough Council;
- a reduction of carbon emissions from the Council;
- potential for improved partnership working and;
- potential to deliver more seamless public services.

Depot review

The Council reviewed its depot facility three years ago and was able to rationalise the overall site in a manner that enabled the Staffordshire

Fire and Rescue Service to build a new Community Fire Station on surplus land.

This generated a significant capital receipt for the Council; facilitated delivery of a fit for purpose facility required by a key partner and; enabled improved service delivery and greater partnership working.

Green Space Audit and Strategy

The Council has conducted an audit of green space in the Borough and assessed the needs of the community to ensure that it is adopting the right approach to green space provision, management and maintenance. The North Staffordshire Green Space Strategy (jointly commissioned with Stoke on Trent City Council) has been developed to direct resources into the areas which provide the greatest benefit to the community and to identify areas where disinvestment, change of use or disposal may be appropriate.

2.5 DEVELOPING A CLEAR PROPERTY STRATEGY FOR NEWCASTLE

Scale of Activities

Newcastle-under-Lyme Borough Council is a significant property owner within its administrative boundaries with substantial legacies around the two main town centres of Newcastle and Kidsgrove as well as in the urban villages/rural hinterland.

As at March 2012 the Council's property assets were in the Asset Register at £76,910,129. The properties are valued in accordance with RICS Appraisal and Valuation Standards ("Red Book"). This involves a variety of valuation methods dependant upon the particular asset and its use. This estate comprises a mix of property, some 220 buildings and various land holdings which form two distinct portfolios, the Commercial/Regeneration Portfolio and the Operational Portfolio (see section 4).

(a) Operational Portfolio

This consists of land and buildings from which the Council carries out its own business activities/service delivery. This comprises a mix of 100 buildings that are typical of a local authority estate and result from the history of diverse activities in which local authorities have been involved in the past.

Examples include the newly built Jubilee 2 Health and Wellbeing Centre, the Civic Offices which is a 1960s building providing some 6,500 sq.m of administrative and civic space in the town centre and the works depot, located on the edge of the town, which provides workshops, stores and garaging for the Council's direct works departments.

The Council no longer holds social housing stock but still owns and maintains significant land holdings within these neighbourhoods.

The Council owns and manages approximately 1800 acres of land for the purpose of providing parks, gardens, outdoor sports facilities, children's playgrounds, Local Nature Reserves, woodlands, allotments, cemeteries, footpaths and cycle ways for the benefit and enjoyment of the public.

(b) Commercial Portfolio

The Commercial Portfolio comprises land and buildings let to business tenants on the basis of open market rents, as well as the Council's fee paying car parks. Whilst the basic approach to the commercial portfolio lettings is market driven there may be occasions where the Council's economic regeneration objectives influence this position. Any such adjustment to purely market-led criteria has to be approached with caution to avoid distorting the market and creating a spiral of decline in investor confidence. A commonly used approach, particularly in difficult economic conditions (such as those prevailing over the past three years), is to incentivise prospective tenants with rent-free periods as opposed to reducing market rental levels; it is intended that this practice will continue for the foreseeable future in order to both promote economic growth and to optimise rental income.

This Portfolio comprises 120 freehold buildings and 13 leasehold units: offices, town centre retail, a multiplex cinema and premises on industrial estates. There are also street markets and hybrid premises (operational properties which have an element of commercially let space within them), such as the lettings to Staffordshire County Council.

The Portfolio itself has arisen out of various regeneration initiatives that the Council has undertaken from the 1930s onwards when it undertook the development of the Lancaster Building shops and office complex at the time of an economic depression. In response to the recent weak global economic conditions, the Council invested significantly in this Listed Building through a comprehensive refurbishment to achieve a "very good" BREEAM standard.

In recent years, additions to this portfolio have included the construction of a small block of industrial units for the small business/new enterprise market at Church Lane (Knutton) which are now fully let. Additionally the Council facilitated the BREEAM "outstanding" commercial building at Chatterley Valley, known as Blue Planet, on land which we held as a result of an intervention in the market to deal with a heavily contaminated parcel of land.

2.6 ASSET MANAGEMENT POLICIES

Asset Management Policies will be influenced by various factors including current government policy; the needs of the community; the needs of the organisation in delivering services and economic conditions. Taking account of these the Council's key policies for asset management are as follows:

- The Authority will only hold sufficient property to meet a service need or strategic objective;
- Property is a corporate asset and will be managed as such
- Service demands on the estate will be met in the most cost effective manner available to the Authority;
- Properties held for service needs will be suitable for their intended purpose and;
- The condition of the Authority's estate will be maintained at the best level to meet the needs of the operational activities with best endeavours being used to optimise the environmental performance of all properties

2.7 PROPERTY-RELATED ASSET MANAGEMENT OBJECTIVES:

- Support improvements in service delivery
- Achieve optimum utilisation of property assets
- Invest available funding in areas of greatest need or opportunity
- Raise awareness of spending on properties occupied by the Authority
- Formulate an "asset challenge" to Service Directorates
- Minimise the opportunity cost of holding land and property assets
- Minimise the environmental impacts of the portfolio
- Optimise capital receipts from disposal of surplus land/property to provide funds for capital programme expenditure
- Optimise income from the Commercial Portfolio
- Engagement with local community and third sector organisations
- Property should support the achievement of wider objectives e.g. social inclusion and regeneration

3.0 THE WIDER POLICY CONTEXT

3.1 THE NATIONAL CONTEXT:

Government Policy

Many Government initiatives, policy statements and/or guidance influence the Authority's asset policies, including:

- The Quirk review of ownership of public assets
- The Gershon Review, and the drive to improve efficiency
- The Prudential Code for the management of capital finance
- Leaner and Greener Report – Delivering effective estate management
- Leaner and Greener II – Putting Building to Work
- Penfold Review
- Laying the foundations of a Housing Strategy for England
- The Localism Act - Community Right to Bid
- Community Infrastructure Levy (CIF)
- The National Planning Policy Framework

Statutory Responsibilities

The Authority as an employer, a landowner, a landlord and a provider of services, has a wide range of responsibilities with an accommodation implication including:

- Disability Discrimination Act 1998
- Management of the risks associated with property assets including regular maintenance and servicing to address matters such as:
 - Legionella – A managed programme of water testing is carried out
 - Asbestos – An on-going programme of surveys provided a register of the presence of asbestos across the portfolio
 - Fire Safety – The Authority undertakes Fire Risk Assessments in respect of its properties and tests fire safety equipment e.g. alarms etc on an annual basis
 - Gas Safety – Inspections and services are carried out on an annual basis
 - Electrics - An ongoing programme of periodic tests is carried out along with Portable Appliance Testing.
 - Lifts, pressure vessels, safety line, chimney maintenance - Checks are carried in accordance with best practice
 - Lightning Conductors – checked in accordance with best practice
 - Inspection and repair/maintenance of assets including tree stock, playground stock, railings and structures, footpaths and roads etc

NB: The above summary is not an exhaustive list of statutory inspections/maintenance arrangements.

3.2 THE LOCAL CONTEXT

The Asset Management Strategy draws from a number of strategic Council documents including:

A Sustainable Community Strategy 2008-2020

Council Plan – 2013/14 to 2015/16

Newcastle-under-Lyme and Stoke-on-Trent Core Spatial Strategy 2006-2026

Medium Term Financial Strategy 2013/14-2015/16

Capital Strategy 2012-2015

Revenue Budget 2013-2013

North Staffordshire Green Space Strategy 2007

Economic Development Strategy 2012-2017

Housing Strategy 2011-2016

Strategic Housing Land Availability Assessment 2011

Carbon Management Plan 2011

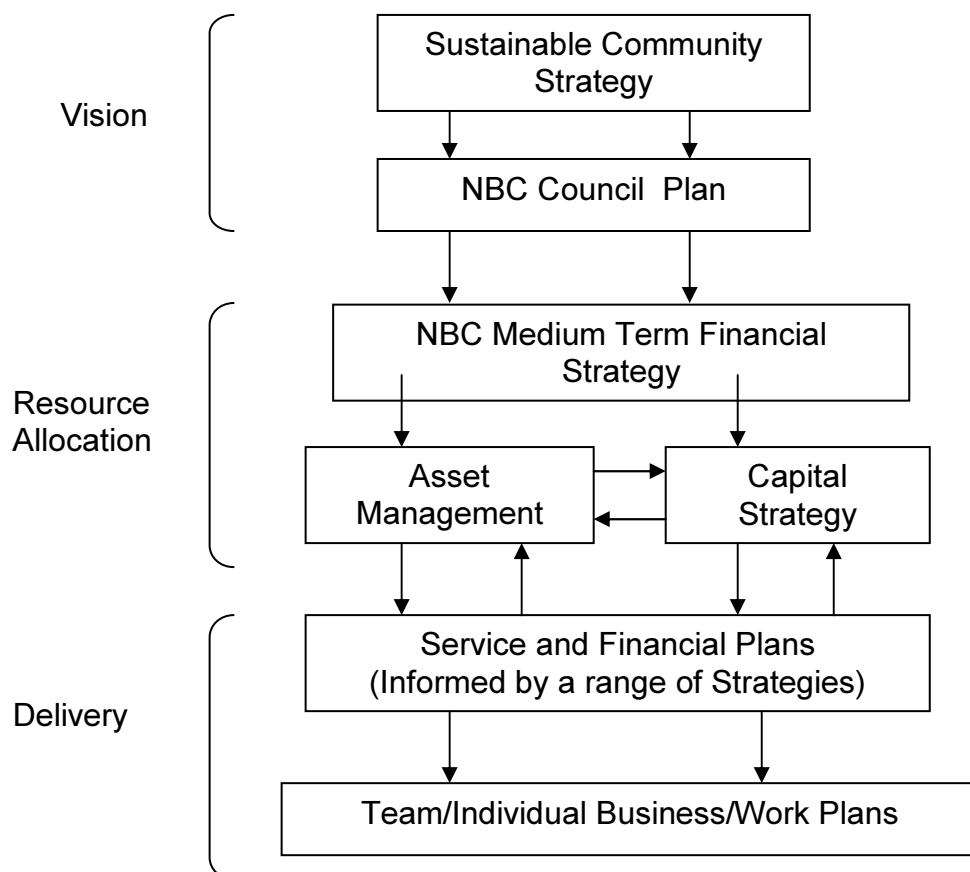
The Staffordshire Compact and Third Sector Commissioning Standards 2009-2012

Safe and Stronger Community Strategy 2012-2017

Health and Wellbeing Strategy (emerging)

Contaminated land Strategy 2007

The diagram below shows the relationship the Asset Management Strategy has with key Council/partner strategies/plans



Links to Council Plan

The Council Plan (2013/14 to 2015/16) has four main priority areas which are:

- A Clean, Safe and Sustainable Borough
- A Borough of Opportunity
- A Healthy and Active Community
- Becoming a Co-operative Council which Delivers High Quality Community Driven Services

It in turn sets out a number of key actions which the Authority will take to ensure that best use is made of its property assets which included:

- Aim for optimal use of the Council's asset portfolio
- Develop the Council's role in the Staffordshire and S-O-T Local Enterprise Partnership (LEP) with the aim of seeking funding for regeneration
- Make the Town Centre vibrant and attractive
- Promote high quality facilities for those who live, work or visit the Borough
- Ensure sustainable initiatives for the community and the environment

Performance Management Context

The performance of the Authority's estate is subject to scrutiny by the Economic Development and Enterprise Overview and Scrutiny Committee with oversight also being provided by the Transformation and Resources Overview and Scrutiny Committee.

Review of assets is an ongoing job for officers. Such reviews will inform the budget setting process as an ongoing matter but recognition of the effects of the property market on timing and amounts of capital receipts have to be allowed for.

The action logs of the Assets Review Group are reported to the Executive Management Team. Significant decisions re potential disposals or acquisitions are reviewed there and if agreed in principle then reported for a Cabinet decision. This may require consideration at the Capital Projects Review Group when capital expenditure over £20,000 may be required on a property or parcel of land.

The main performance indicators pertaining to the Council's operational and commercial property portfolios are listed below:

- Percentage of the investment portfolio which is vacant
- Percentage of investment portfolio in arrears
- Percentage of statutory inspections completed on time

A number of other performance indicators have recently been introduced in relation to the performance of contractors employed by the Council.

Partner Organisations

Community leadership is often delivered through partnership, and it is probably seen in the best light when it tackles “cross-cutting” issues. The Newcastle Partnership brings together key players from the public, private and voluntary sectors. Our ability to lead and contribute to partnerships is increasingly important to help us secure improvements in service delivery through the physical estate for the residents, investors and visitors to the Borough.

Staffordshire and SOT Local Enterprise Partnership (LEP)

The Local Enterprise Partnership is a public and private sector partnership which will focus on enterprise and innovation initiatives which unlock the potential of the private sector to create employment and wealth to begin growing, restructuring or sustaining the local economy. It is anticipated that the Council will be increasingly expected to adopt an approach to the disposal of surplus land to facilitate economic growth and/or house building (consistent with Government policy).

Disposals to Third Sector

For a number of years, the Council has pursued a policy of disposal of Assets to the ‘Third sector’ through the engagement of active community groups.

The Council’s disposal strategy in respect of these groups recognises the strengths of pro-active community organisations – independence, specialist knowledge of particular activities, community focus and access to third sector funding streams.

The Council seeks to access and support these strengths for the benefit of the community by adopting a number of different approaches to community engagement and management of assets. The approaches range from a totally devolved community management structure where the asset is leased to an organisation who then assume complete control of it including repairs/maintenance, running costs etc and who also receive and control income generated by the asset e.g. letting to Newcastle Rugby Club through to a supported management structure where the Council retains responsibility for the costs associated with the asset and the income generated by it e.g. football pitches, to a “stewardship” role for the community where volunteers or Friends Groups provide an input and influence to the Council’s management decisions.

In some cases this involves granting long leases of land and property to third sector organisations at nominal rentals. The grant of such leases, as opposed to outright disposal of the freehold, ensures that where such groups experience problems, (for example through loss of key members), the asset (land/property) returns to the Council (and the greater community) to be utilised again for a similar purpose or some other purpose outlined in the corporate priorities.

Examples of successful leases (typically of 20/25 year duration) previously established by the Council include:

- Kidsgrove Ski Club
- Newcastle Town Football Club
- Newcastle and Hartshill Cricket Club
- Newcastle Rugby Club
- North Staffs Special Adventure Playground
- Kidsgrove Citizens' Advice Bureau

There are also a number of examples of community green spaces which are managed and/or leased by local community groups, including:

- Audley Millennium Green
- Lyme Valley Allotments

In addition the Facilities team have assisted community groups/sporting organisations in relation to project managing improvement schemes recent examples include the rebuilding of the bowls pavilion at Westland Sports Ground and the refurbishment of the Sports Centre in the Lyme Valley.

Sustainability

The Borough's Sustainable Community Strategy identifies the important issues that need to be addressed in order to enhance the quality of life of local communities.

The Council and its partners in the Newcastle Partnership undertook a rigorous community consultation exercise to establish three broad priorities within the Sustainable Communities Strategy (SCS) linked to the themes of 'People, Places and Prosperity'. Twenty-five priorities were identified in the context of these three priority themes and the Partnership is in the process of developing detailed Action Plans to address the said priorities.

Capital Programme and Stock Condition

Another key area relates to the maintenance and repair of the significant operational land and buildings. Whilst key properties remain under review (e.g. Civic Offices) a modest investment programme has been approved as part of the Council's Capital Programme and a longer term programme will be the subject of a refreshed survey in 2012-14. Provision is made in the Council's General Fund Revenue Programme annually to meet the ongoing costs relating to land and property maintenance

A stock condition survey is reviewed at regular intervals in order that a clear record of the condition and repair of the assets is maintained. This enables the identification of major repairs requiring capital investment and assets which require urgent attention due to health and safety will be flagged to ensure that the Council complies with its Statutory requirements.




A stock condition review has been carried out in 2012 and moving forward the repairs identified have been categorised as Red (urgent repairs required to meet Health and Safety obligations or similar imperative), Amber (repairs which can be left in abeyance for a time but will result in deterioration of the asset as time goes on) and Green (repairs which can be put in a planned maintenance programme spread over a number of years).

This has enabled preparation of an indicative costed and planned schedule of capital works over a 5 year period to enable better planned maintenance and capital accounting planning.

In view of the current lack of capital funds, work of this nature is kept to a bare minimum but this will impact on future capital costs since the fabric of assets will deteriorate over time and maintenance work will become more costly due to this.

Summary table of the likely stock condition survey cost requirements 2013/18

| 2013 | 2014 | 2015 | 2016 | 2017 |
|----------|------------|------------|------------|----------|
| £225,000 | £2,776,060 | £2,068,680 | £1,501,880 | £948,685 |
| £225,000 | £301,600 | | | |
| | £595,510 | | | |
| | £1,878,950 | £1,993,680 | £1,501,880 | £948,685 |

-  Requires immediate attention due to Health and Safety reasons or financial which would leave the Council exposed if not carried out.
-  Repairs which can be left in abeyance for a time but will deteriorate as time goes on
-  Requires attention and advisable to be carried out in programmed years to avoid further deterioration / cost.

Current planned maintenance / improvement

The Council will be moving towards a planned maintenance programme in the next few years based on the Stock Condition Survey. Given competing priorities for expenditure and limited available capital funds the Council has adopted a targeted approach to investment for 2012/13 and into 2013/14 as follows:

- Former St. Giles and St. George’s School – Maintain whilst seeking appropriate end use.
- Newcastle Town Centre Street Market - Procure and place new market stalls on site (target for completion Summer 2013)
- Hassell Street pedestrianisation – complete scheme Spring 2013

- Ironmarket taxi rank work completed during 2012.
- Civic Offices - Work has been completed on the refurbishment of part of the basement, first and second floors which has allowed Staffordshire and Stoke-on-Trent Partnership Trust and the Police to take occupation thereby producing additional rental income, reducing costs and improving the asset. Essential works to upgrade the electrical system will be undertaken in 2013/14.
- Accommodation Review – Undertake further work to establish the medium/long term accommodation needs of both the Borough Council and other public sector partners in order to secure more efficient occupation of operational buildings.
- Silverdale Community Facility – Completion of the construction of outdoor sports pitches/parking facilities and facilitate commencement on construction of the community building (funded entirely through developer contributions).
- Essential works will be undertaken during 2013/14 at several community centres along with a tenanted property whilst minor works will be carried out at The Museum.

As with the capital programme, due to limited availability of revenue funds, planned maintenance work has continued at minimum levels for 2012/13 and a more reactive approach has been adopted and this will continue into 2013/14. Consequently it is inevitable that the condition of property assets will deteriorate until a more proactive maintenance programme can be funded. With regard to maintenance of land this is restricted to urgent health and safety works and prioritised works to preserve reasonable levels of amenity.

Structures – Bridges, Watercourses etc

An asset register of all structures for which the Council are responsible is to be prepared. Once completed a full inspection programme will be implemented to monitor the condition of the structures and identify any repairs. A risk based approach for future inspection regimes will then be undertaken.

Carbon Reduction/Energy Efficiency

The Council monitors energy use in all operational properties. It is seeking to reduce energy usage over the next 2 years and where it carries out repairs/improvements to the properties it seeks to reduce its carbon footprint/energy use further as a direct result of these works, thereby saving costs.

The Council published a Carbon Management Plan in 2011 (accredited by the Carbon Trust). This developed a Carbon Management Strategy which identified the drivers for carbon management, targets and objectives to be achieved and the strategic themes considered.

In order to deliver the said objectives, the Plan sets out a number of projects; there are existing projects, planned/funded projects, near term projects and medium to long term projects.

In October 2011 the Council received a grant allocation of £35,000 from the West Midlands Low Carbon Fund to reduce the Council's carbon footprint which in turn will save money in respect of energy consumption. A number of energy saving proposals have been implemented in spring of 2012 using this grant money as follows:

- Automated Meter Readers (AMRs) were fitted on Gas and Electricity supplies to the council's 5 highest energy-consuming buildings. Additionally the majority of operational buildings have had electricity AMRs fitted at no cost to the Council.
- Bathpool Ski/Rugby Clubs - Cavity wall insulation.
- Museum - Low Energy Lighting & double glazing.
- Knutton Depot offices - Cavity Wall insulation.
- Knutton Depot - Lighting controls.
- Alexandra Road Changing rooms - Cavity wall insulation.
- Kidsgrove public offices - Cavity Wall insulation.
- Crematorium, House, Toilets, Canteen area - Cavity Wall insulation.
- Merrial Street Toilets - Installation of low energy hot water system.
- St Georges Chambers – Lighting controls, Cavity wall and loft insulation.
- Civic Offices – Lighting controls

It is estimated that the above schemes will result in a reduction in the annual energy costs of around £17,500 per year (which provides a pay back within the first two years on the cost of installation).

Further work is being carried out to source external funding and technical initiatives in order to implement more of the planned projects (set out in the Carbon Management Plan) which would reduce the Council's carbon footprint and save both energy and costs.

Additionally other initiatives currently being explored include:-

- LED lighting
- BIO MASS projects (wood burners) which can be provided at no capital cost to the Council.
- Heat recovery schemes

Strategic Property Review

It is essential that the Council has an efficient property assets approach to ensure that all opportunity to maximise use, rental income, resources and management are taken.

Over the next 12 months each property asset will be scrutinised in detail in terms of operational use, maximisation of use, rental income, maintenance cost, capital requirements and general overheads in order

that individual property needs or failings can be identified and this will deliver an overall strategic plan for the property assets.

4.0 THE CURRENT ESTATE

The Council owns an eclectic mix of over 180 properties (buildings) ranging from crematoria to sports centres to industrial premises. As previously indicated (section 2.5) the Council's property assets are divided into two portfolios – the operational and commercial portfolio – see below:-

Operational assets

In broad terms this is property that is held, occupied, used or contracted to be used on behalf of the authority in the direct delivery of services for which it has a responsibility, whether statutory or discretionary or for the service of strategic objectives of the authority. For reasons of simplicity we also include 'Community Assets' in this category.

This category includes (not exhaustive list):

- Civic Offices
- Guildhall Customer Contact Centre
- Kidsgrove Town Hall Customer Contact Centre
- Knutton Lane depot
- Jubilee Baths and Knutton Recreation Centre*
- Jubilee 2 Health & Wellbeing Centre
- The Museum/Art Gallery
- Crematorium and Cemeteries
- Land associated with operational property
- Parks and Open Spaces
- Historic Buildings/Monuments
- Allotments
- Sports facilities and pitches
- Community Centres
- Off-street car parks
- Fee paying car parks
- Structures bridges, watercourses etc
- CCTV infrastructure

*These 2 assets are now surplus following completion and hand over of Jubilee 2 in December 2011.

Commercial Assets

These property assets are those held by the Council but not directly occupied, used or concerned in the delivery of services, although they are likely to align with the authority's strategic objectives. Examples in this category include (list not exhaustive):-

Commercial land and property, leased/rented to other parties and generating income which include:

- Town Centre Retail Premises
- Industrial Units
- Offices
- Keele Golf Centre
- Ground Leases including the multiplex cinema
- Market
- Town Centre Car Parks
- Former Sainsbury's supermarket (owned in conjunction with Staffordshire Council for regeneration purposes)

Asset Transfers between Portfolios

There are occasions where assets can be transferred between portfolios as a result of changes to service delivery or corporate priorities; examples include the following:

- The Guildhall which transferred from the commercial portfolio to the operational portfolio.
- Pitfield House (Brampton Park) which was originally within the operational portfolio and is now let on a commercial basis as a Children's Nursery.
- Former Audley Council offices which is now let on a commercial basis to a local business.

5.0 PROGRAMMES

5.1 ASSET REVIEWS

Any responsible organisation will continuously challenge its use of resources, and the Authority has instituted a programme of reviews of its operational property portfolio, which is used to deliver services.

Property can be expensive drain on both capital and revenue budgets, and is slow to change. It is essential that the organisation has the right type of premises in the right locations, and accommodation must be sufficiently flexible to be able to be adjusted to the changing needs of the service market. It must also be used as efficiently as possible; vacant or under-used space is an expensive waste.

Strategic Housing Land Availability Assessment (SHLAA) and Site Allocations and Policies Local Plan (Local Plan)

The emerging Local Plan will formally allocate land for development and direct how land throughout the Borough - publicly and/or privately owned - can be used to meet future needs for housing, retailing, employment, leisure and recreation. There is a statutory requirement placed upon the Council to prepare and maintain up-to-date planning policy documents of this nature.

Once adopted, the Local Plan will influence how planning applications are determined and without such a Plan in place, the Government has indicated there is a presumption in favour of development where it can be shown to be sustainable.

The expectation is that the Local Plan will be in place by the end of 2014. The length of time is, in part, a reflection of the amount of public consultation which needs to take place before the Plan can be adopted.

During the 20 years prior to 2006, around 8,000 new homes were planned for and built in the borough.

The Newcastle-under-Lyme and Stoke-on-Trent Core Spatial Strategy has identified a need for 5,700 homes to be built between 2006 and 2026.

The SHLAA serves as an evidence base to demonstrate that the Borough has a potential, or theoretical, supply of land to accommodate the number of new homes required to meet local needs. This housing need has been identified by the Newcastle-under-Lyme and Stoke-on-Trent Core Spatial Strategy. This evidence base feeds in to the preparation of the Local Plan.

The SHLAA 2012/13 report contains sites that are owned by the Borough Council; the said sites are listed in Appendix 2 along with a number of other sites which could be explored in the future that are not currently contained within the SHLAA. National policy guidance encourages local authorities to identify surplus, potentially developable

land, in order to facilitate necessary development that will contribute towards economic growth and meet identified needs.

Any future disposal of such council-owned sites will be advised by the emerging Site Allocations and Policies Local Plan Document where full consultation will be undertaken with the general public. This process will determine the acceptability or otherwise of such development, in principle, prior to any disposal decision. It would then be a matter for the council to determine as land owner, on a case by case basis, which sites it might wish to dispose of; any such process would be the subject of separate consultation processes.

Surplus Assets Disposal Programme and Consultation

Each year operational managers are challenged to ensure that any underutilised/surplus space is identified and where appropriate allocated for disposal. Disposals in 2011/12 included the sale of land at Loggerheads to the Fire Service and the disposal of redundant offices at Newcastle Cemetery.

A Green Space Audit and Strategy was undertaken in 2007 which identified those sites which are key to providing for the needs of the community and also those which are not required to meet the adopted local standards for green space.

A detailed scrutiny process was undertaken during 2011 in respect of proposals to dispose of surplus land. The Overview and Scrutiny Committee report made a number of recommendations as to the way the disposal programme was dealt with, in particular with respect to public consultation. The Council's Cabinet has taken these recommendations into account and resolved that the Asset Management Strategy will be amended to reflect these recommendations (see Appendices 1 –2).

There will however be some circumstances in respect of certain disposals, such as the disposal of disused public toilets, where a public consultation process will not be necessary or may be scaled to a more proportionate level. Other examples could include land or property where the future use is consistent with the present use (e.g. a shop premises in a shopping parade) where there is unlikely to be any public interest at stake. The approach to consultation in each case will seek to ensure that any public/stakeholder consultation is proportionate to the particular disposal.

Staffordshire Strategic Property Review

Staffordshire County Council invited all District Councils across the County, along with Stoke-on-Trent City Council and other public bodies including the NHS and the Police to participate in a project to review the public sector estate within Staffordshire.

The project had the following two main objectives:

- Comprehensive identification of the Public Sector Estate across Staffordshire
- Analysis of the information to promote the most effective and efficient use of the combined assets.

External consultants were engaged to co-ordinate/manage the project. The report to identify the findings of this project was published in February 2012. One of the primary aims of the review was to identify specific rationalisation opportunities. There were three joint development opportunities identified within Newcastle Borough which are now the subject of joint delivery arrangements to take the schemes forward. These are:

- The rationalisation of the office estate within the Newcastle area
- Newcastle Town Centre redevelopment (Ryecroft, the former Sainsburys and the Civic Offices sites)
- Knutton urban village (site of the former Knutton Recreation Centre and adjacent land and buildings)

Car Parks

In view of the Council's aspirations for strengthening the Town Centre economy it will be important to keep these car parks under review with a view to either optimising their use or to facilitate regeneration.

Commercial Portfolio (income generation)

The commercial portfolio (including the Market) in 2011/12 generated a gross income circa £1.1 million and provides business accommodation for over 200 small to medium sized businesses.

Community Centres Review

The Council's Cabinet has agreed to the establishment of a dedicated Community Centre commissioning and capacity building team to review and modernise community centre provision; there are currently 15 such centres with the Borough.

The aim is to develop options for the long term sustainability and management of the Community Centres in partnership with the community and voluntary sector and by April 2014 to review the management arrangements linked to these options and implement the proposals.

5.2 PARTNERSHIP AND COLLABORATIVE WORKING

Public Sector GIS based database

Staffordshire County Council is working in conjunction with Newcastle Borough Council and the other District Authorities to develop an intranet database which holds the land ownership details of all the Councils and other public bodies such as Police and Fire Authority etc.

Regeneration

The Authority has worked with various public sector partners to bring about the regeneration of various sites throughout the Borough. Examples of this include the regeneration of a redundant industrial site on Lower Milehouse Lane, Newcastle which has had a catalytic effect on the wider area, along with investment in a number of housing-led initiatives in the wider area.

Newcastle Town Centre Redevelopment

In 2011 the Borough Council in partnership with Staffordshire County Council purchased the former Sainsbury's premises with a view to forming a potential retail led regeneration of the Ryecroft area of the Town Centre. Consultants have been appointed and are in the process of completing a marketing strategy report which will include advice on current market conditions and a development brief.

Newcastle Town Centre Public Realm

The Borough Council is working in partnership with Staffordshire County Council to bring about the following improvements to the Town Centre:

- A new taxi rank has been created by the Queens Gardens on the Ironmarket and the disabled parking has been modernised.
- A new bus lane has been created on Barracks Road and the bus station has been re-aligned to take buses out of Hassell Street
- A daytime taxi rank is to be created in lower High Street (spring 2013).
- The market will be realigned to follow the pedestrian flow in the Town Centre with new stalls in place by mid 2013

Shared Accommodation/Public Sector Hub

The Authority shares accommodation with its public sector partners examples of which are listed below:

- Civic Offices is shared with Staffordshire County Council, Staffs Police and the Staffordshire and Stoke-on-Trent Partnership Trust.
- Kidsgrove Town Hall is shared with Staffordshire County Council, Staffs Police and Kidsgrove Town Council
- Part of the Guildhall is being used by Staffs Police as their Enquiry Office

Facilitating Community Assets

- Disposing of part of the former Knutton Depot to Staffordshire Fire and Rescue Service (SFRS) to enable the construction of a Community Fire Station at Knutton Lane, Newcastle
- Disposing of land at Loggerheads to the SFRS to facilitate the construction of a community fire station

5.3 Funding and Investment Strategy

In the current economic climate and following the Strategic Spending Review, government funding for Council projects (e.g. RENEW Housing project) has been severely restricted and in some cases stopped. Consequently this Council along with others is having to generate funding from other sources one of which is through the disposal of assets which no longer support service delivery. The capital receipts from these disposals will allow the Council to develop an investment strategy which is aligned with communities needs and requirements.

6.0 ARRANGEMENTS FOR ASSET MANAGEMENT PLANNING

6.1 CORPORATE MANAGEMENT STRUCTURE REGARDING ASSET MANAGEMENT

The diagram at Appendix 4 shows the Council's structure in terms of Asset Management. Since January 2008 the Assets Section has been consolidated into the Regeneration and Development Directorate.

Portfolio Holder Responsibility

Asset Management falls within the portfolio of the Cabinet member with responsibility for Regeneration and Planning.

Corporate Property Officer

The Corporate Property Officer (CPO) is the Head of Assets who reports directly to the Executive Director of Regeneration and Development (a member of the Executive Management Team).

Assets Review Group

The Assets Review Group is chaired by the Executive Director of Regeneration and Development with the CPO as Vice Chair, and meets bi-monthly (or more frequently if required). The overall objective of the Group is to review the performance of and provide strategic management for, the Authority's portfolio

Capital Programme Review Group

The Capital Programme Review Group (CPRG) meets monthly and is chaired by the Executive Director (Resources and Support Services), with the CPO as Vice Chair. This group controls capital expenditure.

The ARG and CPRG monitor the use of both Assets and Capital, and approve the release of Assets for specific purposes, having reviewed the business case for the use. Similarly they make recommendations to the Council's Executive Management Team (EMT) about Capital expenditure, having examined the business case, and subsequently monitor the capital expenditure programme.

The recommendations and decisions of these two groups directly inform the Council's Medium Term Financial Strategy and Capital Programme. In terms of broader governance arrangements the decisions of both groups have to be ratified by EMT (as is the case with all Corporate Working Groups).

Membership of the Assets Review Group ensures that the CPO receives direct and pertinent user information about the Council's Operational Portfolio. The ARG effectively provides feedback as to any asset management proposals/plans being considered either corporately or from a service perspective. Any plans or proposals requiring new capital expenditure require endorsement by the CPRG

before proceeding through the formal decision-making processes of Cabinet or Council.

The output from both the ARG and the CPRG will form the basis of the Council's Capital programme (which is reviewed annually along with the Council Plan and the Medium Term Financial Strategy).

As well as ensuring the efficient and effective use of the Council's property assets, the role of the CPO, ARG and the CPRG is to ensure a consistency between the Council's asset portfolio and the Council's Council Plan, as well as the service-specific Service and Financial Plans.

Day to Day Asset Management Planning

The Head of Assets is responsible for Assets, Facilities Management, Engineering and Car Parks. All the day-to-day work connected with this asset management planning is undertaken within this service area. Significant expenditure is allocated through the capital planning process whilst small scale works and reactive maintenance is funded from a Repairs and Renewals Fund.

6.2 ASSET MANAGEMENT DATA AND INFORMATION SYSTEMS

The Council's land ownership mapping system (terrier), property data, Asset Register and property management and maintenance records are held on one computerised system. Paper filing systems are used for other property management functions.

The Council subscribes to the IDOX Uniform suite of applications which includes the asset register and property management modules, which contains key property information. This system links with other modules throughout the authority, which means that departments such as Planning, Land Charges Operations and Building Control, which use plan-based systems, will be able to access shared information.

The system also allows for each property to be given a unique property reference and will allow this reference to be linked to the National Land and Property Gazetteer.

6.3 HEALTH AND SAFETY

In 2010 the Council purchased a computerised health and safety system (BS Target 100). This system along with the CAPS Uniform system are used to manage, record and monitor all aspects of health and safety across the Council including the inspection and servicing of the building utilities and any other statutory inspections. These systems are supplemented by a database of statutory inspections.

Land and Property Disposals to Generate Capital Receipts – Approved and ongoing 2012

| Address | Site Area (Acres) | Site Area (ha) | Position Statement |
|--------------------------------|-------------------|----------------|---|
| Plot D Apedale Road Chesterton | 4.5 | 1.821 | Land to be used for industrial development purposes. Sale to be completed subject to resolution of planning issues |
| 38 Market Street Kidsgrove | | | Retail Premises -Sale . Contract is with prospective purchaser's Solicitor |
| Grove Ave, Kidsgrove | 0.22 | 0.089 | Land is to be used for residential development purposes. An offer for site has been received |
| Sands Road, Harriseahead | 0.16 | 0.064 | Land is to be used for residential development purposes. Planning application approved for single residential dwelling. Site to be sold at auction. |

Land and Property Disposals to Facilitate Regeneration objectives – Approved and ongoing 2012

| | | | |
|---|------|-------|--|
| Brunswick Street/Nelson Place (Jubilee Baths site) | 0.47 | 0.190 | Marketing has commenced. Expression of interest received currently under consideration |
| Former St. Giles and St. George's School, Newcastle | | | The premises are being marketed |

Classification: NULBC UNCLASSIFIED

| | | | | |
|--|--|------|-------|--|
| | | | | |
| Former Sainsbury's Supermarket, Liverpool Road and Civic Offices Merrial Street, Newcastle | | 6.4 | 2.59 | The Borough Council have entered into a Joint Venture Agreement with Staffordshire County Council and purchased the former Sainsbury's supermarket, in order to assemble a site for a comprehensive retail led scheme of development. Specialist retail consultants, Cushman & Wakefield have been appointed to find a development partner |
| | | | | |
| High Street Knutton, (Recreation Centre site) | | 5.31 | 2.148 | A joint Officer Working Group (with Staffs County Council SCC) has been established with a view to a joint sale ie. to include the Knutton Enterprise Centre. Soft market testing commenced. |

Classification: NULBC UNCLASSIFIED

| Potential Future Disposals – 2012-2014 under investigation and subject to approval | | | | |
|---|--|--------------------------|-----------------------|--|
| Address | | Site Area (Acres) | Site Area (ha) | Position Statement |
| Land Silverdale Road, Newcastle (0.56 ha) | | 1.38 | 0.558 | The sites either side of this land have been redeveloped however it forms part of a designated flood plain. This may limit the developability of the site and any use is likely to be industrial/commercial in nature. |
| Land at Birchenwood, Liverpool Road, Kidsgrove | | 0.75 | 0.303 | Commercial uses to be explored once ground conditions clarified. |
| Land Lyme Valley Road, Newcastle | | 0.12 | 0.048 | Land to be marketed for commercial purposes |

Classification: NULBC UNCLASSIFIED

Potential residential land identified in the Council's Strategic Housing Land Availability Assessment

IMPORTANT NOTE – INCLUSION OF SITES IN THIS LIST DOES NOT INDICATE A COMMITMENT TO DISPOSE OF OR DEVELOP ANY INDIVIDUAL SITES; IT WILL ENABLE THE PLANNING MERITS OF COUNCIL-OWNED LAND TO BE CONSIDERED, ALONG WITH LAND IN OTHER OWNERSHIPS, AS PART OF THE SITE ALLOCATIONS AND POLICIES LOCAL PLAN PROCESS BEFORE THE COUNCIL MAKES ANY DECISION AS LAND OWNER (see pages 21 & 22).

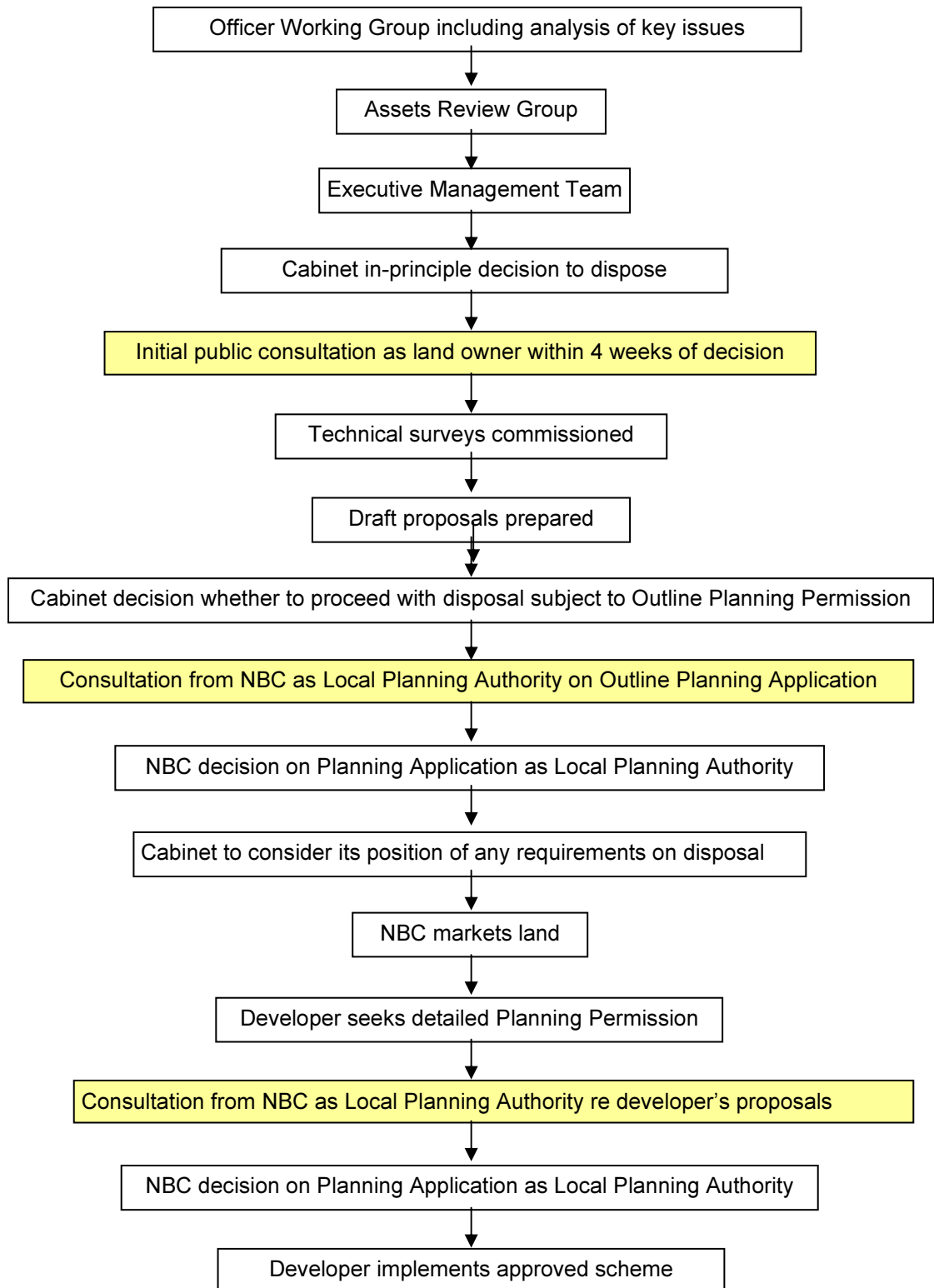
| | Site Area (Acres) | Site Area (Ha) |
|----------------------------------|-------------------|----------------|
| Hillport Ave, Porthill | 0.67 | 0.271 |
| Deans Lane, Red Street | 3.360 | 1.36 |
| Whitehill Road, Kidsgrove | 8.426 | 3.41 |
| Heathcote Street, Kidsgrove | 0.73 | 0.295 |
| Kinnersley Street Kidsgrove | 1.507 | 0.61 |
| Church Lane, Knutton | 1.680 | 0.68 |
| Cotswold Ave, Knutton | 0.444 | 0.18 |
| Market Drayton Road, Loggerheads | 12.449 | 5.038 |
| Eccleshall Road Loggerheads | 5.559 | 2.25 |
| Bower End Lane, Madeley | 0.97 | 0.392 |
| Arbour Close Madeley | 1.037 | 0.42 |
| Sandy Lane, May Bank | 2.075 | 0.84 |

Classification: NULBC UNCLASSIFIED

| | | | | |
|--|--------|-------|-------|------|
| Gallowstree Lane, Westlands | 0.667 | 0.27 | | |
| Cambourne Crescent, Westlands | 1.440 | 0.583 | | |
| Riley's Way Bignall End | 0.410 | 0.166 | | |
| Stephens Way, Bignall End | 1.366 | 0.553 | | |
| Other potential land disposals to be explored (not currently in SHLAA) | | | | |
| IMPORTANT NOTE – INCLUSION OF SITES IN THIS LIST DOES NOT INDICATE A COMMITMENT TO DISPOSE OF OR DEVELOP ANY INDIVIDUAL SITES; IT WILL ENABLE THE PLANNING MERITS OF COUNCIL-OWNED LAND TO BE CONSIDERED, ALONG WITH LAND IN OTHER OWNERSHIPS, AS PART OF THE SITE ALLOCATIONS AND POLICIES LOCAL PLAN PROCESS BEFORE THE COUNCIL MAKES ANY DECISION AS LAND OWNER (see pages 21 & 22). | | | | |
| Surrey Road, Whitehill | 1.457 | 0.59 | | |
| Talke Road, Bradwell | | | 6.251 | 2.53 |
| Land off Whitmore Road, Seabridge | 4.373 | 1.77 | | |
| The Racecourse, Silverdale | 13.689 | 5.54 | | |
| | | | | |
| | | | | |

APPENDIX 3

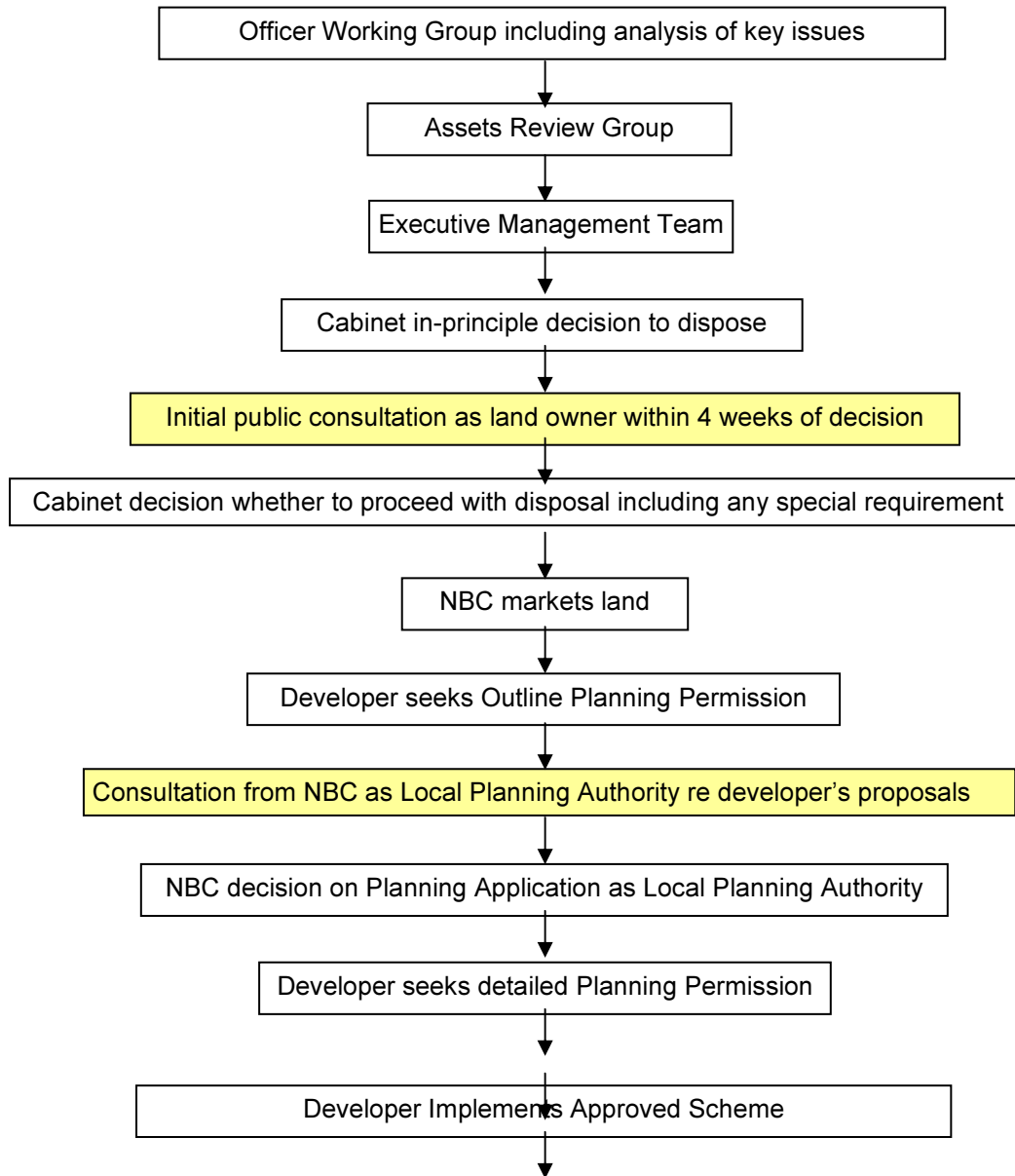
Typical consultation approach in cases where unclear planning policy and Newcastle Borough Council seeking Planning Permission prior to disposal



NB. Attention is drawn to the council's proposed approach to consultation as both land owner and as local planning authority.

APPENDIX 3

Typical consultation approach in cases where clear planning policy and Newcastle Borough Council NOT seeking Planning Permission prior to disposal of significant asset



NB. Attention is drawn to the council's proposed approach to consultation as both land owner and as local planning authority.

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STAFFORDSHIRE STRATEGIC PROPERTY REVIEW

Submitted by: Head of Assets

Portfolio: Planning, Regeneration and Town Centres development

Ward(s) affected: Non-specific

Purpose of the Report

To review the Staffordshire Strategic Property Review Report and consider the implications for the Borough Council and local stakeholders.

Recommendation

That the report is accepted and that the programme and project management arrangements established regarding the opportunities within the borough are noted.

Reasons

- To enable the project's key conclusions to be assimilated into the Council's Asset Management Strategy.
- To assist in identifying underutilised assets across public sector partners and to promote collaborative working that will achieve more comprehensive disposal / development opportunities.
- To promote discussion amongst key partners about the necessary steps to take forward the Newcastle-specific opportunities.

1. Background

1.1 Staffordshire County Council invited all District Councils across the County, along with Stoke on Trent City Council, and other public bodies including the NHS and the Police, to participate in a project to review the public sector estate. The project had two main objectives which are as follows:

- Comprehensive identification of the Public Sector Estate across Staffordshire.
- Analysis of the information to promote the most efficient/effective use of the combined assets.

1.2 Consultants Mouchel were engaged to co-ordinate/manage the project, paid for from funding provided by the West Midlands Regional Improvement and Efficiency Partnership. The executive summary to this report is set out below:

Context

Alongside people and technology, property represents one of the highest cost inputs for the public sector. Staffordshire County Council (SCC) alone has £1.5 billion of property assets along with all the attendant operating costs. Through property rationalisation, Staffordshire County Council and its public sector partners in the districts, health, fire, police and others have much to gain both in terms of reduced property costs but also higher productivity and improved services that result from integrating service provision and property use.

Much of the county estate is out-dated and services are undergoing broad transformation. An approach is needed that delivers change in the portfolio in line with the requirements of

service transformation and provides a flexible, future proofed estate based on shared public sector use. Property must be organised so it facilitates rather than hinders service transformation.

This strategic property review engaged a wide group of public sector partners and these can and should be widened, both in terms of the number of partners and their depth of their engagement, as the strategic property plan develops.

Stakeholders share many common priorities around improving social cohesion, care and health, creating a safe and attractive environment, promoting regeneration and economic success, focusing on people and communities and being well-managed.

Strategic Property Review Objectives

The primary objectives of this review were the generation of specific rationalisation opportunities and the development of closer property collaboration across the public sector in Staffordshire to deliver better buildings and financial savings for the public purse. Workshops and one-to-one interviews were adopted as the primary engagement method.

All ideas are assumed to be good ones unless proven otherwise but to provide a focus of effort, opportunities have been given an initial categorisation; either 'very good', 'good' or 'moderate' depending on their suggested benefits case, degree of constraints, dependencies and risks and their alignment with corporate priorities. Over 100 opportunities have been identified with 39 categorised as 'very good'. 25 of these have been developed in outline terms to provide an indicative financial case as a precursor to individual detailed business cases. Further work will be required to develop indicative figures for all opportunities captured.

The Size of the Prize

Financial modelling for the 25 opportunities, assumed to be delivered over a five year period, suggests the cost and benefit ranges below. This demonstrates a significant potential upside and considers only 25% of the total number of opportunities identified to date.

The investment and return profile will of course be dependent on which opportunities are taken forward, when they are implemented and variations in the actual costs and benefits, compared to the assumptions modelled. In particular, there are two assets whose proposed disposal should yield relatively high capital receipts (£ 17 million). The overall cost/benefit profile modelled could clearly be sensitive to any variations in respect of these disposals.

Sensitivity analysis on required investment and capital receipts suggests the range above. While the timing of the cost inputs can be controlled by scheduling the delivery of the opportunities, the timing of the resulting capital receipts will be less readily controlled and will be subject to market conditions. Further sensitivity has therefore been applied to the timing of capital receipts resulting in the year on year range shown below. This demonstrates a likely need for initial capital investment in year 1 in order to benefit from capital receipts and revenue savings in subsequent years.

Key Themes

In addition to the specific rationalisation opportunities, some key themes have emerged. These relate primarily to the mechanisms for future multi-agency collaboration and property sharing and the consolidation and improvement of property management information (MI).

Local Strategic Property Forums

Strategic property planning must integrate the requirements of the service directorates and ideally do this across a wide base of public sector organisations. Local Strategic Property

Forums, with representation from as many public sector organisations as possible, provide a good model for achieving this integration.

Two 'tiers' may be appropriate with a county-wide group establishing overarching principles and cross cutting work streams and more local district groups developing and delivering the specific plans and opportunities whilst engaging a greater diversity of local stakeholders.

At the county level, for example, the principles to be agreed would include the setting of public sector rent levels (perhaps at discounts to commercial rents), simplified standard lease and licence terms for property sharing, delivery of a portal for booking shared accommodation, consolidation of property management information and systems, etc. At a local or district level, the forums will have an important role in, for example, managing the release of planned disposals to optimise the value returned.

Management Information and Systems

All of the above relies on high quality management information to inform the strategic planning process.

Further improvements in the quantum and quality of property data is required as well as the systems on which it is managed. Convergence, or at least compatibility, of systems across the partner organisations will greatly assist the work of the property forums and facilitate greater asset sharing.

Back Office Accommodation

Several of the identified opportunities relate to back office accommodation and this asset class is one where the vision of shared property is readily achievable and offers real efficiency benefits. In the short term tactical consolidation possibilities can provide a 10% reduction in office space with the longer term potential to develop multi-agency shared 'hub' offices in the principal county towns, supported by a network of 'touch down' facilities in public buildings such as libraries, to enhance agile working potential. The longer term prize is space reductions in office accommodation of up to 40% overall.

Service Asset Strategies

Direct engagement with service directorates has been limited within the constraints of this review although the 'Business Leads' from each organisation provided a channel to capture their stakeholder requirements.

Many service lines are undergoing transformation themselves and are not yet in a position to articulate firm property needs in many cases, but the development of Service Asset Strategies should form another integral element of ongoing work with the Local Strategic Property Forums serving as facilitators.

Future Property Operating Models

Across the county, the stakeholders operate individual property management organisations. The strategic forums will greatly improve collaboration and provide a platform for delivering shared property consolidation.

In time, a greater level of integration may be possible with more formalised partnerships, joint public property companies and the transfer of assets to a separate legal entity considered.

Delivery Framework

A large number of specific rationalisation opportunities and 'key theme' initiatives have been identified for consideration. The scale of the delivery framework required will depend on the number and rate at which these are taken forwards.

As the holder of the largest public sector property portfolio in the county, Staffordshire County Council is well placed to lead the implementation of the property rationalisation programme but it is important that as many of the other public sector partners play as full a role as possible.

Political and executive sponsorship and support for the programme will also be key to build and maintain momentum and overcome some of the challenges that will inevitably arise.

The partners should seek to simplify governance arrangements as far as practicable and some degree of delegated authority to a representative Programme Board would be beneficial. A three tier governance structure is proposed.

Corporate: *Providing the participating organisation's overarching authority for the programme and its strategic aims and objectives, agreeing collaboration principles, contributing programme funding/sites and providing robust challenge.*

Programme: *– a new governance layer introduced for the specific purpose of delivering the county-wide strategic property plan. This could use the existing programme architecture established within the county council's transformation programme and would need to be representative of the participating organisations. The principal work streams, sub-programmes and cross-cutting solutions would be developed at the 'programme' level.*

Sub-Programme/Project / Initiative: *– delivery and control of the individual elements or schemes within the programme. Many of the skills to deliver the programme exist within the partner organisations but additional resources are likely to be needed. A 'capacity' and 'capability' gap analysis should be undertaken when the firm scope of implementation is agreed.*

Conclusion

There is a very good potential for estate rationalisation across Staffordshire and the size of the prize is considerable. There appears to be good support for greater collaboration across the public sector partners and the delivery of the initial opportunities identified by this review will foster closer working and integration at the same time as enhancing the portfolio while delivering meaningful financial benefits. In tandem with the development of the initiatives from the 'Key Themes', the potential for further efficiency gains exists.

The strategic property review represents one element of an iterative and continual property planning process and is not exhaustive in terms of the potential that exists. In particular, the work of the proposed local strategic property forums can facilitate the generation of ongoing opportunities for property transformation across Staffordshire.

- 1.3 One of the primary aims of this review was the identification of specific rationalisation opportunities. The three that were identified within Newcastle Borough were: (a) the rationalisation of the office estate within the Newcastle area (members will be aware of the recent practical steps taken to facilitate co-location of key public sector partners at the Civic Offices, along with the Customer Service Centres at the Guild Hall and Kingsgrove Town Hall); (b) Newcastle Town Centre redevelopment (the former Sainsbury's and the civic offices sites) and; (c) Knutton Urban village (site of former Knutton Recreation Centre and adjacent land/buildings).
- 1.4 The Economic Development and Enterprise Overview and Scrutiny Committee received a report on this matter in June 2012 and made no substantive comments.

2. **Issues**

2.1 This project provided an opportunity for the Council to engage in a comprehensive process to review the majority of publicly owned land in the Borough which will enable:

- a proper review of the potential for public sector organisations to co-locate to both, share the cost burden of accommodation and to encourage joined up service delivery.
- The identification and release of assets for each partner to rationalise their respective land and property portfolios.

2.2 The release of assets has the potential to provide capital funds to maintain/modernise the public sector estate, to contribute towards capital programme funding requirements or , alternatively, to promote partner-led regeneration initiatives.

2.3 In terms of the Newcastle-specific opportunities it should be noted that programme and project management level arrangements have been established to follow the broad principles set out in the executive summary. So a Corporate Property programme board has been established (comprising senior property officers from the two local authorities) to maintain the overview of the overall programme for the borough. Whilst at a project level, arrangements have been put in place to steer the implementation of the three opportunities highlighted at paragraph 1.3. It is intended that the latter groups would report progress into Cabinet at key decision milestones once the necessary technical evidence has been prepared.

3. **Proposal**

3.1 To accept the report and to note the programme and project management arrangements established regarding the opportunities within the borough.

4. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- Shared use of public assets (sustainability)
- Partner led regeneration (Borough of opportunity)
- Rationalisation of assets (achieving excellence)

5. **Legal and Statutory Implications**

Not applicable.

6. **Equality Impact Assessment**

There are no implications.

7. **Financial and Resource Implications**

7.1 No significant implications arising directly from this report. There will be some 'in-kind' officer and member support to take forward any Newcastle-specific opportunities. There are likely to be both capital costs and receipts to be derived in due course depending on the preferred approach to disposal; ultimately there should be cashable efficiencies across the public sector.

8. **Major Risks**

- 8.1 The main risk relates to the potential failure of the two local authorities (and other potential public sector partners) to agree on the preferred approach to rationalisation / joint use of the public sector estate.

9. **Background Papers**

Staffordshire Public Services Strategic Property Review Report – February 2012 (includes confidential information; extracts available on request).
File in Property Office

PAY PROTECTION

Submitted by: Executive Management Team

Portfolio: Finance and Budget Management

Ward(s) affected: Not Applicable

Purpose of the Report

To enable Members to consider the current arrangements for protecting the pay of those employees whose pay is reduced as a result of them being redeployed to a lower graded post following restructuring.

Decision Required

Either

(i) The current arrangements for pay protection for employees who are redeployed to lower graded posts as detailed at 1.1 and 1.2 (below) be reaffirmed;

or

(ii) The arrangements proposed at 1.3 be adopted including/excluding backdating;

or

(iii) Alternative arrangements be implemented (if so, these to be agreed at the meeting).

Reasons

To ensure that the council's pay protection arrangements are fair, equitable and reasonable, taking into account the relevant factors, including mitigation of the loss of income of affected employees and the potential cost to the authority.

1. Background

1.1 Section 15 of the council's approved Restructuring and Redundancy Policy and Procedure provides for employees who are redeployed to a lower graded post to receive pay protection on the following basis:

- 6 months at existing salary;
- 6 months at half the difference between new and previous salary;
- No annual pay increases, overtime payments, allowances or other payments included.

1.2 Where annual leave entitlement is reduced as a result of redeployment to a lower grade, this is protected pro rata for the duration of the pay protection period.

1.3 The Staffing Committee, at its meeting on 7 November 2012, has recommended that pay protection should be on the following basis following recommendation of the proposal by the Employees Consultative Committee (ECC):

- A maximum of 3 years on a sliding scale as follows:

Year 1 100% flat rate

Year 2 Months 1 – 6 80% of the difference between the maximum SCP of the new lower graded post and the protected salary level.

 Months 7 – 12 60% of the difference between the maximum SCP of the new lower graded post and the protected salary level.

Year 3 Months 1 -6 40% of the difference between the maximum SCP of the new lower graded post and the protected salary level.

 Months 7 -12 20% of the difference between the maximum SCP of the new lower graded post and the protected salary level.

- No annual increases, overtime payments, allowances or other payments to be included.

The Staffing Committee also recommended that the longer period of pay protection be backdated to include any employees who have received pay protection since the Restructuring and Redundancy Policy and Procedure was implemented in November 2011.

2. **Issues**

2.1 There is no specific legislation regarding the length of pay protection. However, the following factors should be noted:

- mitigation of loss of income to the redeployed employee;
- cost of paying protection offset against potential savings;
- perceived use of the authority's resources by external parties;
- views of other employees occupying generic posts;
- increased risk of equal pay challenges, the longer the pay protection period;
- survey of other authorities indicated generally sliding scales over an average of 1.96 years, with no allowances etc protected.

3. **Options Considered**

3.1 Initially, it was proposed that employees redeployed to a lower graded post should receive a 3 month salary protection in their redeployed post. However, this was revised to the current 12 month arrangement following referral to the Employees Consultative Committee. Your officers are of the view that this arrangement at 1.1 is consistent with the factors listed at 2 (above).

3.2 An analysis of protection arrangements in place at 16 other authorities in June 2011 indicated an average period of protection of 1.96 years (attached at Appendix A), with most incorporating a sliding scale for payments and payments other than basic salary not being protected, with there also being no annual pay award increases.

4. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

Not applicable.

5. **Legal and Statutory Implications**

5.1 There is no specific legislation regarding the length of pay protection. However, there is an increased risk of challenges, the longer any pay protection period.

6. **Equality Impact Assessment**

6.1 The pay protection arrangements apply equally to all employees.

7. **Financial and Resource Implications**

7.1 There are four employees who have received pay protection since the Restructuring and Redundancy Policy Procedure was implemented who would be entitled to additional payments in the event that the ECC/Staffing Committee's recommendations were to be approved as follows:

| | |
|---|----------------|
| Total protection payments paid to date | £ 6,718 |
| Additional (backdated) payments to be made | <u>£11,556</u> |
| Additional (backdated) payments including employers oncosts @ 30% | <u>£15,023</u> |

The additional future cost of adopting the recommendations of the Staffing Committee would depend on the numbers/grades of employees redeployed as a result of future restructures and the grades of the posts to which they are redeployed.

8. **Major Risks**

8.1 There is an increased risk of equal pay challenges being made, the longer the period of protection.

9. **Sustainability and Climate Change Implications**

Not applicable.

10. **Key Decision Information**

Not applicable.

11. **Earlier Cabinet/Committee Resolutions**

Employees Consultative Committee – 17 October 2012, Item 5
Staffing Committee – 7 November 2012, Item 5

12. **List of Appendices**

Appendix A – Benchmarking Exercise – Pay Protection Arrangements

13. **Background Papers**

None.

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Benchmarking Exercise – Pay Protection Arrangements

| Organisation | Duration | Range | Conditions |
|-------------------------|-------------|--|--|
| Lake District NP | 2 yrs | Yr 1 100% flat rate Yr 2 50% of the difference between the top of the new substantive post and protected salary level Yr 3 Nil | Does not include allowances, OT or other payments. No annual increase. |
| South Lakes DC | 1 yr | | Does not include allowances, OT or other payments. No annual increase. |
| Bainbridge BC | 2 yrs | Yr 1 100% flat rate Yr 2 – mths 1 to 3 @ 80% SP Mths 4 to 6 @ 60% SP Mths 7 to 9 @ 40% SP Mths 10 to 12 @ 20% | Not applicable to post of >1 grade below the old grad. |
| Leicestershire CC | 2 yrs | | Does not include allowances, OT or other payments. No annual increase. |
| North Warks | Up to 3 yrs | Up to 3 yrs service 1yr 3 to 10 yrs service 2 yrs 4 10>3 yrs | Various conditions (see policy). |
| Cannock | 3 yrs | | Various conditions (see policy). Does not include allowances, OT or other payments. No annual increase. |
| Lichfield DC | 2 yrs | | Does not include allowances, OT or other payments. No annual increase. |
| Tamworth BC | 3 yrs | 2 yrs pay on a standstill basis for 2 yrs and 10% of the difference in yr 3. | Does not include allowances, OT or other payments. No annual increase. |
| South Staffs BC | 6 mths | | Does not include allowances, OT or other payments. No annual increase. |
| East Staffs BC | None | | |
| Milton Keynes | 2 yrs | Yr 1 100% flat rate Yr 2 – mths 1 to 3 @ 80% SP Mths 4 to 6 @ 60% SP Mths 7 to 9 @ 40% SP Mths 10 to 12 @ 20% | Does not include allowances, OT or other payments. No annual increase. No pay protection if ally of >1 grade lower. |
| Northamptonshire CC | 1 yr | | Various conditions (see policy). Does not include allowances, OT or other payments. No annual increase. |
| Bromsgrove and Redditch | 1 yr | 6 mths existing 6mths ½ difference between new and previous salary | |
| Rugby | 3 yrs | | |
| Staffs CC | 3 yrs | | |
| Warwickshire | 3 yrs | | |
| 16 | 31.5 | | |

31.5 = max average – NB Various conditions – not all full protection

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CONTRACT AWARD FOR THE SUPPLY OF SWEEPING VEHICLES

Submitted by: T Nicoll/S Gee

Portfolio: Environment and Recycling

Ward(s) affected: All

Purpose of the Report

- To inform Cabinet of the outcome of the tendering process for the supply of replacement sweeping vehicles
- To seek a decision from Cabinet regarding the award of the contracts.

Recommendations

- (a) That the contract for the supply of two sub-compact sweeping vehicles be awarded to Johnson Sweepers.
- (b) That the contract for the supply of three compact sweeping vehicles be awarded to Scarab Sweepers.
- (c) That subject to the approval of the fleet replacement element of the 2013/14 capital programme, the procurement of the two remaining sweepers (sweeper 6 and 7) carried out following consultation with the Portfolio Holder.

Reasons

- The current fleet of sweepers are coming up to five years old and it would be operationally and financially advantageous to replace these vehicles at this time to ensure the continuity of service provided within the Streetscene service.
- All the bids have been evaluated both on cost and quality. This evaluation indicates that Johnson Sweepers for Lot 1 and Scarab Sweepers for Lot 2 have provided the most economically advantageous tender and comply with the council's financial appraisal.

1. Background

- 1.1 The council has made a commitment to residents that Zone 1 areas such as Newcastle and Kidsgrove town centres will be cleansed daily and all residential roads within the borough four times a year. The current fleet of sweepers are coming up to five years old and it would be operationally and financially advantageous to replace these vehicles at this time to ensure the continuity of service within the Streetscene service.
- 1.2 The tender for the replacement of sweepers were split into two lots:-
- Lot 1 – Two sub-compact sweeping vehicles
Lot 2 – Three compact sweeping vehicles (with the option to purchase two further vehicles during 2013/14 if the capital budget is allocated)
- 1.3 The Council as part of the procurement process reserved the right to award each Lot to a different contractor.

- 1.4 As the value of the contract was likely to exceed the threshold for supplies as set out in the Public Contracts Regulations 2006 the Council elected to utilise a compliant framework issuing tender documents via Eastern Shires Purchasing Organisations (EPSO) in accordance with the call-off terms and conditions of the Pro5 framework agreement 324: Specialist Vehicles.
- 1.5 All tenders had to be received by 17:00hrs on 7 November 2012.
- 1.6 The tenders have been evaluated to determine the most economically advantageous tender (MEAT) based upon the following criteria and weightings, as shown in Table 1.

Table 1:

| Criteria | Weighting (%) |
|--|----------------------|
| Mandatory Requirements | |
| Compliant with contract conditions. | Pass/Fail |
| Meets minimum specification score | Pass/Fail |
| Willing to offer a warranty of 12m minimum | Pass/Fail |
| Willing to offer a demonstration vehicle | Pass/Fail |
| Costs | 45% |
| Purchase price less buy back value | 35% |
| Fuel consumption | 5% |
| Servicing costs | 5% |
| Quality | 55% |
| Machine Suitability | 25% |
| Training | 7% |
| Vehicle Warranty | 6% |
| Service & Repair | 7% |
| Delivery | 4% |
| Other Factors | 6% |

2. Proposal

Lot 1 – Sub-compact sweeping vehicles

- 2.1 For Lot 1 sub-compact sweeping vehicles we received 4 tenders.
- 2.2 All tenders have been evaluated and weighted in accordance with the values in table 1 above.
- 2.3 Table 2 provides the outcome of the combined quality and financial evaluation:

Table 2: Lot 1 sub-compact sweeping vehicles

| Name | Total Quality Score (55%) | Weighted Cost (45%) | Total Score | Rank |
|--------------------------|----------------------------------|----------------------------|--------------------|-------------|
| Supplier A | 39.6 | 42.2 | 81.8 | 2 |
| Johnston Sweepers | 42.2 | 42.9 | 85.1 | 1 |
| Supplier C | 44.2 | 35.8 | 80.0 | 3 |
| Supplier D | 43.5 | 35.6 | 79.1 | 4 |

- 2.4 The highest scoring tender based on the MEAT criteria was submitted by Johnston Sweepers for Lot 1 sub-compact sweeping vehicles

Lot 2 – Compact sweeping vehicles

- 2.5 For Lot 2 Compact sweeping vehicles we received 4 tenders
- 2.6 All tenders have been evaluated and weighted in accordance with the values in table 1 above.
- 2.7 Table 2 provides the outcome of the combined quality and financial evaluation:

Table 2: Lot 2 Compact sweeping vehicles

| Name | Total Quality Score (55%) | Weighted Cost (45%) | Total Score | Rank |
|------------------------|----------------------------------|----------------------------|--------------------|-------------|
| Supplier F | 43.4 | 37.5 | 80.9 | 3 |
| Supplier G | 41.7 | 33.7 | 75.4 | 4 |
| Supplier H | 42.4 | 43.5 | 85.9 | 2 |
| Scarab Sweepers | 47.8 | 39.8 | 87.5 | 1 |

- 2.8 The highest scoring tender based on the MEAT criteria was submitted by Scarab Sweepers for Lot 2 compact sweeping vehicles

3. Reasons for Preferred Solution

- 3.1 There are a number of reasons why Johnson Sweepers are the preferred bidder for Lot 1 and Scarab Sweepers are the preferred bidder for Lot 2, these include:-
- They have provided a high quality bid.
 - They are experienced in providing this service to Local Authorities.
 - Their tender fulfilled the requirement of the tender specification, including practical demonstration.
 - Vehicles are affordable within cost envelope.
 - The opportunity to trade existing vehicles owned by the authority

4. Outcomes Linked to the Newcastle under Lyme Borough Council Plan 2013/14 to 2015/16

- 4.1 The proposal relates to the effective delivery of the Integrated Municipal Waste Management Strategy for Newcastle Borough Council, which would contribute to the following:
- Creating a Cleaner, Greener and Sustainable Borough
 - Our streets and open spaces will be clean, clear and tidy.
 - Town centres across the Borough will be sustainable and safe

5. Legal and Statutory Implications

- 5.1 The procurement process is being conducted to meet the requirements of the Public Contracts Regulations 2006.

5.2 The contract document pertaining to this service has been prepared by ESPO and agreed by Procurement Officer.

6. **Equality Impact Assessment**

6.1 The companies expressing interest in the contract have been requested for information regarding their Equalities Policies.

7. **Financial and Resource Implications**

7.1 The process is a competitive one, designed to deliver value for money. The capital cost of the tender submitted by Johnston Sweepers for Lot 1 is £91,692 (2 vehicles at £45,846). The capital cost of the tender submitted by Scarab Sweepers for Lot 2 is £223,515 (3 vehicles at £74,505). This amount falls within the amount provided for in the capital budget for 2012/13 for the delivery of replacement vehicles.

7.2 A further two vehicles will be required from the 2013/14 capital budget. The capital cost of the tender submitted by Scarab Sweepers for Lot 2 is £149,010 (2 vehicles at £74,505).

7.3 To mitigate and minimise risk to the authority third party credit checks have been undertaken on both suppliers and at the time of obtaining the reports reveal no adverse trading conditions that will impact on the fulfilment of the contract.

8. **Major Risks**

8.1 The risks associated with this particular service are considered to have been identified and recorded on 'Grace' risk management system; a copy is available on request.

8.2 The major risks associated with the decision regarding award of the Contract are considered to be:

- Failure to reach a decision on award may lead to a delay in supplying the vehicles.
- Contractors fail to provide required quality of vehicles.
- Contractors fail financial standing changes.

9. **Key Decision Information**

9.1 Cabinet and Council has approved the Capital Budget for 2012-13, spending for these vehicles will be delivered from this budget.

9.2 The correct European procurement procedure was followed in the procurement of these vehicles, via Eastern Shires Purchasing Organisations (EPSO) in accordance with the call-off terms and conditions of the Pro5 framework agreement 324: Specialist Vehicles.

9.3 Evaluation of the tenders has been completed and Johnson Sweepers and Scarab Sweepers have provided the most economically advantageous tender based upon price and evaluation of the tender submission.

9.4 The total cost of supplying the five vehicles under Lot 1 and 2 is £315,207 monies being available from the 2012/13 capital budget.

9.5 The total cost of supplying a further two vehicles as required from Lot 2 is £149,010, subject to approval of the 2013/14 capital programme budget.

LGA CORPORATE PEER CHALLENGE

Submitted by: Head of Business Improvement and Partnerships – Mark Bailey

Portfolios: Communications, Transformation and Partnerships

Ward(s) affected: All

Purpose of the Report

To provide the Cabinet with a summary of the findings of the recent Local Government Association (LGA) Corporate Peer Challenge, carried out on the Borough Council from 10-12 October 2012.

This summary has been supplemented with an action plan, based on these findings, which can be found at Appendix A and a letter from the Peer Challenge team, found at Appendix B.

The report sets out the initial remit of the Peer Challenge team, as well as detailing some of the background to the Peer Challenge such as the stated priority of the Council to become a 'co-operative council'.

Recommendations

(a) That the Cabinet notes the contents of this report and the letter from the Peer Challenge team (see Appendix B) and the suggested action plan at Appendix A, based on the findings of the recent LGA Corporate Peer Challenge

(b) That the Cabinet makes any further amendments or suggestions to the action plan

(c) That the Cabinet approves implementation of the action plan, led by the relevant members of the Executive Management Team (EMT) in consultation with the appropriate Portfolio Holder(s) and also the relevant Overview and Scrutiny Committee(s)

Reasons

The LGA Corporate Peer Challenge was utilised by the Council as a 'health-check' on the critical areas of the Council's work. The Peer Challenge was developed to provide reassurance that the Council can continue to deliver future plans by having the right capacity, levels of performance and ability in place to do so.

This report both sets out the findings of the Peer Challenge and also – based on these findings – sets out a set of key actions which have been highlighted by the Peer Challenge team as crucial in taking the organisation forward and supporting further development in key areas of work.

Based on these points, it is vital that Cabinet – as well as all elected Members – are aware of these findings and have an input into their framing and implementation.

1. Background

1.1 The Local Government Association (LGA) is a nationally-based body set up to represent and support local authorities throughout England. Its membership comprises all types of local authorities.

1.2 As part of the LGA's 'offer' to its member authorities, it provides for a free of charge Corporate Peer Challenge. The basis for a Peer Challenge is to allow elected Members and

officers from other local authorities to visit a council and provide advice and guidance on current and future work with a view to offering suggestions for further improvement and development. The role of a Peer Challenge has been accentuated since the removal of the inspection system in May 2010, given that it provides the kind of external verification and challenge previously offered by the Comprehensive Performance Assessment (CPA) and Comprehensive Area Assessment (CAA) process (although it should be emphasised that the Corporate Peer Challenge process is not an inspection).

1.3 In October 2012, Newcastle under Lyme B.C. took advantage of the LGA 'offer' and requested a Corporate Peer Challenge in order for a team of officers and elected Members to visit the council and examine what the organisation is doing and planning to do, and what areas could be improved upon or developed further. This process has been described by the LGA team as a 'health-check' of the council, which looks at critical areas and provides reassurance about issues such as performance and capacity in order for the council to better assess its ability to deliver on its key priorities and plans.

1.4 A Peer Challenge team therefore visited the Council primarily between 10 and 12 October 2012 (although a number of other visits were made), having received a suite of documents from the Council beforehand (including a copy of the developing Council Plan). The team itself was made up of: -

Kerry Rickards, Chief Executive, Sedgemoor District Council
Councillor Bryony Rudkin, Ipswich Borough Council
Jane Burns, Director of Strategy and Challenge, Gloucestershire County Council
Paul Clarke, LGA Peer Challenge Manager

The Peer Challenge team therefore represented a mix of officers and elected Members, supported by the LGA.

1.5 In undertaking their work, the team was focused on a number of key questions and areas of focus: -

- Understanding of the local context and priority setting: Does the council understand its local context and has it established a clear set of priorities?
- Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- Political and managerial leadership: Does the council have effective political and managerial leadership and is it a constructive partnership?
- Governance and decision-making: Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
- Organisational capacity: Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

1.6 In addition to these key questions and focus areas, the Corporate Peer Challenge team was also asked to comment on the evolving thinking of the Council around the priority set out in the developing Council Plan to become a 'co-operative council'. In doing so, the team recognised that the Council sees a 'co-operative council' as an organisation that: -

- Brings more public services together so that people get what they need at the right place and the right time;
- Encourages more involvement from local people and staff in planning and running services; and

- Supports communities better and encourage people to do more to help their own communities

1.7 In undertaking their work, the Peer Challenge team used their own experience and knowledge of local government to reflect on the information they were provided with during a range of different sessions with elected Members, officers, staff and partners during their visit to Newcastle-under-Lyme. They also sought to build on the work which is already being done by the Council and also previous peer reviews in key areas such as scrutiny. Their findings can be found in a letter from the team at Appendix B.

2. **Key Findings and Issues**

2.1 The Peer Challenge emphasised the good work already done by the Borough Council in its findings, including the delivery of efficiencies and budget savings over a sustained period of time; the achievement of a number of external awards in key areas of work such as recycling; and reductions in levels of sickness absence amongst staff.

2.2 In addition to these achievements, the team also concluded that the Council has been willing to be challenged by others and has developed partnership working effectively, together with new ways of working (including the existing co-location of the Civic Offices). The desire to become a 'co-operative council' has the potential to build on these achievements, according to the Peer Challenge team.

2.3 Despite these positives, however, the Council still has a number of challenges to meet. First on this list is the ongoing challenging financial climate and a need to continue to deliver savings, as well as generating capital investment to support the ambitions set out in the Council Plan.

2.4 Allied to this is the need, as highlighted by the Peer Challenge, to continue to invest in staff through training and development and supported by effective staff engagement and also to continue to develop good governance and sustained excellent support for elected Members.

2.5 The Peer Challenge identified regular and effective communication and visible leadership as key to success in embedding change and to ensure stakeholders are aware of priorities and the work being done

2.6 Under each of the headings set out in 1.5 in this report, a number of areas of feedback were offered by the team. This are summarised below: -

Understanding of local context and priority setting

- New Council Plan sets out clear vision and priorities for the Council.
- Priorities are evidence-based and reflect political ambitions.
- The authority allocates resources to priorities.
- The development of the 'co-operative council' builds on the established priorities.
- Clarity is required about what are not priorities for the council.

Financial planning and viability

- Good track record of making financial savings – realised £6m over the last five years.
- Planning for future savings is well advanced and new challenges are being tackled, e.g. universal credit.
- Elected Members and senior officers have been engaged in identifying savings and investment opportunities.

Leadership

- External engagement has been excellent in recent years and solid relationships have been built with key partners, who highly regard the council.
- The council is seen as the brokers of partnership working and also the hub for partnership working in the borough.
- The Newcastle Partnership structure has been streamlined – but the Partnership would benefit from a shared narrative on what an improved borough will look like in the future.
- The leadership of the organisation needs to be visible and good Member/officer relationships should be built upon.
- It is important that all Members contribute to the debate over the future direction of the authority.

Governance and decision-making

- Governance has been improved throughout the organisation, including improvements to scrutiny, the development of a new constitution and Cabinet meetings held in different locations and at different times.
- Scrutiny developments such as a new approach to task and finish groups, better work programmes and training for chairs are all seen as positive by the Peer Challenge team.
- These improvements should be pushed further, including more pre-decision scrutiny and greater holding Members to account as well as officers.
- Regulatory committees should be enablers of the outcomes sought by the authority, by recognising and working towards the council's priorities.
- Full Council meetings need to be developed further to ensure effective operation and positive debates.
- Local Area Partnerships (LAPs) have great potential to make an even greater contribution to priorities and outcomes and could become a key feature of the 'co-operative council'.
- The Peer Challenge team suggested that LAPs are included more as part of the formal decision making and scrutiny processes of the council and consideration should be given to how they can do more.
- More also needs to be done with parish and town councils to develop mutual expectations and establish respective roles, including their relationship with LAPs.

Capacity

- The team was impressed with the development of new ways of working by the council, such as 'the Way We Work' programme, co-location with partners, shared services and other areas of collaboration – building on already existing positive partnership working
- Member and workforce development are both well-developed, and this needs to go further in areas such as ICT
- Member support should be invested in, especially to develop the 'co-operative' aspects of Member roles through advocacy and case management
- In developing the new Workforce Strategy, the team saw a number of positives, but also suggested more focus on the 'co-operative council' in terms of the values, behaviour and culture of the organisation - possibly via a cohesive cultural change programme
- Staff morale should be important, as should staff engagement – and more project based work would be beneficial to draw upon the skills and competencies inherent in the organisation
- In 'co-operative council' terms, the council may wish to seek to communicate its 'offer' to help build community capacity and empower people via LAPs and the voluntary sector, amongst others

- 2.7 As well as these headline findings, the Peer Challenge also focused on the development of the principle of the 'co-operative council' – and stated the belief of the team that this would

build on existing areas of work such as LAPs, a focus on customers, partnership working, co-location and budget consultation.

2.8 The Peer Challenge team also outlined a number of steps around developing the 'co-operative council', including learning from the work done at other councils (the LGA is prepared to assist with this part of the process).

2.9 In developing thinking further on this aspect of the council's development, the Peer Challenge team put forward a number of suggestions. These included: -

- Engaging with others to define clearly what is meant by a co-operative council in Newcastle-under-Lyme and develop a Charter setting out minimum expectations/standards.
- Continue to develop the notion of 'one public service' for the borough, building on the desire to improve the 'customer journey' through co-location, a new CRM system and through the use of customer insight.
- Consider how the 'co-operative council' concept can be embedded in consultative and decision making processes – e.g. a section in council reports.
- Set out the behaviours, values and attitudes expected of key stakeholders involved in being a co-operative council – consider a code of conduct.
- Look at further developing support for Members, staff and communities.
- Look at LAPs championing the co-operative council concept and also what role parish and town councils can play in this.
- Look at making community land and property assets work for the community.
- Develop a model of co-production – who does and does not do what and what best practice is available.
- Demonstrate how to meet and exceed the code of recommended practice for data transparency.

2.10 The Peer Challenge further suggested that the above list of actions/suggestions should be underpinned by regular communication on how the concept is developing in Newcastle.

2.11 The final section of the Peer Challenge is related to the next steps to be taken as a result of the work which has been done.

2.12 Members will note that at Appendix A, an initial action plan has been developed based on the findings from the Peer Challenge team as summarised in this report.

2.13 As outlined above, Members are asked to consider the action plan and make any suggestions/amendments as deemed necessary.

3. **Options**

3.1 There are no options to be considered at this stage. Cabinet is asked to consider the report and the action plan found at Appendix A make any comments as required prior to approving distribution and implementation of the plan to key stakeholders.

4. **Proposal**

4.1 It is proposed Cabinet consider the report's contents and the action plan at Appendix A and make comments and changes, as set out in this report, prior to approving final sign off of the action plan.

4.2 It is proposed that the action plan becomes the basis for further work and that regular updates are prepared for all stakeholders as the work develops.

5. **Reasons for Preferred Solution**

5.1 The background to the Peer Challenge is set out in this report, and the findings of the Peer Challenge form the basis for the development of an action plan focused on key areas of the process. The work set out in the action plan will form the basis for future work and will touch on many areas of the organisation – with further updates planned for future meetings and engagement with key stakeholders.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

6.1 The action plan has potential to help deliver key outcomes across all the priorities of the Borough Council and a number of the priorities set out in the Sustainable Community Strategy for the Borough.

7. **Legal and Statutory Implications**

None at present.

8. **Equality Impact Assessment**

An Equality Impact Assessment is being developed.

9. **Financial and Resource Implications**

There are a range of resource implications in terms of delivering the actions set out at Appendix A and these have been referred to in this report and elsewhere.

10. **Major Risks**

10.1 The GRACE risk assessment for the report is being developed. The key risks include not committing enough resources to these areas of work and the community and Borough continuing to deal with the ongoing issues as a result.

11. **Sustainability and Climate Change Implications**

No direct implications.

12. **Key Decision Information**

12.1 This item is included in the forward plan.

13. **Earlier Cabinet/Committee Resolutions**

There are none.

14. **List of Appendices**

Appendix A – Peer Challenge Action Plan
Appendix B - Newcastle under Lyme B.C. – Corporate Peer Challenge

15. **Background Papers**

None.

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Peer Challenge Action Plan

| Recommendation | Actions | Specific Actions | Lead Member(s) | Lead Officer(s) | RAG Status and timescale |
|--|--|---|---|--|-------------------------------|
| Get ready to take the tough and potentially unpopular decisions about what are not priorities for the borough. | <ol style="list-style-type: none"> 1. Council Plan review 2. Budget planning process 3. Site Allocations 4. Asset Management Strategy <p>Existing work ongoing – need to use results of the above exercises to identify and communicate non priorities</p> | <p>Review results of budget process</p> <p>Identify areas of non priority</p> <p>Articulate in Council Plan</p> | <p>Portfolio Holder for Finance & Budget Management</p> <p>Council Leader</p> | <p>Kelvin Turner, Executive Director (Resources and Support Services)</p> <p>John Sellgren, Chief Executive</p> | December 2012 – February 2013 |
| Consider the options and decide on capital expenditure strategy. Do this as soon as possible. | <ol style="list-style-type: none"> 1. Budget process 2. Assets review 3. Assets disposals 4. Capital strategy <p>Work is ongoing – needs to be focused on strategic direction for spending</p> | <p>Review position in terms of Capital</p> <p>Establish strategic direction and options</p> | <p>Portfolio Holder for Finance & Budget Management</p> <p>Portfolio Holder for Regeneration, Planning & Town Centres Development</p> | <p>Kelvin Turner</p> <p>Neale Clifton, Executive Director (Regeneration & Development)</p> <p>Jeff Hamnett, Head of Assets</p> | December 2012 – February 2013 |
| Continue to invest in members, including the technology, tools and training that enables and supports them to do the job of a modern councillor. | <ol style="list-style-type: none"> 1. Member development group 2. Member ICT pilot 3. Member training and development <p>Ongoing work – developing via the Member Development Group and also via other work streams such as The Way We Work (TWWW)</p> | <p>Review existing position and evaluate any changes made</p> <p>Set out ongoing vision for Members</p> <p>Establish position in relation to use of IT etc and key priority areas</p> | <p>Council Leader</p> <p>Chair, Member Development Group</p> | <p>Geoff Durham, Members Services Officer</p> <p>Jeanette Hilton, Head of Customer Services & ICT</p> | January 2013 – December 2013 |

| | | | | | |
|---|--|--|--|---|-------------------------------------|
| <p>Consider how all 60 councillors can be as engaged and involved as they should be in decision-making and policy development (including full council).</p> | <ol style="list-style-type: none"> 1. Continue to develop scrutiny processes 2. Further develop Cabinet Panels for cross-party policy development 3. Clarify role of full Council and continue to ensure active participation of all councillors <p>New piece of work – but building on previous peer challenge process focused on scrutiny and constitution</p> | <p>Develop scrutiny action plan further</p> <p>Introduction of Cabinet Panels</p> <p>Review of role of full Council and existing practices/ procedures</p> | <p>Chair, Transformation & Resources Overview & Scrutiny Committee</p> <p>Council Leader</p> <p>Mayor</p> <p>Group Leaders</p> | <p>Louise Stevenson, Scrutiny Officer</p> <p>Executive Management Team (EMT)</p> <p>John Sellgren</p> | <p>January 2013 – December 2013</p> |
| <p>Keep a close eye on staff morale and engagement through softer measures as workloads inevitably increase.</p> | <ol style="list-style-type: none"> 1. Rollout workforce development strategy 2. Sustain IIP commitments 3. Continue 'Meet the Leadership' programme 4. Rollout flexible working arrangements 5. Review and revise staff recognition scheme 6. Continue to monitor workloads closely through appraisals and keep-in-touch meetings 7. Hold a further round of 'Involve' briefings 8. Develop staff to work for the 'co-operative council' <p>Builds on existing work around workforce development and other initiatives</p> | <p>Completion of Workforce Development Strategy (to include Co-operative Council work)</p> <p>Undertake IIP assessment</p> <p>Update and develop Meet the Leadership</p> | <p>Portfolio Holder for Finance & Budget Management</p> <p>Council Leader</p> <p>Chair, Staffing Committee</p> | <p>Sarah Taylor, HR Officer (Workforce Development)</p> <p>EMT</p> <p>Jeanette Hilton</p> <p>All managers</p> | <p>January 2013 – June 2013</p> |

Specific actions identified in text of report not specifically included above

| Understanding of local context and policy setting | | | | |
|---|--|--|--|---------------------------------|
| Recommendation | Actions | Lead Member | Lead Officer(s) | RAG Status and timescale |
| Improve the customer journey | Implement customer journey development programme (also links with the co-operative council work) | Council Leader | EMT Programme Board | January 2013 – June 2013 |
| Implement performance management measures | Finalise new performance management framework | Council Leader | Mark Bailey, Head of Business Improvement & Partnerships | December 2012 – February 2013 |
| Accelerate some savings plans and develop further options | Bring forward invest to save options for budget review process Identify budget options which can be brought forward Progress shared services proposals to secure future savings Review budget options not required to deliver 2013/14 budget as an 'amber list' set | Portfolio Holder for Finance & Budget Management | EMT Wider Management Team (WMT) | December 2012 – June 2013 |
| Leadership | | | | |
| Ensure all partners delivering to agreed priorities and targets | Clarify partnership priorities and deliverables in context of partner plans, Council Plan and NBC key strategies Links with the co-operative council concept | Council Leader | Mark Bailey | January 2013 – April 2013 |
| Ensure visible leadership and | Continue Meet the Leadership and Involve programmes | All Cabinet Members | EMT/WMT | January 2013 – December 2013 |

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| communication inside the organisation | Continue staff internal communications | | Phil Jones, Head of Communications | |
| Governance and decision making | | | | |
| Undertake pre-decision scrutiny | Continue and develop process for scrutiny consideration of options and making recommendations to Cabinet | Council Leader Chair, Transformation & Resources Overview & Scrutiny Committee | EMT Louise Stevenson | January 2013 – June 2013 |
| Ensure regulatory committees have due regard to wider council priorities | Include standard paragraph in all relevant reports setting out 'implications for council priorities' Hold briefing session for regulatory committee chairs Ensure 'relevant considerations' forms part of Member training | Chair, Transformation & Resources Overview & Scrutiny Committee Chair, Member Development Group | Paul Clisby, Head of Central Services Member Services | January 2013 – June 2013 |
| Develop strategic framework to involve LAPs more in decision making and scrutiny processes | Develop Constitutional provisions for LAP involvement in council's decision-making and scrutiny processes Establish support mechanisms for LAPs to develop and deliver Links with the co-operative council concept | Council Leader Chair, Transformation & Resources Overview & Scrutiny Committee | Mark Bailey Paul Clisby | January 2013 – June 2013 |
| Work with Town and Parish councils to develop and clarify | Hold regular meetings with Town and Parish Council Chairs and Clerks Develop single NBC point of contact for T&PCs | Council Leader | John Sellgren Mark Bailey | January 2013 – June 2013 |

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| <p>mutual expectations and roles, including relationships with LAPs</p> | <p>Support the T&PCs to develop parish plans and securing Quality status</p> <p>Formulate locality plans setting out shared priorities to town/parish council, LAP and NBC (to include other partners as appropriate)</p> <p>Links with the co-operative council concept</p> | | | |
| <p>Capacity</p> | | | | |
| <p>Ensure Member support matches requirements of modern councillor role</p> | <p>Progress the work of the Member Development Group</p> <p>Implement Member ICT pilot</p> <p>Continue commitment to Member training and development</p> <p>Links with the co-operative council concept</p> | <p>Chair, Member Development Group</p> | <p>Geoff Durham</p> <p>Jeanette Hilton</p> | <p>January 2013 – December 2013</p> |
| <p>Support Members in developing the role as community advocates</p> | <p>To be part of Member training support</p> <p>Support Member casework management with appropriate ICT links</p> <p>Support Members in community leadership role in LAPs</p> <p>Links with the co-operative council concept</p> | <p>Council Leader</p> <p>Chair, Member Development Group</p> | <p>Geoff Durham</p> <p>Jeanette Hilton</p> <p>Mark Bailey</p> | <p>January 2013 – December 2013</p> |
| <p>Implement a clearer and more cohesive culture change</p> | <p>Refresh organisational values</p> <p>Communicate organisational values</p> | <p>Council Leader</p> | <p>John Sellgren</p> <p>Phil Jones</p> | <p>December 2012 – February 2013</p> |

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| programme | <p>Ensure values are reflected in key documents and processes including; plans, appraisals and communications</p> <p>Links to the co-operative council approach – development of a co-operative culture</p> | | <p>Mark Bailey</p> <p>Richard Durrant, Head of Human Resources</p> | |
| Continue to harness the enthusiasm and talents of the Wider Management Team | <p>Continue project-based approach to work of WMT</p> <p>Encourage WMT members to lead cross-cutting projects</p> <p>Continue to involve WMT in budget planning and review process</p> | | <p>WMT</p> <p>EMT</p> <p>WMT</p> | January 2013 – June 2013 |
| Clarify offer to help build and coordinate community capacity | <p>Formulate with partners and 'Community Development Charter' setting out roles and responsibilities</p> <p>Clarify NBC capacity to support community development and communication with partners</p> <p>Links to the co-operative council concept</p> | Council Leader | Mark Bailey | January 2013 – June 2013 |
| Development of a Co-operative Council | | | | |
| Developing the Co-operative Council approach | <p>Engagement with other stakeholders on what being a 'co-operative council' means</p> <p>Developing a charter of minimum standards for the co-operative council (Newcastle under Lyme B.C.)</p> <p>Improving the customer journey (see above)</p> | Council Leader | <p>John Sellgren</p> <p>Mark Bailey</p> | January 2013 – May 2013 |

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| | <p>Embedding the concept of a co-operative council in consultation and decision-making</p> <p>Set out the behaviours, attitudes and values expected of all stakeholders of the co-operative council – use of a code of conduct</p> <p>Further development of support for Members, staff and communities (see Member development and staff development above – also community development)</p> <p>LAPs to champion the co-operative concept</p> <p>Making land and property assets work for the community</p> <p>Develop a model of co-production</p> <p>Demonstrate how to meet the minimum standards for data transparency and also exceed them</p> | | | |
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John Sellgren
Chief Executive
Newcastle-under-Lyme Borough Council
Civic Offices
Merrial Street
Newcastle-under-Lyme
Staffordshire
ST5 2AG

October 2012

Dear John

Newcastle-under-Lyme Borough Council - Corporate Peer Challenge

On behalf of the peer team, I would like to say what a pleasure and privilege it was to be invited into Newcastle-under-Lyme Borough Council to deliver the recent corporate peer challenge as part of the LGA offer to support sector led improvement.

You asked the peer team to provide an external 'health-check' of the council. In doing this the peer team looked at the critical areas that provide reassurance about future performance, ability and capacity to deliver future ambitions. The team considered the following questions and areas of focus:

1. Understanding of the local context and priority setting: Does the council understand its local context and has it established a clear set of priorities?
2. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
3. Political and managerial leadership: Does the council have effective political and managerial leadership and is it a constructive partnership?
4. Governance and decision-making: Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
5. Organisational capacity: Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

You also asked the peer team to comment on your evolving thinking and Council Plan priority to become a 'co-operative council'. You see a 'co-operative council' as an organisation that:

- Brings more public services together so that people get what they need at the right place and the right time.
- Encourages more involvement from local people and staff in planning and running services.
- Supports communities better and encourage people to do more to help their own communities.

It is important to stress that the peer challenge was not an inspection. Peer challenges are improvement-focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

This letter provides a summary of the feedback that was presented to you by the team at the end of their recent onsite visit. In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. We hope the feedback provided will help stimulate further debate and thinking about the future and how your plans might develop and evolve further.

Summary of feedback: overall messages

Newcastle-under-Lyme Borough Council has a proven track record of improvement and achievement, delivering increased efficiency, and making budget savings. The organisation appears to be in good health, continuing to receive external awards, reducing sickness absence and maintaining staff morale. You have demonstrated a willingness to seek external challenge to reality check, test and stretch thinking, proposals and plans. Along with your prudent financial management, customer focus, investment in partnerships and willingness to adopt new ways of working these provide a good platform on which to respond to future challenges facing the borough, and deliver the ambition to become a 'co-operative council'.

There are nonetheless significant issues for the authority to tackle. Not least there is an increasingly challenging financial climate. There is a need to continue delivering savings, and generate the capital investment required to support your Council Plan ambitions. As the council continues to embrace new ways of working it will be important to monitor staff morale, engagement and well-being. Continued investment in staff development, member support and good governance will be required to enable the culture and values required by a 'co-operative' council. Regular communication and visible leadership will be required

to embed and support change, and ensure stakeholder expectations are clear about priorities and the progress being made against them.

Summary of feedback: ability and capacity to deliver future ambitions

Understanding of local context and priority setting

Your new Council Plan sets out a clear vision and priorities for the council. The Plan has clearly been informed by political ambitions. The priorities in it such as promoting a borough of opportunity (maximising investment and employment in the borough) appear relevant in light of the challenges facing the borough and wider sector. Priorities are evidence-based. For example the Joint Strategic Needs Assessment (JSNA) has informed the emerging health and well-being strategy, which will help deliver the priority of 'promoting a healthy and active borough'.

The Plan builds on the previous corporate plan and does not advocate a fundamental change in direction. This looks to have enabled a smooth transition into a new administration and a sustained focus on the key priorities for Newcastle-under-Lyme. The authority continues to allocate resources to the identified priorities, such as the establishment of a Town Centres Partnership, building on a track record of investing in priorities such as waste recycling and the Jubilee2 leisure centre.

The ambition to become a 'co-operative' council appears to be a natural evolution of the Council's established priorities, such as working with citizens and partners through the Local Area Partnership (LAPs), the budget consultation exercise, sharing services with other authorities and co-locating with partners. We think the stated ambition in the Council Plan provides a clearer purpose and focus for these ways of working. Once fully defined, it will provide a clear framework and basis on which the council does business.

It was clear to see your desire to improve the 'customer journey' and create a 'one and done' experience. You see this as part and parcel of being a modern, streamlined effective council. We could see notable progress towards this aspiration, demonstrated by your creation of a community hub, co-location with partners within the civic offices, use of customer insight information and the plans for a new county wide CRM system. All of this is commendable.

You have acknowledged the need to have measures in place to monitor and communicate progress and impact against priorities. We know you are already working on performance measures. We encourage this to happen as soon as possible. It will, we think, be increasingly important in terms of demonstrating the impact of your investment as financial pressures facing the council increase. Given the severe financial challenges ahead, we suggest that much greater clarity is needed about what are not priorities for the borough. This will inevitably require tough and potentially unpopular decisions.

Financial planning and viability

We can see that you have a track record of making significant financial savings which has realised over £6million over the past five years. You are already planning for future years, and look to be well advanced in identifying potential savings for 2013/14. You have also started to consider and plan for the implications of future challenges and 'unknowns' such as universal credit and business rates, for example through discussions with other authorities about impact of the changes and options regarding pooling.

Your approach to identifying and delivering further budget savings has included the engagement and involvement of senior managers and elected members who are challenged to identify both saving and investment opportunities. As part of the process you have invited external critical friend challenge from a County Council officer which has helped to 'reality check' some of the emerging thinking and proposals. Your budget saving strategy includes a variety of activities – for example, procurement savings, negotiating with contractors, efficiencies, using new funding (such as New Homes Bonus) and identifying further opportunities and potential for income generation. This looks to be in line with practice in other authorities and suggested to us that you have a resilient approach to financial planning.

However, identified savings and income will need to be delivered. Given that there is currently some under-achievement on income targets achieving identified savings is now non-negotiable. The authority is now potentially in new territory without large reserves to draw on as contingency. As a result we think that there is a need to accelerate some of the savings plans and develop further options.

One significant challenge facing the authority is meeting future capital expenditure requirements to support your Council Plan priorities and aspirations. We suggest that decisions are needed about your future approach to borrowing and asset realisation as ways of generating the capital funds required. In particular the realisation of land and property assets into cash is fundamentally important and should be considered as soon as possible.

Leadership

Excellent external engagement during the last couple of years, often led personally by the chief executive, looks to have built solid partnerships and relationships with key partners. The council is held in high regard by the partners we spoke with. They know where they stand with you and see you as 'open' and 'honest'. Partners consider the council as effective 'brokers' and the hub of partnership working in the borough. You clearly consider working in partnership, wherever appropriate, to maximise the resources at your disposal as a key element of how you deliver services and outcomes as a 'co-operative' council.

We know you have worked with partners to streamline the Newcastle Partnership so that it focuses on key priorities. You now need to ensure that the partnership, and all agencies and organisations participating in it, deliver against the agreed priorities and actions. Partners want the council to stay ambitious. They want you to 'hold your nerve' and stay committed to the shared agenda. To help bind the partnership together we think that the Partnership Strategic Board will benefit from a shared narrative about what an improved borough will look like which will compliment its focus and priorities.

As well as leading the place, there is a need to ensure you invest the same energy and enthusiasm within the organisation. Staff and elected members need to feel involved and engaged to achieve the wider goals. As challenges get tougher, the leadership of the organisation – both political and managerial - needs to be ever more visible and communicative inside the organisation. The new Leader is well regarded inside (and outside) the council and the Cabinet look to be stepping up to the challenges of the executive role. So there is a good basis on which to do more of this. Member and officer relationships appear to be good and based on mutual respect and a regular dialogue between senior officers and cabinet portfolio holders.

However, we were left in little doubt that not all 60 elected members are engaged and involved as they should be. It is clear that there are opportunities provided for all members to inform decision-making and policy development. But it is also clear that some members are choosing not to engage. As the authority gears up to make some tough decisions and develop long-term policy it will be increasingly important that all members contribute to the debate through effective scrutiny, constructive opposition and mature cross-party involvement in policy formulation.

Governance and decision-making

You rightly recognise the importance of good governance as a basis for this to happen. We could clearly see that you have sought to improve and develop governance within the organisation. Notable improvements to the scrutiny function, a new constitution and Cabinet meetings being taken out and about the borough with a public engagement item on the agenda are all examples of this. Improvements to the scrutiny function include a new approach to task and finish groups, better work programmes and training for scrutiny committee chairs. All of these are positive developments.

We think there is potential to push these improvements further. Scrutiny committees should seize the opportunity presented by Cabinet to undertake pre-decision scrutiny. We suggest that the emphasis needs to shift to holding members, as well as officers, to account. The current proposal to introduce 'cabinet panels' needs to be implemented carefully so that members and officers

are absolutely clear on how the Panels role links to Cabinet and Scrutiny Task and Finish Groups.

We suggest that the links and connection between regulatory committees and policy making needs to be considered further too. Given both your Council Plan priorities and the changes brought about by the Localism Act and planning framework, it will be important that regulatory committees, particularly planning, clearly support the priorities of the council. In short they should be enablers of the outcomes sought by the authority. Our impression was that they still operate in a tight quasi-judicial remit and manner. As a result there may be a risk that they hinder rather than help the realisation of the council's vision and ambitions.

Following a recent review and the introduction of a new Constitution, elements of it are understandably still bedding in. Whilst most elements appear to be implemented smoothly, the operation of the Full Council meeting remains an issue for the organisation. Members do not value it in its current format. The purpose and function of it was unclear to many we spoke to.

We formed a clear view that process and procedures are preventing the behaviours and culture you would like to see in the council chamber. Clearly more needs to be done to make the Full Council the place for debate and politics, holding cabinet to account, members speaking up for people of the borough and championing local issues, and an opportunity for every member to have a voice. We heard positive comments about the recent Full Council debate on regional pay, suggesting that the meeting can operate effectively when there is the will to, and a debating topic that is relevant and timely.

We think that the Local Area Partnerships (LAPs) provide a 'touchstone' to communities and partners. Our view is that they have great potential to make an even greater contribution to priorities and outcomes and could become a key feature of the 'co-operative council'. We suggest that you consider developing a strategic framework so you can involve the LAPs more as part of your formal decision-making and scrutiny processes. Consider how you can enable them to do more. We know you are already starting to think about this. It will be important to involve LAPs in this consideration. We also encourage you to work with parish and town councils to develop and clarify mutual expectations and respective roles including their relationship with LAPs.

Capacity

We were impressed with the way you have adopted new ways of working and your commitment to working with others. There is a clear understanding that to deliver key priorities, save money, generate income, increase capacity and build resilience you have to do this. There are many good examples where added value and positive outcomes are being realised such as 'The Way We Work' programme, co-location with partners, shared services arrangements and other collaboration that has developed or protected officer capacity and expertise. We have already mentioned the positive partnerships and relationships you have developed.

You have recognised the importance of workforce and member development and are providing a range of activity to support this. Member development is well regarded. We heard positive feedback about the cross-party member working group, chaired by an opposition member, which oversees the training and development programme. We encourage this approach to continue, and suggest that the focus of the group on other support for members increases, including ICT, to enable members to do the job of a 'modern councillor'. Not all members feel supported in their various roles by the organisation. Our view is that current support lags behind what many other authorities are providing for their members, particularly as regards ICT provision. Many provide all members with laptops/PCs or a specific allowance towards this, and we think you should consider something similar.

It will be important that the authority continues to invest in member support, particularly as their roles and the expectations of them will undoubtedly continue to develop as the organisation evolves into a 'co-operative' council. Members need to be seen as 'priority customers' so that they are able to fully play their role as advocates for the communities they serve, for example by being able to quickly log issues effecting local service delivery and engage with the appropriate officers to enable a response and resolution to them.

You are about to launch a new workforce development strategy. All of the components we would expect to see are in it. It looks comprehensive. It also sounds as if you are doing some exciting and innovative things such as the model you are proposing to broker and co-ordinate apprenticeships on behalf of other organisations. We question whether the workforce development and member development plans currently include enough about the values, behaviours and culture of a 'co-operative' council. Whilst we could see a range of activity across the organisation and plans to enable the required cultural shift, we suggest that a clearer and more cohesive culture change programme will be worth considering.

We suggest that as part of your wider approach to workforce development you will want to keep a close eye on staff morale and engagement through softer measures, particularly as workloads and expectations on staff inevitably increase or change. Pay

attention to work-life balance as part of this. The expression 'people are our greatest asset' has probably become over used, but it is nevertheless true. With this in mind, we encourage you to continue to harness the enthusiasm and talents of the Wider Management Team (WMT) to deliver your priorities, building on the project based approach established (e.g. for the budget review).

There are clearly key skills and competencies to draw on within the organisation. Good programme and project management for example is well demonstrated by the successful implementation of Jubilee2 on time and budget. This is quite an achievement that impressed the team.

As the authority continues to move to more 'co-production' as part of its co-operative council ambitions, we suggest you may benefit from setting out what your 'offer' is to help build and co-ordinate community capacity and empower people and clearly communicate it to community groups, LAPs, voluntary sector to co-deliver with you.

Becoming a co-operative council

We have already commented that your stated ambition to become a 'co-operative' council appears to be a natural evolution to the things you are already doing. Things such as the LAPs, your customer focus, partnership working, co-location, budget consultation all provide great building blocks for a 'co-operative council'. There is a clear drive from political and managerial leadership to make the ambition a reality.

Because the move to a 'co-operative council' is a work in progress, there is an excellent opportunity to engage with and learn from other councils. We will endeavour to provide signposting to places and people you may wish to engage and share learning and thinking with.

In terms of informing and developing your thinking further, we think you should consider the following suggestions and questions:

1. Engage widely in defining the key characteristics of a co-operative council. Consider setting out what a co-operative council for Newcastle-under-Lyme looks and feels like for all stakeholders. Develop a Charter setting out minimum standards and expectations.
2. Continue to drive forward the 'one public service' for the borough, building on the clear desire to improve the 'customer journey' and notable progress in terms of a community hub, co-location, customer insight and plans for a new CRM system.
3. Consider how you can embed the concept of a 'co-operative council' into the constitution and decision-making process, so that it becomes the way that the council does business. For example, all council reports could reference the

contribution to co-operative council and feedback from consultation and engagement.

4. The behaviours, values and attitudes required by all stakeholders involved in being a co-operative council (members, staff, partners, communities). You might consider a code of conduct setting these out. Remember it is about culture and behaviours as well as processes and systems.
5. How you further develop and evolve the support you provide to members, staff and communities (e.g. role of technology). As member roles evolve, so too should the way that the authority supports them.
6. Can LAPs champion the concept of a co-operative council? What is the role of parish and town councils in a co-operative council? We suggest this needs developing and articulating further.
7. Making community land and property assets work for the community (including a timely asset realisation plan, creating a 'can do' attitude to make it happen e.g. planning and economic development)
8. What is the model of co-production – who does what? Are there any boundaries? And if so what are they? Where is the best practice to learn from?
9. Demonstrate how you meet and exceed the code of recommended practice for data transparency (openness and transparency).

All of the above needs to be underpinned by regular communication about the emerging thinking, direction of travel and the progress and impact being made.

Key suggestions and ideas for consideration

In addition to the suggestions above, the following are things we think will help you to make best use of your skills and experience going forward and deliver some quick wins. They should be considered irrespective of the list of suggestions above.

1. Get ready to take the tough and potentially unpopular decisions about what are not priorities for the borough.
2. Consider the options and decide on capital expenditure strategy. Do this as soon as possible.
3. Continue to invest in members, including the technology, tools and training that enable and support them to do the job of a modern councillor.
4. Consider how all 60 councillors can be as engaged and involved as they should be in decision-making and policy development (including full council).

5. Keep a close eye on staff morale and engagement through softer measures as workloads inevitably increase.

We have attached a set of slides that summarise the above feedback. The slides are the ones used by the peer team to present its feedback at the end of the onsite visit. We will provide signposting to examples of the above and other information that will help inform your thinking.

Next steps

You will undoubtedly wish to reflect on these findings and suggestions made with your senior managerial and political leadership before determining how the council wishes to take things forward. As part of the peer challenge process, there is an offer of continued activity to support this which we are happy to discuss further. In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge to date. We will endeavour to signpost you to other sources of information and examples of practice and thinking.

I thought it helpful to provide contact details for Howard Davis who, as you know, is our Principal Adviser (West Midlands). Howard can be contacted via email at howard.davis@local.gov.uk (or tel. 07920 061197). He is the main contact between your authority and the Local Government Association. Hopefully this provides you with a convenient route of access to the Local Government Association, its resources and any further support.

All of us connected with the peer challenge would like to wish you every success going forward. Once again, many thanks to you and your colleagues for inviting the peer challenge and to everyone involved for their participation.

Yours sincerely



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On behalf of the peer challenge team:

Kerry Rickards – Chief Executive, Sedgemoor District Council
Councillor Bryony Rudkin – Ipswich Borough Council
Jane Burns – Director of Strategy and Challenge, Gloucestershire County Council
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